City Council
Special Meeting Agenda

September 22, 2015
6:00 p.m.
City of Turlock Yosemite Room
156 S. Broadway, Turlock, California

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Mayor
Gary Soiseth

Council Members
William DeHart, Jr. **Steven Nascimento**
Matthew Jacob **Amy Bublak**
Vice Mayor

City Manager
Roy W. Wasden
City Clerk
Kellie E. Weaver
City Attorney
Phaedra A. Norton

SPEAKER CARDS: To accommodate those wishing to address the Council and allow for staff follow-up, speaker cards are available for any agendized topic or any other topic delivered under Public Comment. Please fill out and provide the Comment Card to the City Clerk or Police Officer.

NOTICE REGARDING NON-ENGLISH SPEAKERS: The Turlock City Council meetings are conducted in English and translation to other languages is not provided. Please make arrangements for an interpreter if necessary.

EQUAL ACCESS POLICY: If you have a disability which affects your access to public facilities or services, please contact the City Clerk's Office at (209) 668-5540. The City is committed to taking all reasonable measures to provide access to its facilities and services. Please allow sufficient time for the City to process and respond to your request.

NOTICE: Pursuant to California Government Code Section 54954.3, any member of the public may directly address the City Council on any item appearing on the agenda, including Consent Calendar and Public Hearing items, before or during the City Council's consideration of the item.

AGENDA PACKETS: Prior to the City Council meeting, a complete Agenda Packet is available for review on the City's website at www.cityofturlock.org and in the City Clerk's Office at 156 S. Broadway, Suite 230, Turlock, during normal business hours. Materials related to an item on this Agenda submitted to the Council after distribution of the Agenda Packet are also available for public inspection in the City Clerk's Office. Such documents may be available on the City's website subject to staff's ability to post the documents before the meeting.

1. CALL TO ORDER

2. PUBLIC PARTICIPATION – LIMITED TO ITEMS DESCRIBED IN THE NOTICE FOR THIS MEETING

This is the time set aside for citizens to address the City Council concerning any item that has been described in the notice for the meeting, including Consent Calendar items, before or during consideration of that item. You will be allowed five (5) minutes for your comments. If you wish to speak regarding an item on the agenda, you may be asked to defer your remarks until the Council addresses the matter.

3. DECLARATION OF CONFLICTS OF INTEREST AND DISQUALIFICATIONS

4. SCHEDULE MATTERS:

A. Request to adopt the City of Turlock 2015-2019 Mayor and City Council Policy Goals and Implementation Plan. *(Mayor Soiseth)*

Recommended Action:
Motion: Adopting the City of Turlock 2015-2019 Mayor and City Council Policy Goals and Implementation Plan (Plan)

5. ADJOURNMENT

The foregoing meeting is hereby called by Mayor Gary Soiseth at the above mentioned date and time pursuant to California Government Code §54956.

GARY SOISETH, Mayor

4A

Council Synopsis

September 22, 2015

From: Gary Soiseth, Mayor

Prepared by: Gary Soiseth, Mayor
Roy Wasden, City Manager

Agendized by: Gary Soiseth, Mayor

1. ACTION RECOMMENDED:

Motion: Adopting the City of Turlock 2015-2019 Mayor and City Council Policy Goals and Implementation Plan (Plan)

2. DISCUSSION OF ISSUE:

As part of my 100 Day Plan and the City Council's goal of delivering efficient and effective services, the City Council and Executive staff met for an all day workshop on Saturday, January 17, 2015 to start the process of updating the City's Strategic Plan, which has been retitled "Mayor and City Council Policy Goals and Implementation Plan" (hereinafter "Plan"). The all-day workshop provided a forum to ask questions and challenge previous goals and objectives. This planning session was followed by several workshops and presentations from all program areas of the City, with topics that included:

- The future of Turlock's groundwater, tertiary, and surface water resources
- A look at Turlock's local roads, interchanges, and corridors
- The future of Turlock's Police and Fire Forces
- Building on Turlock's Parks, Arts, and Recreation Programs
- Turlock's Building Division: An analysis of current procedures

The Plan for 2015-2019 is intended to establish goals and objectives for the City for the next four (4) year period, with updates occurring on an "as needed" basis. Additionally, the Plan calls for a comprehensive review after the next City Council election in 2016. Overall, the Plan provides the principle guidance for the City budget priorities, program objectives, and performance measures. The goals provide the basis for improving services and preserving a high quality of life in Turlock.

The updated draft of the Plan contains seven (7) specific organizational policy goals to be considered and affirmed by the City Council at the September 22, 2015 Council Meeting. The organizational policy goals are as follows:

1. Effective Leadership
2. Fiscal Responsibility
3. Public Safety
4. Municipal Infrastructure
5. Economic Development
6. Intelligent, Planned, Managed Growth
7. Quality Community Programs

The Plan defines each of the "policy goals" followed by "general principles" that support each goal. Following the general principles are "action items" with specific "implementation measures" for each action item. This format provides a clear understanding of what will be done and when it will be accomplished.

Upon adoption of the Plan, a linear chart will be created to depict the goals as they correlate to dates of completion.

3. BASIS FOR RECOMMENDATION:

Effective planning is integral to a City's success. This plan provides a clear vision and implementation plan for the next four (4) years of the City's future.

4. FISCAL IMPACT / BUDGET AMENDMENT:

Fiscal Impact – While there are fiscal impacts associated with some of the goals, objectives, and strategies within the Plan, the costs will be addressed as part of the City's current and future budgetary process. It is at this time that the Council may weigh policy priorities against fiscal constraints.

5. CITY MANAGER'S COMMENTS:

Recommend approval.

6. ENVIRONMENTAL DETERMINATION:

N/A

7. ALTERNATIVES:

A. If the attached Plan does not accurately reflect the direction and priorities of the City Council, the Council could elect to amend or rewrite the Plan.

