

# City of Galt Strategic Plan



# MISSION, VISION AND ORGANIZATIONAL VALUES



## Mission Statement

The City of Galt is committed to providing exceptional public services and facilities that are sustainable and responsive to the needs of the community in an honest, efficient and fiscally responsible manner.

## Vision Statement

The City of Galt will be a premier family-oriented community united to create a unique city with diverse shopping, dining, entertainment and employment opportunities within a small town atmosphere.

## Organizational Values

The City of Galt has established the following values or principles to support the mission and guide and inspire leadership.

The City of Galt values . . .

- ✓ Community service to the public
- ✓ Accessible, open, honest and responsive government
- ✓ Professionalism
- ✓ Fiscal responsibility
- ✓ Its employees and volunteers

## Two-Year Goals (2018-2020)

1. Maintain and Enhance Infrastructure and Facilities
2. Pursue Economic Development Opportunities
3. Maintain and Improve Galt's Quality of Life
4. Improve Financial Stability
5. Support a positive Organizational Culture that fosters mutual respect, excellent customer service, a "Can Do" attitude, and team work throughout the entire city structure (from top to bottom)

## GOALS, OBJECTIVES AND PRIORITIES

GOAL: MAINTAIN AND ENHANCE INFRASTRUCTURE AND FACILITIES
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1. **Objective (2 years)**: Construct C Street/Central Galt Complete Streets Project, Fourth Street Open Space and Parking Lot
  - Update Master Plans.
  - Seek construction funding for open space.
  - Seek construction funding for C Street.
  - Seek construction funding for Lincoln Way.
  
2. **Objective (2 years)**: Ensure Sustainable Water Supply
  - Develop agreement(s) with partner agencies to develop a Groundwater Sustainability Plan (GSP) for the Cosumnes sub-basin.
  - Identify funding for GSP development and implementation.
  
3. **Objective (2 years)**: Joint Use Transit Corporation Yard
  - Develop participation memorandum of understanding.
  - Identify and procure site.
  - Develop site plan and cost estimate.
  
4. **Objective (2 years)**: Firing Range: Bring the Old Range up to Professional Standards
  - Update status on range.
  - Develop comprehensive operating plan for old range.
  - Recommendations.
  
5. **Objective (2 years)**: Walnut Avenue Interchange Project
  - Develop conceptual plan.
  - Identify right-of-way needs.

**Future**

  - Develop financing plan.
  - Develop Environmental and Construction Documents.

## GOAL: PURSUE ECONOMIC DEVELOPMENT OPPORTUNITIES

1. **Objective (2 years):** Pursue Annexations of Future Development Areas
  - Industrial: Continue the Galt Industrial Park Expansion Annexation Project. Complete tax sharing agreement with Sacramento County and schedule for Local Agency Formation Commission (LAFCo) Board consideration.
  - Residential: Pursue annexation of the County “Notch” area. Develop strategy by January 2019 for future city-initiated annexation.
  - Commercial: Pursue annexation of commercial areas north of Twin Cities Road. Continue to work with property owners/potential developers for private funding of annexation.
  
2. **Objective (2 years):** Facilitate Development of Eastview/Liberty Ranch Specific Plan
  - Establish infrastructure financing plan for the development area.
  - Establish maintenance plan for the development area.
  - Approval of improvement plans for the Liberty Ranch portion of the project area.
  
3. **Objective (2 years):** Civic Center Property Master Plan (to possibly include: library expansion, joint-use administration facilities, recreational, residential, retail and/or entertainment uses)
  - Identify a strategy by spring 2018.
  - Issue Request for Qualifications (RFQ) by summer 2018 for potential partner.
  
4. **Objective (2 years):** Explore Infill Development Opportunities
  - Define infill development.
  - Develop a boundary map and identify infill development areas.
  - Develop incentive programs to stimulate infill development projects.
  
5. **Objective (2 years):** Become a Premier Sporting Destination for Hosting League and Tournament Events
  - Develop a marketing strategy to target league and tournament events.
  - Identify potential funding sources for facility and park improvements that are necessary to attract additional sports leagues and tournament events.

