

**YREKA CITY COUNCIL
SPECIAL MEETING AGENDA**

Thursday March 7, 2013 @ 5:30 p.m.

Yreka City Council Chamber 701 Fourth Street, Yreka, CA

PUBLIC COMMENTS: This is an opportunity for members of the public to address the Council on subjects within its jurisdiction, whether or not on the agenda for this meeting. The Council has the right to reasonably limit the length of individual comments. Pursuant to Yreka Municipal Code Section 1.24.170 those addressing the Council shall limit their remarks to five minutes. For items, which are on this agenda, speakers may request that their comments be heard instead at the time the item is to be acted upon by the Council. The Council may ask questions, but may take no action during the Public Comment portion of the meeting, except to direct staff to prepare a report, or to place an item on a future agenda.

SPEAKERS: Please state your name and mailing address so that City Staff can respond to you in regard to your comments, or provide you with information, if appropriate. You are not required to state your name and address if you do not desire to do so.

City Council Workshop:

Strategic Goals and Work plan – Discuss and provide direction.

Adjournment.

All documents produced by the City which are related to an open session agenda item and distributed to the City Council are made available for public inspection in the City Clerk's Office during normal business hours.

In compliance with the requirements of the Brown Act, notice of this meeting has been posted in a public accessible place, 24 hours in advance of the meeting.



**CITY OF YREKA
CITY COUNCIL AGENDA MEMORANDUM**

To: Yreka City Council
Prepared by: Steve Baker, City Manager
Agenda Title: Strategic Goals and Workplan – Discuss and Provide Direction.
Meeting Date: March 7, 2013

Discussion:

The last Strategic Goals and Workplan were completed a little over two years ago (November 2010). Some of those projects have had significant progress; others have been dropped for a variety of reasons. In addition, the Council has established other priorities that have been added to City staff's workload.

A list of the projects in the 2010 plan and their current status is attached. The projects were tiered by priority, as the consultant who facilitated the planning session recommended less than ten goals.

The City's goals and strategic plan should be updated. Setting priorities and identifying key areas of focus are critical, as is deciding what not to do. The workshop at 5:30 p.m. will include review of the past goals as well as discussion of future goals for the City.

Fiscal Impact: Not applicable.

Recommendation:

That the Council review, update and provide direction on the Strategic Goals and Workplan.

Approved by:

A handwritten signature in black ink, appearing to read "Steven Baker".

Steven Baker, City Manager

Council Goals and Strategic Plan (Brief)
2010-2011
February 2013 Update

Tier 1

- **Revenue and Jobs:** Build a revenue generating and operational alternative energy (biomass, solar, wind) power plant within the City limits of Yreka. (modified at last workshop)

Status: After significant staff effort, this project was found to be financially infeasible and was dropped from active projects

- **Jobs (Manufacturing/Distribution): Facilitate the location of a manufacturing/distribution facility in the northeastern heavy industrial zone.**

Status: Progress on this goal includes:

- Belcampo opened a job producing meat processing plant in October 2012.
- Purchase of 130 acres on Phillipe for future development; this land was included in the water service area in our most recent permit.
- Brownfields testing focused on two high priority targets – the old County Corporation Yard and the Brown site in the industrial park, both to a Phase 2 level and submission to Regional Water Quality Control Board.
- A study of industry clusters is pending with the EDC and is scheduled to be completed this fiscal year.

- **Downtown Revitalization:** remove Black's Building and create passageway and parking lot

Status: This project was dropped after considerable feasibility work. The two parcels involved are to be sold. The North Street apartments are listed and an RFP for the Black's building is pending.

- **Tourism:** Facilitate with community partners at least 16 events over a four year period that attract a minimum of 100 people per event.

Status: New events were started, including art walks, Sizzling September car show, and farmers market. A major event, the state of Jefferson Expo, did not come to fruition. The City has been supportive of the bicycle tourism efforts, which are in progress. The City applied for and received a tourism planning grant that is currently being implemented by the EDC.

- **Business Retention:** Design and Implement a business retention program.

Status: Staff worked with Chamber and EDC on individual site visits of various businesses and held workshops with business community and development community.

- **Complete Fall Creek Water System Improvements.**

Status: This \$11 million project is now complete

- **Establish a partnership strategy with non-profits for community projects and programs.**

Status: Changed relationships with community partners to increase performance expectations and lower expectations of monetary support. Worked with Splash to keep pool operating and toward a long term plan for the pool; with Red Scarf Society on events and theater repairs; with the Chamber of Commerce on events and business outreach; with Madrone Hospice on senior programs; with the Economic Development Council on a variety of grant and economic development projects; with the Friends of the Library who are keeping the library operating; and other non-profits working to better the community.