2015-2019

City of Turlock

Mayor and City Council Policy Goals and Implementation Plan

Proposed to be adopted by the City Council: September 22, 2015

Turlock City Council

Mayor
Gary Soiseth

Council Members

Amy Bublak
Vice Mayor

Steven Nascimento

Matthew Jacob

William DeHart Jr.

Executive Staff

Roy W. Wasden
City Manager

Phaedra A. Norton
City Attorney

Kellie E. Weaver
City Clerk

Stacey Tonarelli
Deputy City Clerk

Robert Jackson
Chief of Police

Vacant
Fire Chief

Michael Cooke
Municipal Services Director

Mike Pitcock
Development Services Director

Allison Van Guilder
Parks, Recreation and Public Facilities Director

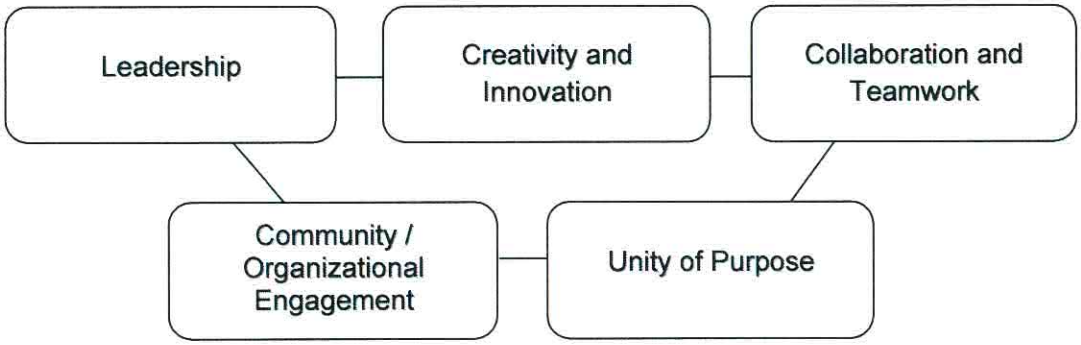
Kellie Jacobs-Hunter
Administrative Services Director

Maryn Pitt
Assistant to the City Manager for
Economic Development and Housing

This page is intentionally left blank for the Mayor's message to the community.

Core Values – How We Do Business

Strategic Values – How We Accomplish Our Core Values



The Mayor and City Council Policy Goals and Implementation Plan (hereinafter "Plan") identifies seven (7) specific organizational policy goals, identifies action items to achieve each policy goal, provides implementation strategies to accomplish each action item, and provides a mechanism to measure our success.

The Mayor and the City Council's adopted organizational policy goals are as follows:

1. Effective Leadership
2. Fiscal Responsibility
3. Public Safety
4. Municipal Infrastructure
5. Economic Development
6. Intelligent, Planned, Managed Growth
7. Quality Community Programs

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Policy Goal #1 – Effective Leadership

General Principles:

1. Foster innovation and promote positive change.
2. Provide clear organizational purpose and vision.
3. Be accountable and provide recognition when appropriate.
4. Proactively respond to emerging issues.
5. Exhibit professional excellence and behavior.
6. Demonstrate personal commitment to the organization and the community.
7. Promote organizational and community engagement.
8. Provide responsive and timely communication, utilizing the chain of command.

Action Items:

1. Implement direct communication tools that provide the Mayor, the City Council and the community with relevant, timely information regarding the operational activities of the City.
2. Develop our employees so they are prepared for advancement and/or other career opportunities.
3. Develop and communicate clear organizational purpose and vision.
4. Promote organizational and community engagement.

Action Item #1 – Implement direct communication tools that provide the Mayor, the City Council and the community with relevant, timely information regarding the operational activities of the City: It is essential to keep the Mayor, the City Council and the community informed. Implementing communication channels that are effective, relevant, timely and direct is key to our success. Our communication strategy will include timely press releases informing the media of important issues facing Turlock. In addition, we will proactively respond to identified emerging issues. We will provide

weekly updates on the status of each issue to the Mayor and the City Council, from inception through completion. The Mayor, the City Council and other interested parties will be kept informed utilizing the communication tools set forth herein.

Implementation Measures:

- Deliver a daily summary of notable events covering the past 24 hours (Friday, Saturday and Sunday notable events will be reported on Mondays).
- Deliver a weekly updated summary of emerging issues to the Mayor and the City Council.
- Provide HIPLINK notification via the communications center on significant events to the Mayor, the City Council and the Executive Team.
- Communicate relevant information to the community utilizing press releases and other channels of communication including, but not limited to, social media, in-person engagement throughout the community, etc.

Action Item #2 – Develop our employees so they are prepared for advancement and/or other career opportunities.

Implementation Measures:

- Identify employees who want to advance or achieve other employment goals. Of those employees who want to advance, identify which employees are prepared for advancement. If an employee wants to advance, but needs to take additional steps in order to be prepared for advancement, identify and provide the employee with opportunities that will assist in preparing the employee for advancement and/or other employment goals.

  This action item will be accomplished by each supervisor, utilizing and completing, in consultation with the affected employee, the "career assessment" component of the employee's evaluation. The implementation of this action item will be measured by Human Resources. Human Resources will prepare a quarterly report that will be posted under the Human Resources tab on the Intranet. The report will identify the following:
  - Number of employees who want to advance and/or achieve other employment goals.
  - Number of employees who are prepared for advancement.
  - Number of employees who need to take additional steps in order to be prepared for advancement.
  - Number of opportunities that were identified to assist employees in meeting their employment goals.

- All things being equal, preparation for and preference in the selection and hiring process will be given to current full-time employees, part-time employees, interns and volunteers. The implementation of this action item will be measured by Human Resources. Human Resources will prepare a quarterly report that identifies, for each recruitment, how many internal employees applied and of those who applied how many were successful.

- Identify, plan and prepare for key retirements and vacancies. This action item will be implemented with the preparation of the budget. A report will be prepared for the City Council and will be presented annually as part of the budget process.
- Fill the Fire Chief vacancy (no later than December 1, 2015).
- The recruitment process, from initiation through selection, will be completed within sixty (60) days. This action item will be implemented and measured by Human Resources. The tracking mechanism utilized will identify the initiation date of the recruitment process, the date of selection and the total number of days necessary to complete the recruitment and selection process.

