



City of Gilroy

2020-2021 Strategic Plan

Integrity • Collaboration • Transparency • Quality • Respect • Customer Service • Innovation • Responsiveness

Our Mission

The Mission of the City of Gilroy is to provide excellent municipal services to our residents and businesses via outstanding customer service in a financially responsible manner.

Our Vision

The City of Gilroy is a regional leader in sustainable development offering a unique, inclusive, safe, and welcoming community with a thriving downtown, recreational opportunities for all ages, sustainable development and environmental policies, and a balanced economy that supports our population and promotes Gilroy as a community for all.



Executive Summary

This document will serve as the City of Gilroy's 2020-2021 Strategic Plan. Its purpose is to help the City prioritize its efforts, allocating both fiscal and human resources to achieve a shared Vision and Goals that also reflect community priorities and needs. The Plan is the result of a comprehensive review by Regional Government Services (RGS) of the City's current operations and finances, interviews with staff members and discussions with City Council members.

RGS facilitated a planning session for the City Council and staff at a one-day meeting that was held Friday, February 22, 2019. The Study Session, which was open to the public, resulted in the development of a Mission Statement, a Vision Statement, a set of Core Values and seven Goals to guide the City's future operations.

The 2020-2021 Strategic Plan captures the Goals, suggested programs, projects and initiatives suggested by Council and staff over the course of its development. The Goals that are included represent **the highest priorities** for City Council. Should other sources of revenue be identified, the City may revisit this Plan and adapt it as needed. For now, by limiting the City's efforts to these key areas, the City of Gilroy will be better positioned to achieve its long-term vision and maintain its fiscal viability.



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The Goals

The City Council identified seven Goals at its Strategic Planning Workshop with equal priority. They continue to support the following previously identified goals:

- 1. Ensure Financial Stability**
- 2. Enhance Public Safety Capabilities**
- 3. Revitalize Downtown**
- 4. Focus on Revenue Driven Economic Development**
- 5. Retain Stability in the City's Workforce**
- 6. Provide Opportunities for Meaningful Public Engagement**
- 7. Ensure Neighborhoods Benefit Equally from City Services**



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Ensure Financial Stability

The City Council, management team and community acknowledge and value the City's commitment to maintaining adequate reserves and working within a balanced budget. Strategies to support this Goal include:

- 1.1 Maintain sound, responsible fiscal policies regulating debt and establishing parameters for reserves.
 - 1.1.a Maintain a minimum of 10% of the General Fund in reserves.
 - 1.1.b Adhere to adopted policies and procedures.
 - 1.1.c Continue to review and update Master Fee Schedules and Rate Schedules on regular basis to ensure appropriate cost recovery models are in place.
- 1.2 Prioritize use of discretionary funds based on the 2020-2021 Strategic Plan Goals.
- 1.3 Continue to seek local, regional and federal grant opportunities to support City projects, programs and initiatives.
- 1.4 Explore options to reduce pension liabilities including retiring debt through bond(s) or other financial tools.
- 1.5 Provide transparency in all activities related to municipal finance and ensure that financial records are accurate, reliable and timely.
- 1.6 Explore options for service delivery mechanisms to reduce costs.



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Enhance Public Safety Capabilities

Public Safety continues to be a top priority for the City Council. In this context, Public Safety includes fire protection, emergency medical services, law enforcement, and also the maintenance and improvement of infrastructure, such as components of the roadway and water systems that ensure public health and safety. Strategies include the following:

- 2.1 Ensure adequate funding for appropriate levels of staffing for law enforcement and fire department personnel.
 - 2.1.a Quantify cost of service for paramedic/emergency medical technician services and explore alternative service delivery methods.
 - 2.1.b Consider long-term funding options to support public safety.
- 2.2 Support local and regional partnerships for mutual aid.
- 2.3 Continue to update emergency operations plan(s) and ensure appropriate staff training and engagement for implementation.
- 2.4 Support emergency preparedness throughout the community.
- 2.5 Maintain safe, well-lit streets, roads, and sidewalks.
 - 2.5.a Provide consistent Code Enforcement monitoring.
 - 2.5.b Proactively address blight within the community.
- 2.6 Continue to support enhancements for Safe Routes to Schools.
- 2.7 Monitor treatment, storage and delivery systems to ensure safe, reliable delivery of water.
- 2.8 Promote the Neighborhood Watch Program.
- 2.8 Address impacts of homelessness on the City and consider forming a Task Force to coordinate with local and regional efforts.
- 2.9 Support youth programs.



