

# City Council Special Meeting Agenda



**FEBRUARY 12, 2013**

**5:30 p.m.**

**City of Turlock Yosemite Room**

**156 S. Broadway, Turlock, California**

Mayor  
**John S. Lazar**

Council Members  
**Amy Bublak**      **Steven Nascimento**  
**Forrest White**   **William DeHart, Jr.**  
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 agenda item 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](http://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 before or during consideration of that item. You will be allowed three (3) 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. STRATEGIC PLANNING DISCUSSION – Council will provide input on key issues necessary for preparation of the 2013-2015 City of Turlock Strategic Plan.**
- 4. ADJOURNMENT**

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

  
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JOHN S. LAZAR, Mayor



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**CITY OF TURLOCK**

***STRATEGIC PLAN***  
***2013-2015***

**Adopted by City Council:**  
**~~October 25, 2011~~**

# Turlock City Council

## Mayor

John S. Lazar

## Council Members

~~William DeHart Jr.~~ Amy Bublak  
Forrest J. White

~~Mary Jackson~~ Steven Nascimento  
~~Amy Bublak~~ William DeHart Jr.,  
Vice Mayor

## Executive Staff

Roy W. Wasden  
City Manager

Phaedra A. Norton  
City Attorney

~~Rhonda Greenlee~~  
City Clerk

Kellie E. Weaver  
Deputy City Clerk

~~Dave Young~~ Robert Jackson  
Interim Chief of Police

Tim Lohman  
Fire Chief

Dan Madden  
Director of Municipal Services

Mike Pitcock  
Director of Development  
Services

Allison Van Guilder  
Manager of Parks, Recreation  
and Public Facilities Maintenance

~~Heidi McNally-Dial~~  
Assistant to the City Manager  
for Economic Development/  
Redevelopment

**STRATEGIC PLAN  
2011-2013**

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## 1:00 Vision for Turlock

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The City of Turlock has set itself apart in the county and region as a highly desirable community in which to live, work and visit. Our citizens have come to expect and rely on ethical, stable governance which is visionary in planning and focused on building a culture of healthy diversity and enhancing our quality of life.

Turlock citizens, employers and visitors enjoy the benefits of municipal services provided through Police and Fire, Utilities, Planning, Development and Building Safety, Parks and Recreation, Street Maintenance, Traffic Engineering, and Public Transit. In our efforts to be a "full service city" (providing citizens with a full range of services to enhance quality of life), we are committed to world class customer service and excellence in: effective leadership; fiscal responsibility; public safety; municipal infrastructure; economic development; intelligent, planned, managed growth; social infrastructure, and community programs, facilities and infrastructure.

We value our partnerships with citizens, members of the business, schools and development communities, and California State University Stanislaus. We recognize that the strength of our relationships benefits and adds value to all stakeholders. Together, we are committed to building a sustainable community that respects and preserves our agricultural heritage to be enjoyed now and by future generations.

### **Mayor**

John S. Lazar

### **Council Members**

~~William DeHart Jr.~~ Amy Bublak  
Forrest J. White

~~Mary Jackson~~ Steven Nascimento  
~~Amy Bublak~~ William DeHart Jr.,  
Vice Mayor

## **2:00 The Vision Statement**

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The vision statement for the City of Turlock reflected in the preceding "Vision for Turlock" was developed by the City Council and Executive staff. The vision statement of an organization reflects its essential core value. The vision statement is often referred to as the organization's mission, purpose or its objective. Because the vision statement reflects the basic reason for an organization's existence, it should seldom change. Strategic plans should be developed and evolve with the primary purpose of implementing, through measurable actions, the core value espoused in the vision statement.

The vision statement for the City of Turlock reflects a strong commitment to world class customer service and to provide quality municipal services in a highly ethical and professional manner through partnerships with the many constituencies that are Turlock.

### **PREAMBLE - VALUES**

#### **Openness**

We value government action that is taken openly and believe that responsive government is our first priority. We encourage citizen participation for the betterment of our community and strive to conduct business with integrity to instill public trust.

#### **Quality of Life**

We value a safe, family friendly environment in which to build our future and conduct business. We foster recreation, public safety and youth activities, and encourage support of the arts, libraries, and education. We believe in sound economic development, high standard infrastructure and responsible planning for sustainable growth.

#### **Excellence**

We value excellence in all things. Professionalism, accountability, and innovation drive our commitment to excellent customer service.

#### **Employees**

We value a work environment that emphasizes teamwork, respect and dignity and supports our employees in their efforts to provide excellent customer service.  
We value diversity in the workplace and in the community.

### **3:00 Purpose of the Strategic Plan**

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Strategic planning is a process by which the City of Turlock will control its destiny by effectively planning for the future. By appraising future opportunities and our current and future strengths and weaknesses, we can enhance the chance for success and minimize identifiable problems. The Strategic Plan will provide the essential element for a more effective means of determining priorities, allocating limited resources and measuring progress. While direction (goals, objectives, levels of service) is the responsibility of the City Council, execution of the Plan is primarily carried out by the City Manager and Executive staff.

As a process, strategic planning is not a one-time endeavor. It must be ~~constant~~ consistent and ongoing. As conditions change and time passes, the Strategic Plan will be updated and amended. Strategic planning must continue because our environment is always in flux. Recognizing this constantly changing environment, the City Council may want to regard the Strategic Plan as a ~~two~~ three year "road map." The Strategic Plan will best serve our City Council and City if, shortly after a Council election, the newly constituted Council schedules a goal setting workshop. This workshop would then provide policy direction for the development of an updated Strategic Plan.

The City's annual budget, in turn, can be developed to reflect the policy initiatives identified in the Strategic Plan. In the second year of the Strategic Plan, staff will provide updates to the Council on progress within the Plan and the annual budget will again be developed as a reflection of the Strategic Plan.

In conclusion, considering all the options for Turlock's future, a strategy is needed to ensure that our vision statement translates into a plan for a well governed City. Through this Strategic Plan, opportunities will evolve into actions that ultimately achieve positive, measurable results.

Visions, refined as policy initiatives, are achieved through systematic implementation of balanced, measurable goals, objectives and strategies to address critical areas of service delivery. A goal is defined as a generalized statement of where an organization wants to be at some future point in time. Action, in the form of objectives, strategies, and priorities are then developed. Objectives are specific, measurable targets (actions) developed to fulfill the expectations of a goal. Strategies are the step-by-step means by which an organization reaches its objectives.