Action Item #3 – Develop and communicate clear organizational purpose and vision: Adopting clear policy goals and a plan to implement those identified policy goals that reflect the organizational priorities of the Mayor and the City Council - which are financially supported by the budget - is the road map for the organization to succeed.

Implementation of this Plan provides an opportunity for us as leaders to create organizational unity of purpose. This Plan provides clear direction related to the Mayor and the City Council's policy goals and implementation action plan. This Plan will be continually reviewed and referenced in staff reports. As work is accomplished and new policy goals emerge, this Plan will be updated. Staff will work together and with the Mayor and the City Council to accomplish the organizational goals set forth herein. Staff will meet weekly to measure our progress.

Implementation Measures:

- Staff will present to the City Council, for adoption, the Policy Goals and Implementation Plan set forth herein (no later than September 22, 2015). This Plan covers the next four (4) year period.
- Staff will reference the Plan in agenda items, budget preparation and as a part of the organization's routine decision making process. This will ensure the Plan is a relevant, living document that is implemented as part of the organization's daily activities.
- After each City Council election, this Plan will be reviewed and updated as directed by the Mayor and the City Council.
- Staff will hold weekly staff meetings to ensure the goals and action items identified herein are being implemented and progressing to timely completion. This will allow staff to measure our progress and bring items to the City Council for action in accordance with the timelines set forth herein. A standing invitation by the City Manager to the Mayor will allow for greater adherence to the City Council's priorities.

Action Item #4 – Promote organizational and community engagement: Create opportunities to make a difference in our community. Develop a combination of knowledge, skills, values and motivation to make a difference. Promote the quality of life in our community, through both political and non-political processes.

Implementation Measures:

- Foster stronger connections between the City and the community through special meetings and the launch of a new civic engagement initiative, Institute for Local Government (ILG) (no later than September 2015).
- Coordinate/support existing City-wide efforts that promote community events including, but not limited to:
    - Independence Day Celebrations.
    - Festival of Lights.
    - Christmas Parade.
- Develop opportunities in which community-based partnerships are central to achieving our goals. Work with community stakeholders to develop and promote leadership and community service.
    - Leadership Turlock (no later than September annually).
    - Mayor's Youth Conference (no later than October annually).
- Create new initiatives that bring community and education partners together to work on shared community-based projects (an update on the specific measures taken to meet Action Item #4 will be made to the City Council on a quarterly basis).

Policy Goal #2 – Fiscal Responsibility

General Principles:

1. Create a balanced, sustainable budget.
2. Create an effective strategy to address debt payments and unfunded liabilities.
3. Identify and pursue revenue opportunities, including grants and outside sources of funding.
4. Create an "efficient" and effective organization.
5. Actively manage all contracts for services:
    a. Enforce clearly stated and agreed upon standards.
    b. Ensure accountability and measure progress.
6. Ensure efficient use of resources and maximize value within department budgets.
7. Develop value-added partnerships with public and private agencies, industry and educational institutions, including, but not limited to:
    a. Stanislaus County Fair
    b. California State University Stanislaus
    c. Turlock Irrigation District
    d. Turlock Unified School District
8. Strive for interregional cooperation for the benefit of all.

Action Items:

1. Create a balanced and sustainable budget.
2. Identify all existing contracts and identify management responsibility/oversight.
3. Track, report on and propose appropriate budget amendments.
4. Identify, pursue and report on grants.
5. Plan, review and update the Capital Improvement Plan (CIP) and the Equipment Replacement Plan.

6. Implement sewer and water rates to sustain services to implement capital improvement programs.
7. Provide user-friendly financial information to stakeholders.

Action Item #1 – Create a balanced and sustainable budget.

Implementation Measures:

- Take into consideration more accurate revenue and expenditures at mid-year budget review for FY 2015/16.
- Prepare and adopt a balanced budget for FY 2017/18 and 2018/19.

Action Item #2 – Identify all existing contracts and identify management responsibility/oversight: All contracts with the City should be actively managed, ensuring that the terms and conditions of the contract are complied with.

Implementation Measures:

- A master index of all contracts will be prepared and maintained by Administrative Services (no later than March 2016).
- The master index of contracts will identify the department and person responsible for monitoring and reporting on the contract status.
- The status of each contract will be reported in the master index at least annually and more often if necessary to provide current and accurate information.

Action Item #3 – Track, report on and propose appropriate budget amendments: The budget is a living document detailing the resources necessary for the delivery of services. In conjunction with this Plan, the budget should reflect the planning and direction of the Mayor and the City Council. To make wise budget decisions, current and accurate information is crucial, requiring that staff continually review and monitor the actual outcomes in the economy in contrast to the adopted budget forecasts. Additionally, fiscal information should be readily available for anyone who is interested in understanding the City's budget.

Implementation Measures:

- Staff will provide regular updates on budget projections compared to actual outcomes (an update will be made to the City Council on a quarterly basis).
- Staff will provide recommended budget amendments as information accrues and more accurate information becomes available.
- Staff will provide a detailed report, comparing the original budget, any updated budget information and final closing information (no later than the close of each fiscal year).

Action Item #4 – Identify, pursue and report on grants.

Implementation Measures:

- Provide monthly status updates as part of the City Council agenda identifying all grants pursued (an update will be made to the City Council on a quarterly basis).

Action Item #5 – Plan, review and update the Capital Improvement Plan (CIP) and the Equipment Replacement Plan.

Implementation Measures:

- As part of the budget process, ensure that there is adequate funding to replace equipment and make improvements per the Capital Improvement Plan (no later than March of each year).

Action Item #6 – Implement sewer and water rates to sustain services in order to implement capital improvement programs.

Implementation Measures:

- Provide a report to the City Council on the adequacy of sewer and water rates (no later than October of each year).
- Conduct a water rate discussion with the Mayor, the City Council and staff (no later than November 2015).

