



STRATEGIC PLANNING GOALS

April 2, 2016

OVERVIEW

Following extensive community outreach and engagement, the Council held a goal-setting workshop on April 2, 2016 as part of its five-year strategic planning and 2016-17 Budget process in answering the question: what are the most important, highest priority things for the City to focus on over the next five years?

The Council set 19 goals at the workshop organized into three priority categories: major City goals; other important objectives; and address as resources permit.

❶ Major City Goals. These represent the most important, highest priority goals for the City to accomplish over the next five years, and as such, resources to begin accomplishing them should be included in the 2016-17 Budget. Detailed work programs will be prepared for all Major City Goals and presented in the Preliminary Budget. The City Manager must provide compelling reasons and justification if resources could not be made available in the Preliminary Budget to achieve Major City Goals.

❷ Other Important Objectives. Goals in this category are important for the City to accomplish, and resources to begin accomplishing them should be made available in the 2016-17 Budget if at all possible.

❸ Address As Resources Permit. While it is desirable to achieve these goals over the next five years, doing so is subject to current resource availability.

Organization

Within each of the three priority categories, goals are presented in alphabetical order based on the goal title: there is no prioritization within each priority category.

❶ MAJOR CITY GOALS

Annexation North to Highway 180. Initiate the process leading to expansion of the city limits within the sphere of influence to Highway 180 focusing on the Academy Avenue corridor.

Economic Development. Prepare an economic development plan that emphasizes: 1) retaining and attracting job-creating businesses for the local labor force; 2) increasing commercial development including sales tax generating businesses; and 3) analyzing the feasibility of a movie theater.

Parks and Outdoor Recreational Space. Enhance parks, outdoor recreational spaces and related facilities including the upgrade of existing facilities and, potentially, the addition of new facilities.

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Police Dispatch Center. Conduct a cost-benefit analysis of a new police dispatch center with different implementation options including the possibility of a joint powers agreement with other nearby cities.

Public Safety/Gang Intervention and Prevention. Continue the City's strong support of public safety including crime prevention and enforcement, including a comprehensive approach to the gang problem that is coordinated with other agencies and community groups as necessary.

Sidewalks and Related Improvements. Develop and implement a comprehensive program for the repair/installation of curbs, gutters and sidewalks including an assessment of existing conditions, priorities for repair/installation (including those identified in the accessibility master plan as applicable), funding options, possible use of City crews and an implementation schedule.

② OTHER IMPORTANT OBJECTIVES

Downtown Revitalization. Working with the Downtown Business Association and other stakeholders, develop a comprehensive revitalization plan for the Sanger downtown area.

Drug Prevention/Intervention. In cooperation with regional law enforcement agencies, County social services and non-profit organizations, expand drug prevention and intervention programs in Sanger.

Expanded Senior Community Center. Conduct a needs assessment and programming for an expanded senior center; and based on that assessment, prepare a feasibility study for enlarging the center including locations, costs and funding sources and implementation strategies.

Local Community College Center. Work with the State Center Community College District regarding options for establishing a center or other facility in Sanger. Options may include a formal Center (such as in Oakhurst and Madera) or another type of satellite location/facility providing vocational education and advancement toward associate degrees.

Low Cost Internet Access. Conduct an analysis of how internet access can be better provided to all segments of the community at low cost including the possibility of the City itself becoming an internet provider.

Youth Training Program. Provide City support for trade schooling for youth (for example, teaching welding and construction), including the provision of a stipend to those who attend.

③ ADDRESS AS RESOURCES PERMIT

Encourage Residential Development. Evaluate options for providing the infrastructure needed for desired residential development, including moderate and above-moderate income units.

Enhancing the City's Image and Promoting Sanger. Develop a comprehensive program for enhancing Sanger's image and for promoting the City as a place to live and conduct business.

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Repair Railroad Crossings. Inventory and assess the conditions of all railroad crossings within the City limits and develop an improvement plan that includes repair priorities, funding sources and Union Pacific assistance.

Sewer Plant Improvements. Evaluate funding sources for needed improvements at the sewer plant and implement the upgrades as feasible.

Street Paving. Continue to implement the pavement management plan and identify potential funding sources for enhanced implementation, including the possible use of City crews.

Water Pressure Upgrade. Continue to implement the water master plan; evaluate potential funding to accelerate implementation.

Youth Services and Activities. Develop a plan for expanding City programs oriented toward youth including sports, art, other after school programs and day care.

NEXT STEPS

As part of the Preliminary Budget, which will be issued in May 2016, the Council will consider detailed work programs for each of the Major City Goals in order to:

- Define and scope the adopted goal.
- Ensure that there is a clear understanding of the goal so appropriate resources are allocated, and progress can be measured in achieving it.

This is especially important in the case of objectives where fully achieving the goal is likely to extend beyond the 2016-17 Budget. However, the City can measure progress and success in accomplishing the goal by clearly defining the specific actions it plans to take over the next two years; and its resource allocation over the coming year via the budget process.

Each work program will fully discuss the background (such as existing situation, any work already completed to-date on the goal; challenges the City is likely to face in achieving the goal; key stakeholders and assumptions); an “action plan” detailing specific tasks and due dates over the next two years; and the financial and staff resources that will be required to accomplish these tasks.

Formal approval of the Major City Goal work programs will occur with Budget adoption in June 2016. Accordingly, it is important to stress that goals set at the April 2, 2016 workshop reflect the start of the budget process, not the end. They are subject to change during the budget process; and even afterwards as progress is reported.