Goals without objectives and strategies are rarely achieved. The following pages present a systematic methodology whereby goals, objectives and strategies implement the City Council's policy initiatives, ultimately fulfilling the City's vision statement.

## 5:00 Executive Summary

In December of 2010 and January of 2011, the City Council, City Manager, and City Attorney met in facilitated team building workshops. At the conclusion of these workshops, the Council directed a review of the Strategic Plan by staff with comments on changes to the existing plan for council review and input. A combined meeting with Council and staff was held on March 14, 2011 and September 27, 2011, culminating in the completion of this Strategic Plan.

This Plan will serve as the policy direction for staff to follow in budget preparation and work prioritization within each service area and across all City departments. The Plan will be a living document and will be referenced in budget and service reports to Council. As an integral part of ongoing operations, the Plan will be kept current with annual updates from Council incorporated into the Plan.

The document before you contains a number of policy initiatives identified by the City Council as well as specific goals and objectives that support these initiatives. Lastly, this document contains a status report reflecting specific action taken in implementing these goals and objectives.

At this time, I would like to extend my personal gratitude to the Executive and Administrative staff whose professionalism and dedication proved invaluable in the preparation and implementation of this plan.

The City of Turlock will face multiple, complex challenges in the years to come. Among those issues are the parallel trends of a growing population and service demands coupled with limited financial and other resources. As our City continues to grow, we look to chart a course and create a vision for our future that will ensure our financial viability as well as our quality of life. Recognizing the many challenges facing the community, the City engaged the community in a strategic planning process in 2008 and an update in 2011. The strategic planning process is designed to chart the course, provide focus and strategic direction, and assess our current and future services.

The City of Turlock initiated the development of its first Strategic Plan in 2008 to identify a long-term direction, short-term goals, and action steps for the City organization. This highly participatory process included input and feedback from residents, community stakeholders and employees. We thank all participants as the City continues to actively identify, recognize and support the quality services and programs residents expect from the City, and the superior service standards the City employees strive to provide.

The Council's Strategic Plan identifies eight strategic focus areas that the City's workforce will advance toward during the next three years. Our priorities and measures of success are clearly outlined within specific strategic benchmarks and goals in the Action Plan.

I am proud to present the City of Turlock's Strategic Plan, which serves as an organizational blueprint and foundation of how Turlock will continue to be a safe, vibrant, innovative, healthy city, providing the highest overall quality of life possible. Lastly, I would like to extend my personal gratitude to the Executive and Administrative staff whose professionalism and dedication proved invaluable in the preparation and implementation of this plan.

Respectfully submitted,

Roy W. Wasden  
City Manager

The Strategic Plan for the City of Turlock contains eight (8) specific policy initiatives identified by the City Council. These initiatives are: effective leadership; fiscal responsibility; public safety; municipal infrastructure; economic development; intelligent, planned, managed growth; social infrastructure and community programs, facilities and infrastructure. This Plan defines each of these initiatives in greater detail and contains specific goals and objectives that support the implementation of the policy initiatives.

**A) POLICY INITIATIVE – EFFECTIVE LEADERSHIP:**

*City Council decisions are made with thoughtful consideration of all facts and input to reach “informed agreement,” recognizing the direction will reflect the will of the majority of the Council. Decisions are “interest-based” (focused on achieving desired outcomes that address the interests of all stakeholders), as opposed to “position-based” (focused on implementing a specific result that may not consider nor address all interests or ultimately achieve the most desirable outcome). Council decisions provide ethical, clear, consistent direction to the City Manager and staff. City Management Staff executes Council direction by applying allocated resources with competence, integrity, commitment and stewardship.*

To provide effective leadership, we commit to and hold ourselves accountable to a high standard of performance and behavior. Our standard includes:

1. Clarity of purpose and vision
2. Accountability for measurable results
3. Individual behavior that is approachable, flexible, consistent, and adaptable
4. Follow through and communication with Council/staff/community
5. Organizational commitment
6. Active, informed involvement
7. Commitment to give credit
8. Open, two-way communication
9. Follow chain of command
10. Be open to new ideas/change

**1) GOALS:**

- a. Municipal management and administration training for new Council members
- b. Internal department service improvements
- c. Hire, develop and retain the best and most qualified employees
- d. Succession planning

**2) ACTIONS: *Council & Staff***

- a. Hold ourselves and each other accountable to model our agreed upon standard

**3) ACTIONS: *Council***

- a. Refine the Strategic Plan as needed to reflect consensus of Council direction
- b. Municipal management and administration orientation and training for new council members
- c. Schedule formal Strategic Plan reviews to assess progress

**4) ACTIONS: *Executive Managers***

- a. Create Department Strategic Plans to support City Plan
- b. Communicate and clarify the City's Strategic Plan to employees. Ensure all employees understand how they are to maximize their individual contributions to the plan

## B) POLICY INITIATIVE – FISCAL RESPONSIBILITY:

*Our financial stewardship reflects a healthy balance of investment, revenue management and cost control. While our intent is to be fiscally lean, we will invest in organizational and service development to ensure service competency and predictability. Rationale for spending includes an assessment of not only the cost but also the need to create value. A sensible approach that simultaneously considers investment and cost ensures resources are available for the organization to carry out goals and achieve our Vision for today and the future.*

### 1) GOALS:

- a. Create an “efficient” yet effective City government organization
- b. Identify smart revenue opportunities including but not limited to grants and outside sources of funding
- c. Ensure the most efficient use of resources and maximize value within department budgets and develop value-added partnerships with public and private agencies, industry, and educational institutions, such as California State University Stanislaus
- d. Create a balanced, sustainable budget within thirty-six (36) months

### 2) ACTIONS: *Council*

- a. Adopt a new Community Facilities District to ensure adequate funding of ongoing costs of providing police, fire and park maintenance services.

### 3) ACTIONS: *Staff*

- a. Prepare a new Community Facilities District proposal for consideration by the City Council.
- b. Prepare an update to the Parks Acquisition and Development Fee through the adoption of an updated Parks Master Plan.