Action Item #7 – Provide user-friendly financial information to stakeholders.

Implementation Measures:

- Identify users and user needs (no later than January 1, 2016).
- Identify methods that current staff can undertake to make financial data more accessible without additional financial burden.
- Leverage new website to showcase financial data, graphs, etc. from two (2) year adopted budget (no later than January 2016).

Policy Goal #3 – Public Safety

General Principles:

1. Public Safety is a core mission for every department and employee of the City.
2. Public Safety provides for the safety of our citizens and preserves our community and culture.
3. The Police and Fire Departments are traditional leaders in the Public Safety Mission. Their effectiveness is greatly enhanced when all departments work in unison to provide for the safety of our community.
4. Partnerships with the community are integral to the success of the Public Safety Mission.
5. Staffing levels in the Police and Fire Departments are critical to effectively accomplish the Public Safety Mission.
6. The appropriate use of technology is a proven forced multiplier and must be constantly monitored and evaluated.
7. Effective communication is critical to the ability to respond to emergencies as well as routine public safety needs.
8. Accurate record keeping and analysis of information is critical to fact-based and effective deployment of resources.

Action Items:

1. Maintain and/or enhance staffing levels.
2. Provide Police and Fire statistics.
3. Ensure equipment and infrastructure readiness.
4. Develop a response to the Affordable Care Act (ACA) and identify partnerships in the medical service delivery community.

Action Item #1 – Maintain and/or enhance staffing levels: The Police and Fire Department depend on maintaining staffing levels to allow for effective and timely service delivery. The improving economy will allow increases in staffing levels.

Implementation Measures:

- Police Department.
    - Implement the Three-Phase Staffing Plan (no later than July 1, 2017).
    - Achieve a 1.5 officers per thousand population ratio, as identified in the City of Turlock's General Plan (no later than July 1, 2019).

- Fire Department.
    - Discuss permanent ladder truck staffing (no later than January 2016 under direction of new Fire Chief).
    - Complete the Station 5 Feasibility Study at 50% build-out of Morgan Ranch Master Plan.
    - Create a staffing plan for Station 5 concurrent with the feasibility study.
    - Fill the three (3) vacancies at Station 3 (no later than January 1, 2016).
    - Review the Operations Chief position (no later than March 1, 2016).
    - Develop partnerships with medical service providers (no later than January 1, 2017).

- Others.
    - Implement Community Facilities District (CFD) No. 3 (no later than July 1, 2016).

Action Item #2 – Provide Police and Fire statistics: Accurately report Police and Fire activity. Current technology must be used to the fullest extent possible to accomplish this mission and new technology must be employed to increase effectiveness and success in this effort.

Implementation Measures:

- Reduce Police Part One Crimes.
    - Achieve a reduction of 5% over the life of this Plan (no later than January 1, 2019).
- Reduce Police response times.
    - Achieve a 5-minute response time to Priority One Calls (no later than January 1, 2019).

- Hire a Police Crime and Public Safety Analyst.
    - Provide the operational activities report to the City Council every twenty-four (24) hours.
    - Hire a Police Crime and Public Safety Analyst to provide monthly reports and analysis of crime statistics in Turlock (no later than July 1, 2016).
- Provide a report on Fire Prevention efforts.
    - Provide the Fire Prevention efforts report to the City Council in the Department's Annual Report (no later than May of each year).
- Provide a report on actual Fire and Neighborhood Services statistics.
    - Provide the operational activities report to the City Council every twenty-four (24) hours.
    - Present statistical data to the City Council in the Department's Annual Report (no later than May of each year).
- Provide a report on Emergency Medical Services Statistics.
    - Provide the operational activities report to the City Council every twenty-four (24) hours.
    - Present emergency services medical statistical data to the City Council in the Department's Annual Report (no later than May of each year).

Action Item #3 – Ensure equipment and infrastructure readiness: Public Safety depends heavily on technology to act as a forced multiplier for service delivery to the public. Staff has identified opportunities to enhance current technology.

Implementation Measures:

- Identify funding strategies and develop a site plan for the Public Safety Training Grounds (no later than July 1, 2016).
- Repair or replace the training burn building (no later than April 1, 2016).
- Identify a replacement for/or an upgrade to the Computer Aided Dispatch (CAD) and Records Management System (RMS) (no later than July 1, 2016).
- Identify a body-worn camera system (no later than July 1, 2016).
- Identify a replacement radio system (no later than January 1, 2017).

Action Item #4 – Develop a response to the Affordable Care Act and identify partnerships in the medical service delivery community.

Implementation Measures:

- Identify partnerships with medical service providers (Emanuel Medical Center, American Medical Response (AMR) and Sutter Health) (no later than July 1, 2016).
- Develop a Health Care Delivery Plan that includes strategic partnerships (no later January 1, 2017).

Policy Goal #4 – Municipal Infrastructure

General Principles:

1. Municipal infrastructure is integral to public safety and effective service delivery.
2. Municipal infrastructure is critical to retain and attract businesses.
3. Residents, businesses and visitors rely on:
    a. High quality and adequate drinking water.
    b. Quality and well-functioning wastewater treatment systems with adequate treatment capacity.
    c. Quality and well-functioning storm water systems that comply with state requirements.
4. Transportation infrastructure that serves the needs of the community:
    a. Well maintained local streets and roads.
    b. Adequate interchange access.
    c. Access to transit and non-motorized options.
    d. Traffic calming options are critical to the quality of life in neighborhoods.
5. Safe, well designed and attractively maintained parks and facilities.
6. Protect and manage Turlock's urban forest, including street trees.
7. Maintain a focus on water conservation and drought tolerant planting.
8. Ensure the safety and accessibility of the public sidewalk system.
9. Update the GIS base map and infrastructure records to reflect accurate asset information.