<b>GOAL: MAINTAIN AND IMPROVE GALT'S QUALITY OF LIFE</b>
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1. **Objective (2 years)**: Develop a Plan for Sustainability of Parks and the City's Lighting and Landscape Districts (LLD's)
  - Obtain City Council – community support for approved options.
  - Develop community outreach and education plan.
  - Develop alternative revenue enhancements.
  
2. **Objective (2 years)**: Code Enforcement: Have a More Robust Program for Commercial and Residential
  - Develop and implement a proactive Code Enforcement Plan.
  - Develop and implement a rental housing inspection program.
  - Develop and implement an approach to “brown lawns.”
  
3. **Objective (2 years)**: Maintain Galt's “Small Town Character” (family friendly, best practices) See Vision Statement
  - Safe, family friendly.
  - Shopping/dining/entertainment.
  - Design planning.
  
4. **Objective (2 years)**: Legislative Input
  - Review with Council City's potential Legislative Policies or Platform.
  - Monitor legislation.
  - Selectively advocate.

## GOAL: IMPROVE FINANCIAL STABILITY

1. **Objective (2 years)**: Develop Sustainability Plan for Storm Drainage Services
  - Commission a cost of service study.
  - Develop a rate adjustment plan.
  - Consider new district formation/inclusion.
  
2. **Objective (2 years)**: Develop Long-term Financial Plan for Fiscal Sustainability
  - Develop financial projections for revenues and expenses.
  - Identify unmet needs including: unfunded pension liabilities; maintenance of streets, buildings, facilities, vehicles, parks, playgrounds, pool, and trees.
  - Consider alternative funding sources: expansion of existing Special Districts (LLDs, CFDs); grant opportunities; and other potential revenue measures.
  
3. **Objective (2 years)**: Implement Citywide Asset Replacement Plans (i.e. vehicles, - equipment, IT, facilities, maintenance, etc.)
  - Long-term financial projections.
  - Quantify needs (assets by department and function).
  - Develop priorities.
  
4. **Objective (2 Years)**: Develop financial policies
  - Operating Budget Policies.
  - Capital Asset Management Policies.
  - Long-Term Financial Planning Policies.

**GOAL: SUPPORT A POSITIVE ORGANIZATIONAL CULTURE THAT FOSTERS MUTUAL RESPECT, EXCELLENT CUSTOMER SERVICE, A “CAN DO” ATTITUDE, AND TEAM WORK THROUGHOUT THE ENTIRE CITY STRUCTURE (FROM TOP TO BOTTOM)**

1. **Objective (2 years)**: Recruit and Retain Employees that Embrace Galt’s Organizational Culture
  - Implement enhancements to City’s website to make it a more user-friendly and valuable employee recruitment tool.
  - Develop a process of putting in place the necessary policies, procedures and practices to capture institutional knowledge.
  - Develop a Stay Interview Program to assist with retention.
  - Look for media opportunities to recognize employee key milestones and/or accomplishments (i.e. press release of employee attending a training).
  - Develop employee onboarding program.
  - Develop employee training program for all departments.
  - Streamlining and improve the pre-employment and background process.
  - Enhance the Employee Recognition Program.
  
2. **Objective (2 years)**: Promote Leadership Development Opportunities
  - Professional affiliations
  - Develop a supervisor / leadership training program.
  - Regional involvement (networking).
  - Leverage bi-weekly to include committee updates.
  
3. **Objective (2 years)**: Council Working as a Cohesive Group
  - Team building.
  - Review Procedural Guidelines.
  
4. **Objective (2 years)**: Community Education Leadership Program
  - Develop a Leadership Program to engage community residence with a focus to learn about local government and opportunities for community involvement.
  
5. **Objective (2 years)**: Evaluate the Hiring Policies for the Police Department in Order to Retain Officers.
  - Develop a Recruitment Plan by summer 2018.