## C) POLICY INITIATIVE – PUBLIC SAFETY:

*We are committed to ensuring the safety of our citizens and preservation of our community and culture through our Police and Fire services. We strive to maintain appropriate staffing levels and resources for staff members to effectively carry out their mission. We employ progressive practices to maximize resources.*

### 1) GOALS:

#### a. Turlock Fire Department

- i) Deliver prompt and professional customer service to all we serve with pride and compassion with every public interaction that we make in our community.
- ii) Provide station locations that enhance appropriate response times with appropriate equipment and staffing.
- iii) Always striving to enhance our effectiveness with staffing levels that match community needs and desires for emergency mitigation.
- iv) Continue looking for ways to enhance our funding from either local/state/federal government, property related revenue generators and grant opportunities.
- v) Continue our apparatus replacement program that retires apparatus when reliable service is jeopardized.
- vi) Work to develop and implement strategic priorities that were identified in the department planning process in September 2010.
- vii) Work with contiguous County fire agencies to develop good relationships, and seek opportunities to consolidate and/or work together to maximize an efficient fire service delivery model.
- viii) Develop a consolidation plan with the Police Department's Support Services Division to help provide service to the Fire Department Pursue technology opportunities that enhance the fire department's operational efficiency and effectiveness.
- ix) Work with our business community to provide them with prompt and efficient service, and assist businesses to be successful We will be an innovative partner working to help them accomplish their building or development goals.
- x) Work with our citizens to develop quality public education programs focusing on safety, prevention, and career opportunities.
- xi) Develop a new vision for the future of pre-hospital emergency medical care.
  - a. Work with the private ambulance company to adopt a new contract.
  - b. Identify new opportunities to enhance our emergency medical services.

- b. Police Department
  - i) Maintain and execute a comprehensive Departmental ~~3-Three~~ Year Strategic Plan, focusing on the following Strategic Priorities:
    - a. Plan for Organizational Effectiveness
    - b. Enhance Internal and External Communications and Teamwork
    - c. Enhance Community Oriented Policing Strategies
    - d. Develop Succession Planning and Leadership Building
  - ii) Complete construction and transition into new Public Safety Facility.
  - iii) Pursue operational cost reduction strategies, to include, but not limited to:
    - a. ~~Consolidation of redundant Police and Fire support operations~~ Continue consolidated Support Operations Division which will support both the Police and Fire Departments.
    - b. Adoption of technology to ~~increase efficiency and/or~~ reduce ~~essential~~ staffing levels.
    - c. Expanded use of less costly non-sworn staff.
    - d. Enhanced citizen volunteer programs.
  - iv) Work with our business community to provide prompt and efficient communication, support, and service to assist businesses in being successful.
  - v) ~~Maintain an operational plan, updated annually, which will identify specific goals and objectives to be accomplished within a given calendar year.~~

**2) ~~ACTIONS: Council~~**

- a. ~~Adopt a feasibility study to locate a new fire station in the Southeast master plan areas.~~

**3) ~~ACTIONS: Staff~~**

- a. ~~Prepare a feasibility study to select a location for the new fire station required to support the new growth areas identified in the adopted 2012 General Plan.~~

## D) POLICY INITIATIVE – MUNICIPAL INFRASTRUCTURE:

*Managed growth and foresight ensures that essential infrastructure keeps pace with existing needs and anticipates and provides for needs created by future development. As a result, residents, businesses and visitors can rely on consistent, quality water and sewer services, and strive to provide well-maintained streets and roads, adequate interchange access, and a variety of transit options.*

### 1) GOALS:

- a. Identify avenues to address current deficiencies (general fund, grants, ballot initiatives, assessment districts) in:
  - i) County Islands
  - ii) West Side
  - iii) Storm Drainage: minimize combined sewer system and replace aging infrastructure as needed
  - iv) Streets/Roadways \*
  - v) Water & Sewer Northeast Expressway Plan Line Study
  - vi) Street Lighting Citywide Bicycle Master Plan
  - vii) Fleet & Equipment Management Water & Sewer: replace aging infrastructure as needed
  - viii) Street Lighting
  - ix) Fleet & Equipment Management: address deferred replacement of aging equipment
  
- b. Address Growth-Related Issues (Current and Future)
  - i) Surface Water project
  - ii) Water
  - iii) Wastewater
  - iv) Interchanges
  - v) Impact on current transportation system
  - vi) Storm Water management
  - vii) Bike paths/routes around town/buses
  - viii) Beneficial reuse of recycled water
  - ix) Collaborative regional efforts on water resources planning and management

- c. Develop and Execute a Municipal Services Strategic Plan
  - i) Water
  - ii) Wastewater
  - iii) Storm Water

**2) ACTIONS: Council**

- a. Discuss information with staff and make informed decisions

**3) ACTIONS: Staff**

- a. Ensure impact fees and user rates are up-to-date.
- b. Prepare informational report for Council: Identify problem, why it's there, what's necessary to address it, available funding sources (i.e., CFD) to remedy deficiencies and possible consequences of not addressing deficiencies as a part of a Municipal Services Strategic Plan.
- c. Continue to work with the County to evaluate the feasibility of annexing the County islands to the City. Bring proposals forward to the County when financing is available.
- d. Prepare plan line studies for adoption by the City Council for Northeast Expressway, Washington Road and other roadways where physical constraints prevent symmetrical widening of future improvements identified in the General Plan.
- e. Prepare a Citywide Bicycle Master Plan to refine the cost estimates and projects to implement the City Bicycle Plan in the General Plan and update the Capital Facility Fee Program.

\* Footnote: It is estimated we are \$80 to \$100 million behind in deferred maintenance and that we fall behind another \$7 to \$8 million annually.