Action Items:

1. Expand drinking water supply and improve drinking water quality.
2. Implement projects that improve groundwater sustainability.
3. Maximize the beneficial reuse of recycled water.
4. Maintain adequate wastewater treatment capacity.
5. Maintain adequate storm drain and sewer capacity and comply with statewide permits for municipal sewer and storm drain systems.
6. Prepare a detailed report that will identify strategies to achieve a Pavement Index Plan (PCI) of 80.
7. Prepare the design documents and obtain CalTrans approval for expansion of the Fulkerth interchange.
8. Implement a Traffic Calming Program.
9. Implement a maintenance software program.
10. Complete the Recreation Feasibility Study.
11. Conduct a comprehensive review of the sidewalk and street tree ordinances and policies.
12. Implement the cracked sealing pilot project.
13. Address the entrance corridor of West Main Street from State Route 99 to the downtown (will complement the South County Corridor).
14. Update the Turlock Municipal Airport planning documents.
15. Initiate the construction improvements at the Turlock Municipal Airport.
16. Assist the Turlock Regional Aviation Association (TRAA) in maximizing revenue generated for airport operations.

17. Complete the Lighting Feasibility Study for softball fields at the Turlock Regional Sports Complex (TRSC).
18. Complete the Pedretti Park lighting upgrades.
19. Develop Montana Park.
20. Relocate Brandon Koch Memorial Skate Park to Donnelly Park.
21. Complete the Monte Vista Avenue median turf replacement project.
22. Update the GIS base map utilizing record documents, collect City infrastructure assets with GPS survey equipment and overlay the infrastructure onto the base map to reflect actual field conditions.
23. Update the ADA Transition Plan to reflect completed improvements.

Action Item #1 – Expand drinking water supply and improve drinking water quality: The City must maintain an adequate supply of drinking water that meets or exceeds all state and federal water quality standards for potable use and fire flow.

Implementation Measures:

- Expand Turlock's drinking water supply portfolio by developing a drinking water supply with regional partners. Develop cost estimates and a rate analysis (no later than November 2015).
- Exceed state and federal standards for water conservation through education, enforcement and appropriate rate structure. Future water rate studies shall develop options for conservation rates. Report to the City Council (no later than November 2015).
- Provide a report to the City Council that outlines the short-term capacity and water quality improvements that need to be made to the City's groundwater system so that water production and quality meets or exceeds state minimum standards prior to the development of a surface water supply (no later than July 1, 2016).

Action Item #2 – Implement projects that improve groundwater sustainability: The City will actively participate in regional groundwater sustainability efforts.

Implementation Measures:

- Develop a surface water supply, increase the use of non-potable, reclaimed and recycled water and maximize conservation to allow for recovery of the aquifer. Report to the City Council (no later than December 2016).
- Develop a Groundwater Sustainability Agency with our regional partners (no later than December 2016).
- Complete a Groundwater Management Plan with our regional partners (no later than January 2020).

Action Item #3 – Maximize the beneficial reuse of recycled water: The City will ensure that all of the Turlock's treated wastewater is available for beneficial reuse.

Implementation Measures:

- Explore options for the use of recycled water on medians, public spaces, etc. (no later than January 1, 2016).
- Develop a plan to increase water reclamation and develop additional water resources to expand the volume of recycled water available for beneficial reuse (no later than December 31, 2017).
- Complete construction of the North Valley Regional Recycled Water Project (NVRRWP) (no later than July 1, 2019).
- Remove all wastewater discharge from the San Joaquin River (no later than December 31, 2019).
- Provide recycled water to TID consistent with the City's commitment to the Regional Surface Water Supply Project (no later than December 2020 or sooner subject to a separate agreement with TID).

Action Item #4 – Maintain adequate wastewater treatment capacity: As a key component of economic development, the City will ensure excess wastewater treatment capacity is continually available.

Implementation Measures:

- Complete the design of Clarifier No. 5 (no later than September 1, 2016).
- Adopt the Master Plan for the Wastewater Treatment Facility, including the adoption of an Environmental Impact Report (EIR) (no later than January 1, 2017).

Action Item #5 – Maintain adequate storm drain and sewer capacity: Accommodate future growth, minimize the impact of flooding, avoid sewer overflows and maintain adequate storm drain and sewer capacity.

Implementation Measures:

- Adopt the Master Plan for the Storm Drain and Sewer Master Plans, including the adoption of an EIR and a fee nexus study (no later than January 1, 2017).
- Implement all of the components of the Phase II MS4 Storm Water Regulations on a City-wide basis consistent with the timelines established by the State of California (July 2013 through December 2018).

Action Item #6 – Prepare a detailed report that will achieve Pavement Condition Index (PCI) of 80.

Implementation Measures:

- Provide a roadway conditions report with local funding strategies to the City Council (no later than January 1, 2016).

Action Item #7 – Prepare the design documents and obtain CalTrans approval for expansion of the Fulkerth interchange.

Implementation Measures:

- Fulkerth Interchange will be construction ready with funding strategies to the City Council (no later than January 1, 2016).

Action Item #8 – Implement the Traffic Calming Program: Identify available traffic calming tools, specify qualifying criteria and establish a systematic process for applying for, approving and installing traffic calming solutions.

Implementation Measures:

- Staff will present to the City Council, for adoption, the Traffic Calming Program (no later than November 2015).

Action Item #9 – Implement maintenance software program: Implement a common software program used by all maintenance areas to track work orders, activity and preplanned maintenance.

Implementation Measures:

- Conduct a multi-department Request for Proposal (RFP) to identify a software program that will meet a multitude of maintenance related record keeping needs (no later than January 2016).
    - Include a component which will allow citizens to generate work order requests.
    - Upon implementation, staff will generate regular statistics on the number of work orders completed in each service area (no later than April 2016).
- Enter the ADA Transition Plan needs into the planned maintenance component to track what has been completed and what issues are still outstanding (no later than May 2016).
- All regular or scheduled maintenance will be added to the system to ensure all maintenance is included in the annual work plan (no later than May 2016).

Action Item #10 – Complete the Recreation Feasibility Study: Per the General Plan, complete a Recreation Feasibility Study to determine the types of recreation opportunities and needs the community is interested in investing.