- **Develop Strategies for long term budget balancing.**

Status: The General Fund is now balanced on an on-going basis, but precariously. There are now additional funding issues to be addressed – e.g. street maintenance, equipment replacement, other infrastructure.

- **Revenues** – Evaluate strategies for revenue increases.

Status: Staff has modified some development related fees, but a net increase is not expected. Dog License fees were increased by \$1 per year for 5 years to maintain 50% cost recovery. Economic development has resulted in small revenue increases and the tourism activities may result in additional modest revenue increases. Rate studies are underway on the water and sewer funds. Additional taxes and fees (most would require a citizen vote) have not been fully explored.

- **Establish and implement a process for identifying the city's Visions.**

Status: Staff participated in the Ford Family Foundation sponsored community engagement process; however, the net result was not the visioning contemplated by this goal. Additional work in this area may be appropriate.

Tier 2

- **Process USDA Rural Development application for Wastewater Treatment Plant Improvements**

Status: Funding is obligated by USDA Rural Development. Currently working with Rural Development to fulfill the letter of conditions.

- **Establish a pool replacement plan.**

Status: Staff has been meeting with the YMCA, Splash and the High School to come up with both short and long term plans.

- **Establish Community Center Operations and Rental Plan**

The facility is leased Monday through Friday from 8 am to 4:30 p.m. to Madrone Hospice for their Senior Programs and available for rental to the public after 4:30 p.m. Monday – Friday and all day and evening on Saturday and Sunday.

To facilitate the rental process we have created new user friendly forms which include, the Rental Application, User Policy and Guidelines and a closing checklist which are available on the City website.

- **Establish a Community Theater Rehabilitation and Operations Plan -**

Precision Builders completed the beam replacement project in the breezeway of the Theater, replacing 4 beams in December 2012 at a total project cost of \$46,387.

An energy block grant administered by the EDC were used to retrofit interior lighting in the lobby, restrooms, and back stage area and exterior lighting. The balance of the grant funds \$45,545 was used to install HVAC equipment for the stage area.

The lobby, ticket office, restrooms, and a portion of the auditorium were repainted and new carpet installed throughout, due to flood damage that occurred in January 2013.

The Red Scarf Society is currently applying for grant funding and is proposing a collaborative process to raise the necessary funds to replace siding on the West side of the Theater. Estimated cost of their proposed project is \$150,000+.

- **Grant Management Strategy**

Status: Implemented joint monitoring visits of common grantees with other cities. Focused on grants for high priority projects. Evaluated effectiveness of existing grant programs, focused on closing them out and only applying for new funding if meeting a high priority need.

- **Fiscal Policies**

Status: Surveyed other cities for policies on reserves debt service, etc. Established internal procedures for internal control compliance; currently drafting water and sewer ordinance revisions, including collection policies

- **Ensuring Proper Workload and Satisfaction**

Status: focused on adjusting service levels to actual staffing, improved allocation of staff to funding sources. Still need work in this area.

- **Find out community expectations for service levels (public safety in particular).**

Status: Only informal contacts. A community survey could be performed

Tier Three

- **Purchase superior water rights to Fall Creek in contemplation of wholesale power production.**

Status: have contacted Pacific Power who may be interested if/when dam removal happens.

- **Seek money from CDBG, USDA Rural Development, or use Sewer Fund to reduce inflow and infiltration (I and I) in the wastewater collection system.**

Status: Funding is obligated by USDA Rural Development. Currently working with Rural Development to fulfill the letter of conditions

- **Greenways: Implement grants for greenways and trails.**

Status The following grants are implemented: North Yreka Creek Trail -41.4 million; Oberlin Trail - \$1.1 million; Flood Hazard Reduction - \$5 million.

- **Establish Community Beautification Plan**

Status: established and implemented the Miner Street Grant program.

- **Expenditures – Evaluate measures to decrease expenditures and control future expense growth**

Status: work on this occurred through the budget process. Flattened management structure. Increased automation and redesigning work flow processes. Reallocated staff time, particularly in Public Works Maintenance, to charge back to appropriate departments. Expenditures were tied to performance goals in the most recent budget.

- **Succession Planning.**

Status: Police department has formalized training and experience plan. Work in other departments for identifying potential retirements, training needs, cross training opportunities, etc. have happened informally. Transition plans for building, planning and fleet have been or are being implemented.

- **Facilitate Collaboration between Council and Staff.**

Status: This project has not been formally developed.