## E. POLICY INITIATIVE – ECONOMIC DEVELOPMENT:

*Our leadership role in regional commerce is cultivated through vibrant, synergistic relationships with taxpayers, California State University Stanislaus, business and development communities. This is reflected in a revitalized downtown, quality, balanced development throughout the City, and a business-friendly environment that serves as an incubator for future business.*

### 1) GOALS:

- a. Create and sustain value-added economic development
- b. Generate job creation and retention
- c. Enhance revenue
- d. Create diversity of opportunity for business and community development
- e. Develop realistic strategies and goals
- f. Maximize use of Alliance and others (CVB, Chamber of Commerce, developers and California State University Stanislaus)
- g. Understand interdepartmental relationship to economic development
  - i) Create streamlined processes ~~City-wide~~citywide
  - ii) Strengthen communication and cooperation between departments
  - iii) Develop customer education tools to enhance their participation in City development processes
- h. Recognize regional and local economic development
- i. Analyze investment vs. benefit
- j. Maintain ongoing website improvement and create and capitalize on social media opportunities
- k. Establish legislative presence
- l. Improve partnerships and communication between ~~the~~ City, California State University Stanislaus and the business community
- m. Explore value-added opportunities and ensure a balanced community between restaurants, entertainment, housing, business, and special events:
  - i) Turlock Regional Industrial Park
  - ii) Downtown
  - iii) Convention and Visitor's Bureau
  - iv) Business and Recruitment

- v) Community Rehabilitation
- vi) Turlock Municipal Airport
- vii) California State University Stanislaus
- viii) Turlock Unified School District

**2) ACTIONS: Staff**

- a. Develop status report of Economic Development position priorities and approach to drive economic development, to enhance activities by Alliance, CVB and Chamber of Commerce
- b. Prepare a Five Year Economic Development Strategic Plan that identifies priority research, education, marketing and other strategies to promote the retention, expansion and development of new businesses in the City of Turlock.

**F. POLICY INITIATIVE – INTELLIGENT, PLANNED, MANAGED GROWTH:**

*Our Master, General and Specific Plans reflect the long-term vision and foresight of City Council and staff to ensure that the growth of our City, infrastructure and services evolve in a deliberate, guided, intentional manner.*

**1) GOALS:**

- a. Ensure all growth adds value to the current and future community
- b. Continue use of Specific and Master Plans
- c. Ensure that all new growth pays for itself (Assessment Districts, CFF/PAF, CFD)
- d. Provide for housing diversity
  - i) Include affordable housing
- e. Create long-term, value-added plan for In-fill
- f. Ensure all growth and development reflects balanced land use through the General Plan implementation which will address future growth and development
- g. Coordinate with various agencies on the planning and implementation of the South County Corridor

**2) ACTIONS: Council**

- a. **General Plan adoption Adoption of an update to the Northwest Triangle Specific Plan.**
- b. **Adoption of an update to the E. Tuolumne Master Plan.**
- c. **Adoption of an update to the Parks Master Plan.**

**3) ACTIONS: Staff**

- a. **General Plan implementation Prepare an update to the Northwest Triangle Master Plan to support the redesignation and/or annexation of commercial land to the City.**
- b. **Prepare an update to the E. Tuolumne Master Plan to promote higher density development and improve the feasibility of implementing the Plan.**
- c. **Prepare an update to the Park Master Plan and integrate results into an update to the Parks Acquisition and Development Fee.**

- d. Prepare a comprehensive update to the City's Zoning Ordinance to implement the recently adopted General Plan including new overlay zones for historic areas of the City as outlined in the General Plan.
- e. Prepare an update to the City's Housing Element as required by State Law.

## G. POLICY INITIATIVE –SOCIAL INFRASTRUCTURE - HOUSING RESOURCES:

*We are first, foremost and ultimately, a community of people; people of varied backgrounds, philosophies, talents and economic status. While preserving the historical Turlock, we will transition into the 21<sup>st</sup> century by providing resources and options in a number of areas to promote security and socialization. Our neighborhood housing balance should contribute to the quality of life in our community and provide opportunities for all of our citizens to embrace the richness of our diversity.*

### 1) GOALS:

- a. Maintain quality of life through
  - i) Nuisance abatement
  - ii) Other enforcement mechanisms
  
- b. Address housing concerns:
  - i) Older neighborhoods rehabilitation
  - ii) Homeless issues'
  - iii) Year round homeless shelter and day center
  - iv) Develop transitional housing
  - v) Participate in the development of Adding housing in and around Historic Downtown Turlock to add vibrancy to the downtown area
  - vi) Construction of affordable housing and mixed use developments
  - vii) Develop Senior housing
  - viii) Transit oriented housing
  - ix) Seek out new grant and funding opportunities

### 2) ACTIONS: *Staff*

- a. Provide Council with recommendations for use of existing and new facilities to achieve several goals/objectives listed above

## H. POLICY INITIATIVE – COMMUNITY PROGRAMS, FACILITIES, AND INFRASTRUCTURE:

*Manage community recreation programs, growth and foresight ensuring that essential infrastructure keeps pace with existing needs and anticipates future needs created by development. As a result, residents, businesses and visitors can rely on a wide variety of community recreation programs, parks, facilities and essential infrastructure.*

### 1) GOALS:

#### a. Community Infrastructure

Strive to:

- i) Provide safe and well-maintained sidewalks for the citizens of Turlock through the City of Turlock's Sidewalk Repair Program by working with the citizens to facilitate repairs
- ii) Maintain and promote the City's Urban Forest and Street Tree Program
- iii) Provide safe and well-maintained facilities for the community, recreational programs, and City of Turlock employees
- iv) Provide safe, well designed and attractively maintained park facilities for the citizens of Turlock to enjoy recreation activities and socialize
- v) Provide safe and well-maintained streets for the citizens of Turlock
- vi) Complete pedestrian/recreational and bicycle path
- vii) Identify future recreational facilities through the General Plan Update and feasibility studies

#### b. Community Programs

- i) Promote the usage of Pedretti Sport Complex and Gemperle Fields at Turlock/ Stanislaus Regional Sports Complex, California State University Stanislaus, and Joe Debely Field resulting in economic benefits through increases in transient occupancy and sales tax
- ii) Support the community's youth by providing quality after school opportunities
- iii) Provide Youth and Senior Recreation scholarships to assist underserved populations who do not have the ability to pay for fee based programs
- iv) Develop ongoing community partnerships, collaborations and sponsorships which will result in enhanced programming and services to the community as well as leveraging City resources
- v) Provide excellent recreation, social and educational programs which promote youth enrichment, support family relationships and provide a safe deterrent to negative behaviors

#### c. Cultural Arts and Tourism

- i) Partner with community stakeholders to promote Turlock as a tourist destination for the arts, sports, facilities, and special events

2) **ACTIONS:** *Staff*

- a. Continually seek grant and sponsorship funding.
- b. Develop and maintain partnerships with other City departments, service clubs, local businesses and other governmental agencies to leverage resources and expand our ability to serve the community.
- c. Prepare a study evaluating the potential for development of public recreational facilities, such as a golf course, little league field, and other facilities identified in the General Plan, through public-private partnerships.