Implementation Measures:

- Conduct a Request for Proposal (RFP) to identify a consultant to perform a Recreation Feasibility Study (no later than September 2015).
- Once a consultant is identified, conduct a series of public meetings to discuss the types of recreation opportunities and needs the community is interested in (no later than November 2015).
- Once the study is complete, the City Council and staff will have a guide map as to the types of recreation opportunities and needs the community is interested in maintaining and constructing through public/private partnerships (no later than July 2016).

Action Item #11 – Conduct a comprehensive review of the sidewalk and street tree ordinances and policies: A City Council Ad Hoc Committee was formed to conduct a review of the sidewalk and street tree ordinances to determine if any updates or changes are necessary.

Implementation Measures:

- The Ad Hoc Committee will conduct a review of the sidewalk and street tree ordinances (no later than November 2015).
    - Consideration will be given to adding a new ordinance which would require a sidewalk and street tree inspection prior to property transfer.
- The City Council will take action to either reaffirm both ordinances or adopt a resolution to update the existing ordinance language (no later than January 2016).

Action Item #12 – Implement the cracked sealing pilot project.

Implementation Measures:

- Design, bid, award and construct and report back to the City Council (no later than Summer 2016).

Action Item #13 – Address the entrance corridor of West Main Street from State Route 99 to the downtown (will complement the South County Corridor).

Implementation Measures:

- Beautify and improve the West Main Street entrance to the downtown through the Regional Surface Transportation Plan (RSTP) and other identified funding strategies.
- Initiate Phase I of the Entrance Corridor Project:
    - Plan the required improvements (no later than Spring 2016)
    - Apply for funding through StanCOG (no later than Spring 2016)
- Initiate Phase II of the Entrance Corridor Project:
    - Construction of improvements over two (2) or more StanCOG funding cycles (no later than FY 2018/19 and 2019/20).

Action Item #14 – Update the Turlock Municipal Airport planning documents: Airport planning documents will be completed to prepare for new construction improvements at the airport over the next five (5) years.

Implementation Measures:

- Complete the updated Airport Layout Plan (ALP) (no later than December 2015).
- Complete the Obstruction Survey (no later than February 2016).

Action Item #15 – Initiate the construction improvements at the Turlock Municipal Airport: FAA entitlement funds will be used to initiate construction at the Turlock Municipal Airport beginning in 2016/17.

Implementation Measures:

- Initiate Phase I of the Runway Widening Project:
  - Project bid scheduled (no later than March 2016).
  - FAA grant funds received (no later than April 2016).
  - Contract awarded (no later than May 2016).
  - Construction completed (no later than December 2016).

- Initiate Phase II of the Runway Widening Project:
  - Project bid scheduled (no later than March 2017).
  - FAA grant funds received (no later than April 2017).
  - Contract awarded (no later than May 2017).
  - Construction completed (no later than December 2017).

Action Item #16 – Assist the Turlock Regional Aviation Association (TRAA) in maximizing revenue generated for airport operations: The City will continue to work with TRAA to identify opportunities to generate revenue for airport maintenance and operations.

Implementation Measures:

- TRAA intends to increase revenue through a land lease for small animal grazing which also assists with weed control (no later than September 2015).
- With the City Council approval, develop a new hangar construction policy to allow further development and an opportunity for revenue generation (no later than November 2015).
- TRAA intends to increase revenue through a land lease of non-aviation airport property for truck trailer storage (no later than January 2016).

Action Item #17 – Complete the Lighting Feasibility Study for softball fields at the Turlock Regional Sports Complex (TRSC).

Implementation Measures:

- Issue a Request for Proposal (RFP) to retain a consultant (no later than February 2016).
- Study to be complete (no later than June 2016).

Action Item #18 – Complete the Pedretti lighting upgrades.

Implementation Measures:

- Capital funds will be accumulated over the next three (3) fiscal years (anticipated initiation of the project no later than September 2017).

Action Item #19 – Develop Montana Park.

Implementation Measures:

- Phase I construction to be completed (no later than June 2016).

Action Item #20 – Relocate Brandon Koch Memorial Skate Park to Donnelly Park.

Implementation Measures:

- Accept construction bid (no later than September 2015).
- Completion (no later than March 2016).

Action Item #21 – Complete the Monte Vista Avenue median turf replacement project: Remove live turf and spray irrigation. Turf will be replaced with rubber bark and tree bubbler irrigation will be installed.

Implementation Measures:

- Grant funding of $150,000 secured in June 2015.
- Gap funding identified (no later than November 2015).
- A Request for Proposal RFP/bid completed (no later than February 2016).
- Project completed (no later than June 2016).

Action Item #22 – Update the GIS base map utilizing record documents: Collect City infrastructure assets with GPS survey equipment and overlay the infrastructure onto the base map to reflect actual field conditions.

Implementation Measures:

- Provide the City Council with a scope of work, potential costs and funding concepts (no later than October 2015).
- Improve the GIS base map (no later than January 2018).
- Overlay GPS data points for City infrastructure onto GIS base map (no later than January 2019).

Action Item #23 – Update the ADA Transition Plan to reflect completed improvements: Identify and document all ADA improvements made to the City's infrastructure through capital projects, development projects, encroachment permits and staff maintenance work.

Implementation Measures:

- Provide the City Council with an annual report documenting all ADA improvements made over the last calendar year and the remaining ADA Transition Plan improvements (no later than January of each year).

Policy Goal #5 – Economic Development

General Principles:

1. Retain, attract and expand existing businesses.
2. Create and retain jobs.
3. Support the business community.
4. Collaborate with economic development stakeholders.
5. Promote and support tourism.

Action Items:

1. Maintain and build new relationships with the commercial business sector.
2. Develop a marketing and branding strategy for the City and the community.
3. Collaborate with community groups and stakeholders to ensure a successful and vibrant community.
4. Implement the updated special event permit process.

Action Item #1 – Maintain and build new relationships with the commercial business sector.