The following pages summarize the status of the implementation of Policy Initiatives contained in this Strategic Plan. This section of the Strategic Plan should be viewed as a "work in progress" as it tracks efforts over the ~~two~~<sup>three</sup> year life of the Strategic Plan to implement specific actions in support of the Goals and Objectives of the Strategic Plan. This section of the Strategic Plan will be updated and presented to the City Council in concert with the preparation of the annual budget or at any time as directed by the City Council.

This section identifies specific action that has occurred in support of the Goals and Objectives of the Strategic Plan. Additionally, staff and/or departments responsible for carrying out these actions are identified. Once actions have been defined specific completion dates are identified. Lastly, this section of the Strategic Plan cites the cost and funding source to finance the implementation of specific actions in support of the Goals and Objectives of the Strategic Plan.

City of Turlock 2014-2015 Strategic Plan Implementation		Policy Initiative:	A) Effective Leadership		
<b>Goals:</b>					
1. Training for new Council Members and ongoing team building for entire Council					
2. Internal Dept. Service Improvements					
3. Hire, develop and retain the best and most qualified employees.					
4. Develop succession planning					
<b>Actions:</b>					
	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>	
Be accountable for modeling the ideal standard.	Council and Staff	Immediate and ongoing	N/A		
Refine Strategic Plan as goals are met and with annual budget	Council	Ongoing	N/A		
Training for new Council members and ongoing team building	Council	As needed and available	Unknown		
Create or keep updated departmental plans to support the City's Strategic Plan	Executive Managers	Drafts submitted to City Manager for presentation to the Council	N/A		
Communicate and clarify Strategic Plan and ensure all employees understand how to maximize their contribution	Executive Managers	The Strategic Plan will be posted on the City website under the City Manager Department			
Schedule formal Strategic Plan reviews	Council	To be reviewed annually as part of the budget process	N/A		
Update departmental pages on City website	Administrative Services	Ongoing	N/A		
Continue to access and update City software programs including finance and accounting, payroll and HR, and business licensing, and Community Development	Administrative Services	Finance 12/2014 Payroll and HR 2012 Community Development 2012 January 2014	Community Development \$250,000	All Funds	
Continue customer service focus emphasis in all departments	City Manager	Ongoing	TBD subject to funding approval		
Acquire and implement New World permitting software to integrate the development review process and code enforcement	Development Services, Police, Fire, Municipal Services	6/30/2013	TBD subject to funding approval	Records Management	
Development Citywide strategy to continue maintenance and upgrade to GIS system to reduce staff time required to maintain critical record and data. Upgrade system to become fully compatible with New World software	Information Technology, All Departments	6/30/2014 Ongoing	TBD subject to funding approval	General Fund	
Update Strategic Plan upon adoption of the new General Plan to incorporate actions and policies	All Departments	6/30/2012 January 2015	Unknown	All Funds	

<b>City of Turlock 2014-15 Strategic Plan Implementation</b>	<b>Policy Initiative:</b>	<b>B) Fiscal Responsibility</b>		
<b>Goals:</b> 1. Creation of a lean, effective organization 2. Identify smart revenue opportunities 3. Maximize the value of department budgets 4. Develop value-added partnership with CSUS 5. Identify alternative sources of funding				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
Identify alternative funding sources	All	Ongoing	TBD	All Funds
Explore possible support for a regional transportation sales tax	City Council/ City Manager	Ongoing Workshop scheduled for 3-12-13	N/A	
Application will be made to the Stanislaus Community Development Bank when available	Economic Development	Ongoing	N/A	
Continue partnership with CSUS on development of executive MBA program	City Manager	Ongoing	N/A	
Explore possible federal and state grant opportunities	All	Ongoing	N/A	
Continued development of City budget as a tool for defining service levels and measuring outcomes	Administrative Services	Ongoing	N/A	
Continue mid-year or quarterly budget review process to determine the fiscal health of the City, and to enable the Council to make sound fiscal decisions	City Manager	Annually - February/March		
Update Capital Facility Fee Program in accordance with General Plan Update. Work with Stanislaus County to expand the area of benefit to include the unincorporated areas and ensure those areas paying for the costs of services and infrastructure they benefit from	City Manager, Engineering, Planning	6/30/2012 Ongoing	\$25,000	CFF Administration Fee
Investigate a new CFD for Police, Fire, Parks, and other City services to ensure that new development pays for the total cost of services. Investigate whether the CFD should be applied to commercial and industrial uses as well as residential. Clarify the type of development on which the fee is to apply and ensure that those assumptions	City Manager, Fire, Police, Planning	6/30/2012	Unknown	Unknown
Investigate additional financing mechanisms to ensure that service standards adopted for Police and Fire are maintained as the City grows	City Manager, Fire, Police, Planning	6/30/2012 Ongoing	Unknown	Unknown

<b>City of Turlock 20143-135 Strategic Plan Implementation</b>	<b>Policy Initiative:</b>	<b>C) Public Safety (Fire)</b>		
<b>Goals:</b>				
<ol style="list-style-type: none"> <li>1. Locate, equip and staff fire stations to maintain or enhance response times</li> <li>2. Work with the community to seek their input on fire service delivery</li> <li>3. Continue looking for ways to enhance funding to help support the general fund</li> <li>4. Continue apparatus replacement program</li> <li>5. Work to develop and implement department strategic priorities</li> <li>6. Work well with other county fire agencies</li> <li>7. Develop and implement a support services consolidation plan with the police department</li> <li>8. Provide a high quality of customer service and help our business partners be successful with their projects</li> </ol>				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
The fire department will develop a comprehensive "standards for coverage" plan with in house personnel. This plan will analyze response times, staffing needs, and risk assessments for the current and future fire service delivery model	Fire Department	20123 Calendar Year	TBD	General Fund
<del>Seek the communities input through a survey to determine their needs from the Turlock Fire Department. We have started this project by partnering with students from the CSUS Masters program</del>	<del>Fire Department</del>	<del>2012 Calendar year</del>	<del>\$2,000</del>	<del>General Fund</del>
The Department is diligently working to seek grant funding opportunities, and also analyzing other potential funding sources to help sustain equipment and staffing needs in the future	Fire Department	Ongoing	TBD	General Fund
We are working to develop an apparatus replacement plan that uses several components to help determine when a piece of apparatus needs to be replaced. These components include age, miles, hours, repair costs, and down time. The next engine due for replacement is Engine 31	Fire Department	Ongoing	\$550,000	General Fund (for Local Match)
The department is committed to developing and implementing the strategic priorities that were identified through a planning process with all department supervisors	Fire Department	Ongoing	\$10,000	General Fund
The department is committed to work well with other fire agencies in Stanislaus County. As agencies look to consolidate costs, and continue to provide quality service, we will be prepared to seek any opportunities that may come available to us	Fire Department	Ongoing	TBD	General Fund
<del>Police and Fire Administration staffs are working to complete and implement a plan that would consolidate the police departments Support Services Division. This plan is designed to reduce redundancies, and create more efficiency with current staffing</del>	<del>Fire Department</del>	<del>Completed</del>	<del>TBD</del>	<del>General Fund</del>

<b>Public Safety (Fire) (continued)</b>				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
Provide a high level of customer service to our citizens and business community. This action is designed to help our businesses and developer's be successful with their projects, and ensure that there is a high level of trust and pride of all our employees by the community which we serve.	Fire Department	Ongoing	No Cost	

<b>City of Turlock 20143-135 Strategic Plan Implementation</b>	<b>Policy Initiative:</b>	<b>D) Public Safety (Police)</b>		
<b>Goals:</b> 1. Create and execute a strategic plan. This directive resulted in a 3 Year Staffing Expansion Study and a Space Needs Assessment Study through the year 2020.				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
<del>Track officer available time and detective caseloads to establish adequate staffing levels</del> <del>Organizational effectiveness assessment</del>	Police Department	20123	\$300	General Fund
Develop a culture of positive communication	Police Department	Ongoing	No Cost	N/A
Dissemination of communication/information	Police Department	Ongoing	No Cost	N/A
Discourage negative communication	Police Department	Ongoing	No Cost	N/A
Develop community outreach and crime prevention programs	Police Department	Ongoing	\$6,000/yr5,000+	Asset Forfeiture or General Fund
<del>Develop &amp; utilize effective crime analysis</del>	<del>Police Department</del>	<del>Ongoing</del>		
Address specific community needs	Police Department	Ongoing	TBD	Various
Promote & facilitate career development	Police Department	Ongoing	No Cost	N/A
<del>Develop job specific evaluations</del>	<del>Police Department</del>	<del>Ongoing</del>		
<del>Transition into new Public Safety Facility</del>	<del>Police Department</del>	<del>2013</del>	<del>TBD</del>	<del>Various</del>
<del>Continue consolidated Support Operations Division</del>	<del>Police Department</del>	<del>Ongoing</del>	<del>No Cost</del>	<del>N/A</del>
<del>Execute Departmental operational plan</del>	<del>Police Department</del>	<del>Annually</del>	<del>TBD</del>	<del>Various</del>

City of Turlock 2011-135 Strategic Plan Implementation		Policy Initiative:	E) Municipal Infrastructure	
<b>Goals:</b> 1. Identify ways to address current deficiencies in sidewalks, urban forest, public buildings, County islands, West side, South side, storm drains, streets, roadways, water and sewer infrastructure 2. Address growth related issues in Surface Water Project, waste water, interchanges, current transportation impacts, storm water treatment, public safety facilities, bike paths				
<b>Actions:</b>				
Prepare information to Council identifying problems, ways to address them, consequences of not addressing them, and available funding sources	Municipal Services	Ongoing	N/A	
Development of a Regional Surface Water Project with TID and other agencies	Municipal Services	2014 Decision to proceed 2013 Construction completion 2017	Approximately \$100 million	Funding and implementation not yet approved by Council
Regional Water Quality Control Facility improvements needed for additional capacity and treatment requirements	Municipal Services	2015	\$25 million	7% rate increase 1/1/08 and future approved rate increases
Upgrades at the War Memorial, Yerby Pool, Youth Center, Sunnyview Park and the Chamber Building	Development Services, Municipal Services	Ongoing	\$1.75 million Unknown	2006 RDA Bonds Unknown
Reconstruction of the Carnegie Facility	Development Services,	Completed	\$9.3 million	\$7.6 million in funding identified from development impact fees, 2006 RDA bonds, Carnegie Arts Foundation, interest earnings and the insurance settlement
Construction of the Public Safety Facility	Development Services, Municipal Services	Complete 2013/44 July 2013	\$29 million	RDA, CFF and sale proceeds from existing Public Safety Facility
Update to infrastructure master plans including storm water, sewer and water lines, the Urban Water Management Plan, and the wastewater treatment facility	Development Services, Municipal Services	Ongoing	Unknown	Sewer, Storm and Water Funds
Identify funding for an initiate roadway plan lines and interchange project study reports to facilitate implementation of the General Plan	Development Services	2013	Unknown	Master Plan and CFF programs
Update the CFF to include bike and transit facilities, as necessary, to support goals and policies of the General Plan Update	Development Services	2013	\$25,000	CFF Administration Fees

<b>Municipal Infrastructure (continued)</b>				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
Continue to work with the Regional Rail Commission and the California high Speed Rail Commission to investigate station locations and rail alignments within the City of Turlock	City Manager, Development Services,	Ongoing	Unknown	Unknown
Update and maintain City of Turlock Standard Plans and Specifications	Development Services	Ongoing	\$2,500 annually	Engineering Revenues
Purchase property and construct new Transit Hub Administration offices as part of the Phase 2 Transit Hub project	Development Services	FY2011/122014	\$3.94.0 million	\$3.9 million in funding identified in FTA 5307, FTA ARRA, Prop 1B and LTF funding