Implementation Measures:

- City staff will visit the significant sales tax generators annually and provide a data and trends report that includes sales tax projections to the City Council (no later than February of each year).
- Economic Development and Public Safety will collaborate on outreach and education to better serve the commercial districts.
    - Public Safety to report commercial district outreach data to the City Council in the Department's Annual Report (no later than May of each year).
- Participate in ten (10) annual retention visits to base sector employers, report to the City Council (no later than February of each year).
- Monitor commercial vacancy rates, report to the City Council (no later than February of each year).

Action Item #2 – Develop a marketing and branding strategy for the City and the community.

Implementation Measures:

- Issue a Request for Proposal (RFP) for creating a Community Marketing Plan (no later than February 2016).
- Launch new website (no later than January 2016).

Action Item #3 – Collaborate with community groups and stakeholders to ensure a successful and vibrant community.

Implementation Measures:

- Actively participate with Turlock Downtown Property Owners Association, Farmer's Market and Turlock Chamber of Commerce at monthly meetings.
- Foster opportunities which create growth in Transit Occupancy Tax (TOT).
- Report on growth and revenue as part of the report to City Council (no later than February of each year).
- Quarterly meetings with Education Partners (CSUS and TUSD) to address issues and concerns.

- Maintain and participate in the Town and Gown relationship with CSU Stanislaus.
    - Special events in the community such as Warrior Wednesdays will be explored and developed (first Warrior Wednesday is scheduled for September 16, 2015).
- Identify City sponsored special events and assign a marketing budget (no later than October 2015).
- Create a public/private working group to explore and support new business initiatives (no later than January 2016).

Action Item #4 – Implement the updated special event permit process.

Implementation Measures:

- Establish a special event permit committee (no later than September 2015).
- Complete a review of other municipalities' documents and processes (no later than December 2015).
- Implement the updated process (no later February 2016).

Policy Goal #6 – Intelligent, Planned, Managed Growth

General Principles:

1. A well-planned community requires detailed short and long-range planning that implements its General Plan to support growth and development by responding to the community's needs, protecting property values, promoting economic development, and conserving environmental resources.
2. Managed growth requires the development of detailed financial strategies to ensure that growth adds to the health and well-being of the community without placing an unfinanced service burden on the City and its residents and businesses.
3. Maintain and build professional working relationships with other agencies, with a focus on value-added growth, to create a seamless integration of infrastructure and services throughout the region.
4. To achieve high quality development, supportive regulations and strategies should be designed that make it easier for developers and property owners to understand and meet the City's vision and goals as articulated in the General Plan.
5. Meeting state and federal laws, regulations and mandates should be accomplished in a manner that makes it easier to understand by the community.

Action Items:

1. Prepare and adopt an update to the Housing Element of the General Plan.
2. Prepare and update the Northwest Triangle Specific Plan (NWTSP) to designate additional land for commercial development.
3. Prepare an infill Master Plan for the Montana-West area identified in the General Plan.
4. Update the Downtown Plan to provide opportunities for more residential and commercial development in the downtown.

5. In conjunction with StanCOG, Stanislaus County, and the Cities of Patterson and Newman, prepare the South County Corridor Feasibility Study to identify the route and potential funding sources for an east-west expressway from State Route 99 to Interstate 5 to facilitate truck traffic from the Turlock Regional Industrial Park.
6. Prepare an Active Transportation Plan to identify the necessary improvements to encourage walking and biking, and to make walking and biking a safer option for families.
7. Review and update the Capital Facility Fee (CFF) Program and Master Plan Fee Nexus Studies as needed.
8. Review and update, as necessary, the Zoning Ordinance to implement the goals, objectives and actions in the General Plan.
9. Prepare an update to the Parks Master Plan and Fee Program to ensure that park acquisition and improvements are paid by new development.
10. Work with Turlock Unified School District (TUSD) to identify an implementation strategy for the new elementary school required for the Morgan Ranch Master Plan area.
11. Prepare a Downtown Parking Plan to identify the strategies, infrastructure improvements and funding needed to increase the supply of parking in the downtown, including, but not limited to, the construction of a surface parking lot at 129 South Broadway and a parking garage.
12. Purchase new software to allow architects and engineers to electronically submit and receive comments on plans.
13. Develop standard plans and guidance documents to make it easier for contractors, homeowners and businesses to comply with new state laws and regulations.

Action Item #1 – Prepare and adopt an update to the Housing Element of the General Plan.

Implementation Measures:

- Complete the draft Housing Element (no later than October 2015).
- Submit the draft Housing Element to the City Council for adoption, and submit the adopted Housing Element to the State Housing and Community Development Department for review (no later than January 2016).
- Respond to comments from the State Housing and Community Development Department and submit any revisions to the Planning Commission and the City Council for action (no later than May-June 2016).

Action Item #2 – Prepare and update the Northwest Triangle Specific Plan (NWTSP): Designate additional land for commercial development.

Implementation Measures:

- Convene property owners to identify funding strategy to pay for the specific plan update (no later than December 2015).

- Present funding strategy to the City Council for approval and initial specific plan update (no later than March 2016).
- Prepare the specific plan update and environmental documentation (no later than September 2016).
- Complete the specific plan process and present to the Planning Commission and the City Council (no later than March 2017).

Action Item #3 – Prepare an infill master plan for the Montana-West area identified in the General Plan.

Implementation Measures:

- Work with the Housing Program Services Division to identify funding sources to prepare the Montana-West Master Plan (no later than March 2016).
- Prepare a Request for Proposal (RFP) for consideration by the City Council (dependent on funding) (no later than July 2016).
- Prepare Montana-West Master Plan including public outreach and environmental documentation (no later than July 2017).
- Present draft plan for adoption to the Planning Commission and the City Council (no later than Fall 2017).

Action Item #4 – Update the Downtown Plan: Provide opportunities for more residential and commercial development in the downtown.

Implementation Measures:

- Continue to apply for state grants to pay for an update to the Downtown Plan (annually). The City Council may wish to consider funding this activity from the General Fund. Discussion of potential funding options to prepare the Downtown Plan update at a City Council meeting (no later than December 2015).