City of Turlock 2011-13 Strategic Plan Implementation	Policy Initiative:	F) Economic Development		
<b>Goals:</b> <ol style="list-style-type: none"> <li>1. Create and sustain value-added economic development</li> <li>2. Generate job creation and retention</li> <li>3. Enhance revenue</li> <li>4. Create a diversity of opportunity for business and community development</li> <li>5. Develop realistic strategies and goals</li> <li>6. Maximize the use of the Alliance, CVB, Chamber, developers and others</li> <li>7. Understand interdepartmental relationships to Economic Development               <ol style="list-style-type: none"> <li>a. Create streamlined processes citywide</li> <li>b. Strengthen communication and cooperation between departments</li> <li>c. Develop customer education tools to enhance their participation in City development processes</li> </ol> </li> <li>8. Recognize regional and local Economic Development</li> <li>9. Analyze investment vs. return</li> <li>10. Maintain ongoing website improvement</li> <li>11. Establish legislative presence</li> <li>12. Improve partnerships with the California State University Stanislaus, and downtown businesses</li> <li>13. Explore value-added opportunities for:               <ol style="list-style-type: none"> <li>a. West Side Industrial Plan (WISP)</li> <li>b. Downtown (DPOA)</li> <li>c. Convention and Visitors Bureau (CVB)</li> <li>d. Chamber of Commerce</li> <li>e. Business development and recruitment</li> <li>f. Community rehabilitation</li> </ol> </li> </ol>				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
The City's membership in the Alliance provides the following benefits: representation at trade shows to promote the City, administration of the EZ, conducting site tours, meeting with property owners, and referring brokers and potential clients to the WISP,; supporting and promoting the WISP including the City and the WISP in the Alliance's five year strategic plan	Economic Development	Ongoing	\$20,190 annually	Economic Development / RDA
Significant capital investment was allocated for WISP infrastructure to promote industrial development in the 2008 RDA bonds. On 1/8/08, the Council approved an additional \$6.8 million from the RDA fund balance	Economic Development Services	Ongoing	\$14.8 million	\$8 million RDA bonds \$6.8 million other RDA funds
Economic Development Manager markets the WISP through brochures, hosting site visits, providing parcel and land inventories, and developing data sheets and site plans on all parcels over twenty acres to encourage the development of higher wage jobs	Economic Development	Ongoing	N/A	RDA
Through the pre-development process, staff provides a complete picture of the cost and opportunities for business development in Turlock	Development Services, Economic Development	Ongoing	N/A	All Funds

<b>Economic Development (continued)</b>				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
Economic Development Manager promotes economic development cooperatively with the Chamber of Commerce, Alliance, Travel & Tourism Roundtable, Downtown Property Owners Association, and Convention and Visitors Bureau	Economic Development	Ongoing	N/A	RDA
Re-evaluation of "WISP" name for industrial area. City Council referred to Planning Commission – Market the Turlock Regional Industrial Park	Economic Development	Completed		
Revamp of brochures, website, materials	Economic Development	Ongoing	\$5,000	RDA
Update downtown design guidelines and Zoning regulations in concert	Development Services, Economic Development	6/30/20122013	\$70,000	RDA
Prepare a comprehensive Zoning Ordinance Update to implement policies in General Plan Update	Planning	6/30/2013	\$40,000	General Fund
Continue to work with the Development Collaborative to review and streamline the development process	All Departments	Ongoing	\$5,000	All Funds

City of Turlock 2011-13 Strategic Plan Implementation	Policy Initiative:	G) Intelligent, Planned and Managed Growth		
<b>Goals:</b> 1. Ensure all growth adds value to the current and future community 2. Continue use of Specific and Master Plans 3. Ensure that all new growth pays for itself 4. Provide for housing diversity, including affordable housing 5. Create long-term, value-added plan for in-fill				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
The Council's continued support for affordable housing resulted in projects in several areas: Crane Terrace Senior Housing Project, Mobile Home Rent Subsidy Program, additional funding for the First Time Home Buyer program, and work on annexation and development on two county islands in the City	Housing Program Services, Development Services	Ongoing	TBD	RDA housing Set-aside, CDBG, HOME funds as available
A cooperative project study report is underway for a S. Turlock/N. Merced Co. interchange for SR99 and SR165. Six agencies are involved: Turlock, Stanislaus Co., Merced Co., StanCOG, MCAG, and Caltrans	Development Services, Economic Development	The project timeline will depend on development for funding, as well as contributions from state and federal sources. Project Study Report is complete. Construction is dependant on available funding.	\$110 million construction	Development specific funding, RDA and other yet to be determined sources.
Update comprehensive CFF revision upon adoption of the General Plan Update	Development Services	2013	TBD	Impact Fees
The City will continue to sustain proactive efforts to develop the WISP and other specific and master planned development in response to market demands	Economic Development, Development Services	Ongoing	TBD	Special Revenue Funds
Finalize the General Plan Update, Housing element update, and CFF update	All Departments	6/30/2012 June 2013	\$1.25 million	General Fund, RDA, various enterprise funds
Prepare a comprehensive Zoning Ordinance Update to implement policies in General Plan Update	Development Services	6/30/2013	TBD	TBD
Continue to participate in Smart Valley Places as required by the grant received from the Federal Housing and Urban Development Department	Development Services	2013	\$200,000	HUD, DOT, EPA Grant
Investigate and, as appropriate, implement a traditional neighborhood overlay district to recognize unique setbacks and characteristics for more traditional neighborhoods	Development Services	2013	\$50,000	General Fund and / or grants
Prepare and enact Zoning Ordinance revisions to bring the City into compliance with State Housing Law and Senate Bill 2	Development Services	Completed	Unknown	General Fund

<b>City of Turlock 2011-13 Strategic Plan Implementation</b>	<b>Policy Initiative:</b>	<b>H) Social Infrastructure</b>		
<b>Goals:</b>				
1. Develop regional Youth/South Turlock Sports Center 2. Expand number of available recreational facilities 3. Increase Neighborhood Services, including nuisance abatement and others 4. Build new community center 5. Promote private investment in recreational facilities 6. Carnegie Facility 7. Build new library 8. Address housing concerns, including older neighborhood rehabilitation, the homeless, and transitional housing				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
Prepare and adopt Zoning Ordinance amendment to implement Senate Bill 2 which requires the identification of a zone overlay district for a year-round emergency homeless shelter to serve the needs of the community as well as the designation of transitional and supportive housing as a residual use	City Manager Development Services	Completed SB 2 Ordinance amendment; Ongoing supportive Housing work	Approximately \$30,000 in staff time and materials	General Fund (may be reimbursed at a future date as a State mandated program)
Conduct studies to assess the financial feasibility to support the initial capital and ongoing operating costs of community facilities identified in the General Plan Update	City Manager, Municipal Services, Development Services	2014	TBD	CFF Admin
Acquire land for the Northeast Quadrant community park	City Manager, Municipal Services, Development Services	2015	TBD	Park acquisition fees
Continue to coordinate with the Turlock Unified School District to identify sites for elementary, middle and high school site for the Southeast Area Master plans	City Manager, Municipal Services, Development Services	Ongoing	TBD	Master Plan Fees