Action Item #5 – In conjunction with StanCOG, Stanislaus County, and the Cities of Patterson and Newman, prepare the South County Corridor Feasibility Study: Identify the route and potential funding sources for an east-west expressway from State Route 99 to Interstate 5 to facilitate truck traffic from the Turlock Regional Industrial Park.

Implementation Measures:

- Conduct a public meeting on preferred routes (no later than September 2015).
- Technical committee to select the preferred option for the environmental review (no later than October 2015).
- Prepare the South County Corridor Feasibility Study (no later than March 2016).
- Submit the recommendations on the preferred corridor to the City Council for adoption (no later than July 2016).

Action Item #6 – Prepare an Active Transportation Plan: Identify the improvements necessary to encourage walking and biking, and make walking and biking a safer option for Turlock.

Implementation Measures:

- Present a draft Active Transportation Plan to the City Council for adoption (no later than September 2015).

Action Item #7 – Review and update the Capital Facility Fee Program and Master Plan Fee Nexus Studies as needed.

Implementation Measures:

- Conduct an annual review of the Capital Facility Fee Program and update (no later than November of each year).
    - Whenever outside funding is identified for major elements of projects identified in fee programs, prepare updates to the relevant plan.
- Conduct a five (5) year review of the Capital Facility Fee Program and update (no later than November 2018).

Action Item #8 – Review and update, as necessary, the Zoning Ordinance: Implement the goals, objectives and actions in the General Plan.

Implementation Measures:

- Develop a traditional neighborhood/graduated density ordinance for the West Turlock area to facilitate growth and development (no later than March 2017).
- Hold a joint meeting with the City Council and the Planning Commission to review an outline of the potential changes to the City's Sign Ordinance (no later than January 2016).
- Complete an update to the Sign Ordinance for the City Council's consideration (no later than October 2016).
- Complete an update to the Noise Ordinance for the City Council's consideration (no later than October 2016).

Action Item #9 – Prepare an update to the Parks Master Plan and Fee Program: Ensure that park acquisition and improvements are paid for by new development.

Implementation Measures:

- Secure the assistance of a consultant to prepare a fee nexus study (no later than December 2015).
- Update the Parks Master Plan (in-house) (no later than July 2016).
- Complete the public and the environmental review processes and make revisions (no later than November 2016).
- Present the Parks Master Plan and Fee Program to the Planning Commission and the City Council for adoption (no later than Fall 2016 - Winter 2017).

Action Item #10 – Work with the Turlock Unified School District (TUSD): Identify an implementation strategy for the new elementary school required for the Morgan Ranch Master Plan area.

Implementation Measures:

- Prior to the approval of a subdivision map, work with developers and the School District staff to identify an implementation strategy for the new elementary school (dependent on submittal date of maps).

Action Item #11 – Prepare a Downtown Parking Plan: Identify strategies, infrastructure improvements and funding needed to increase the supply of parking in the Downtown, including, but not limited to, the construction of a surface parking lot at 129 South Broadway and a parking garage.

Implementation Measures:

- Prepare a Request for Proposals (no later than September 2015).
- Select a consultant (no later than December 2015).
- Complete the study (no later than Summer 2016).
- Present the study to City Council (no later than Summer 2016).
- Construction of a surface parking lot at 129 South Broadway (no later than Summer 2016).

Action Item #12 – Purchase new software: Allow architects and engineers to electronically submit and receive comments on plans.

Implementation Measures:

- Prepare a Request for Proposals (RFP) (no later than October 2015).
- Submit the consultant selection to the City Council for approval (no later than February 2016).
- Implement the new software including staff training (no later than July 2016).

Action Item #13 – Develop standard plans and guidance documents: Make it easier for contractors, homeowners and businesses to comply with new state laws and regulations.

Implementation Measures:

- Develop standard plans for MS4 Erosion and Sediment Control (no later than January 2016).
- Prepare information guides on the new Model Water Efficient Landscape Ordinance requirements (no later than January 2016).
- Prepare a revision to the Zoning Ordinance to comply with the MS4 and the Model Water Efficient Landscape Ordinance requirements (no later than October 2016).

Policy Goal #7 – Quality Community Programs

General Principles:

1. Strive to provide affordable recreation opportunities for all.
2. Deliver positive recreation programming to deter crime and improve quality of life.
3. Focus on partnerships to expand services and the number of citizens served.

4. Maximize the use of our sports facilities through tournaments, league play and special events.
5. Offset operational and program costs through fees, grants, sponsorships, and partnerships.
6. Increase the supply of affordable housing for the lowest income households.

Action Items:

1. Implement a recreation software program update.
2. Preserve existing affordable housing stock.
3. Provide housing and services to qualifying populations.
4. Seek out new grant and funding opportunities.

Action Item #1 – Implement a recreation software program update: The current version of the software program used for registration and activity tracking is no longer supported by the provider and must be updated.

Implementation Measures:

- Staff will complete a survey of possible software solutions to evaluate the features most beneficial to operations (no later than September 2015).
- A Request for Proposal (RFP) will be completed to identify a recreation software program suitable for the Recreation Department (no later than December 2015).
- Implement the new recreation software program (no later than April 2016).

Action Item #2 – Preserve existing affordable housing stock.

Implementation Measures:

- Provide down payment assistance to ten to fifteen (10-15) families per year.
- Provide housing rehabilitation loans and/or grants to ten (10) seniors and low-income families annually.

Action Item #3 – Provide housing and services to qualified populations.

Implementation Measures:

- Collaborate to develop twelve (12) emergency, transitional and permanent supported units.

Action Item #4 – Seek new grant and funding opportunities.

Implementation Measures:

- Develop Phase II of Avena Bella with sixty (60) units (subject to receiving RPTTF funds).
    - Application for tax credit financing (no later than July 2016).
    - Construction to begin (no later than February 2017).
- Development of transit oriented housing (no later than June 2018).