City of Turlock 2011-13 Strategic Plan Implementation		Policy Initiative:	I) Community Programs, and Facilities and Infrastructure		
<b>Goals:</b>					
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>	
<b>All Operational Areas</b>	Parks, Recreation, Public Facilities & Maintenance				
Conduct a strategic planning process with staff to establish goals, vision and mission statements		Fall 2011 <del>3</del>	Unknown	Grants, General Fund, Partnerships	
Ensure compliance with State, Federal and City mandates		Ongoing	N/A	N/A	
Actively engage the Parks, Recreation and Community Programs Commission		Ongoing	N/A	N/A	
Conduct review of affected Municipal Code sections		Spring 2012Ongoing	N/A	N/A	
Address the need for cross training in all areas and the need for succession planning		Ongoing	Unknown	General Fund, Grants	
Improve Customer Service and Leadership Training		Spring 2011Ongoing	\$1,000N/A	General FundN/A	
<b>Parks</b>	Parks, Recreation, Public Facilities & Maintenance				
Identify and purchase acreage for future park space		Ongoing	Unknown	Development Fees	
Establish plans for a future softball complex within a Community Park		2013	Unknown	Development Fees	
Include more ADA accessible amenities in parks		2013	Unknown	Development Fees	
Add information kiosks to larger parks on a pilot basis to determine feasibility		Ongoing	\$6,000	Service Club Project	
Designate additional dog park locations within the City		2013	\$30,000	Service Club Project, Grant, Fundraising	
Establish a fitness trail with exercise stations at an existing park		2012 <del>4</del>	\$1522,000	Grants, Partnerships, Service Club Project	
Develop ADA Trail around Donnelly Park Pond		2013	Unknown	ADA transition, Storm	
Conduct a <del>Evaluate</del> maintenance needs analysis of the current <del>at</del> skate park		2012Ongoing	Unknown	N/AUnknown	

<b>Community Programs, and Facilities and Infrastructure (continued)</b>				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
<b>Assessments</b>	Parks, Recreation, Public Facilities & Maintenance			
Evaluate time accounting processes and evaluate impacts on non-revenue generating districts		Ongoing	N/A	N/A
Bike Path Repair project		2011-12	\$5,000	Assessment Districts
<b>Streets</b>	Parks, Recreation, Public Facilities & Maintenance			
Develop a comprehensive sidewalk maintenance program		2013	\$35,000 \$100,000	N/A RMA CDBG
Evaluate the city's tree maintenance ordinance for necessary updates and readopting		2012	N/A	N/A
Establish an advisory committee to evaluate sidewalk and tree maintenance complaints/issues		2012/13/14	N/A	N/A
Partner with other agencies to share large equipment		Ongoing	Unknown	Streets, Assessment Districts, General Fund
Replace Signage to comply with High Intensity sign standards		Ongoing	Unknown	Streets, Assessment Districts, General Fund
<b>Facilities</b>	Parks, Recreation, Public Facilities & Maintenance			
Update and repair various amenities at City buildings to increase rental use and resulting revenue		Ongoing	Unknown	General Fund
Ensure ADA compliance at all City facilities		Ongoing		N/A
Expand use at Sports Complex and increase revenues		Ongoing	\$350,000	Grants, General Fund, Partnerships
Pedretti Light Replacement Project		2012/4	Unknown	Grants, General Fund, Partnerships
ADA Restrooms at Pedretti Park		2013	Unknown	Grants, General Fund, Partnerships

<b>Community Programs, and Facilities and Infrastructure (continued)</b>				
<b>Actions:</b>	<b>Lead Dept.</b>	<b>Completion Schedule:</b>	<b>Estimated Costs</b>	<b>Funding Source</b>
Columbia Pool Renovation Analysis		Ongoing	Unknown	Grants, CDBG, General Fund, Partnerships
<b>Recreation</b>	Parks, Recreation, Public Facilities & Maintenance			
Attract and recruit soccer tournaments at the Turlock Regional Sports Complex Further utilize the Turlock Regional Sports Complex by attracting other events such as festivals and/or music related events		Ongoing	N/A	N/A
Partner with Service Clubs to sponsor programs, projects and events		Summer-2011 Ongoing	N/A	N/A
Expand our partnerships to assist with supporting programs and events		Fall-2011/Spring 2012 Ongoing	N/A	N/A
Expand programming at Debely Field		Spring-2012 Ongoing	N/A	N/A

City of Turlock – Notable Accomplishments From 2011-13 Strategic Plan Implementation	Lead Department	J) Notable Accomplishments From 2011-2013 Strategic Plan		
Actions:	Lead Dept:	Completion Date	Project Listing - From 2011-13 Strategic Plan	Funding Source
Seek the communities input through a survey to determine their needs from the Turlock Fire Department. We have started this project by partnering with students from the CSUS Masters program	Fire Department	April 2012	Page 22	General Fund
Police and Fire Administration staffs are working to complete and implement a plan that would consolidate the police departments Support Services Division. This plan is designed to reduce redundancies, and create more efficiency with current staffing	Fire Department	July 2011	Page 22	General Fund
Track officer available time and detective caseloads to establish adequate staffing levels	Police Department	Analysis measures established and refined in 2011 and 2012	Page 24	
Develop & utilize effective crime analysis	Police Department	Defunding of staffing and available technology to adequately provide true crime analysis	Page 24	
Reconstruction of the Carnegie Facility	Development Services	February 2012	Page 25	General Fund
Purchase property and construct new Transit Hub	Development Services	August 2012	Page 26	General Fund
Significant capital investment was allocated for "WISP" infrastructure to promote industrial development in the 2008 RDA bonds. On 1/8/08, the Council approved an additional \$6.8 million from the RDA fund balance	Economic Development Services	2012	Page 26	\$8 million RDA bonds \$6.8 million other RDA funds
Re-evaluation of "WISP" name for industrial area. City Council referred to Planning Commission -- Market the Turlock Regional Industrial Park	Economic Development	September 2011	Page 27	N/A
Prepare and enact Zoning Ordinance revisions to bring the City into compliance with State Housing Law and Senate Bill 2	Development Services	July 2011	Page 28	N/A
Bike Path Repair project	Parks, Recreation, Public Facilities & Maintenance	April 2012	Page 32	Assessment Districts
Evaluate the city's tree maintenance ordinance for necessary updates and readopting	Parks, Recreation, Public Facilities & Maintenance	December 2011	Page 32	N/A