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Revitalize Historic Downtown

Developing the City's Historic Downtown as a vibrant and attractive area is a top priority for the City Council. The City needs to focus its efforts in areas with the highest likelihood of success. As such, Strategies to support this Goal include the following:

- 3.1 Update the Downtown Specific Plan and address properties with historical significance.
 - 3.1.a Establish Design Standards for the Downtown area.
 - 3.1.b Review parking needs and requirements.
 - 3.1.c Evaluate compatible "change in use".
 - 3.1.d Consider utilization of "alleys" for new business development.
- 3.2 Support efforts that promote beautification of the physical environment.
 - 3.2.a Support the efforts of Code Enforcement.
 - 3.2.b Explore opportunities for façade improvement programs.
- 3.3 Support sustainable programs to promote local businesses and/or improve the Downtown area.
- 3.4 Coordinate efforts with the Chamber of Commerce and regional economic interests to identify opportunities for development.
- 3.5 Consider public art and structural amenities to enhance the Downtown experience.
- 3.6 Promote connectivity/mobility for multiple modes of transportation including bus, bike and pedestrian access, and ADA compliance.



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Support Revenue Generating Economic Development

The Goal to Support Revenue Generating Economic Development ensures that the City is committed to attracting new businesses that will provide well-paying jobs for our residents. Strategies include the following:

- 4.1 Implement permit streamlining to attract and support business activities within the City.
- 4.2 Explore opportunities to hire an economic development manager.
- 4.3 Pursue the opportunity for the Regional Sports Park.
- 4.4 Explore opportunities for incubator business programs.
- 4.5 Coordinate efforts with local and regional economic development interests, including the Chamber of Commerce, Gilroy Gardens and Silicon Valley Partnership.
- 4.6 Pursue diverse businesses to locate in the City of Gilroy such as:
 - 4.6.a Emerging technologies, research and development.
 - 4.6.b Agricultural tourism.
 - 4.6.c Food manufacturing, packaging and distribution.
- 4.7 Review policies for Transient Occupancy Tax and Short-Term Rentals (i.e.; Air BNB).



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Retain Stability in the City's Workforce

City employees are fundamental to carrying out the Strategic Plan and ensuring that each Goal is achieved. The City reduced staffing over the past several years, but continues to provide excellent customer service and fulfill the objectives of the Council's policy direction. The purpose of this Goal is to ensure that the City continues to provide excellent customer service and to retain and attract high quality employees. Strategies include the following:

- 5.1 Develop and implement organization wide staff succession planning.
- 5.2 Develop and implement specialized customer service training across all departments.
- 5.3 Support employee training, enrichment and recognition, including team building opportunities.
- 5.4 Establish clear performance standards for the workforce and provide annual employee reviews.
- 5.5 Conduct a review of the City's management tools, systems and resources.
- 5.6 Conduct a spatial analysis of staff work environments, which considers workability, safety, and ergonomics.



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Provide Opportunities for Meaningful Public Engagement

The Council believes communication with residents and the business community is essential to the long-range viability of the City. Strategies include the following:

- 6.1 Proactively communicate news about the City to residents, businesses and surrounding communities.
- 6.2 Use social media to disseminate positive news, milestones and accomplishments throughout the community.
- 6.3 Promote regional interaction and coordination with surrounding communities and service providers including schools, economic development interests, transportation and non-profit agencies.
- 6.4 Conduct a Community Survey to identify residents' priorities.
- 6.5 Conduct a series of Community Forums to explore key community issues.



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Ensure Neighborhoods Benefit Equally in City Services

The Council believes that every resident should be treated equally regardless of where they live. Strategies include the following:

- 7.1 Provide consistent and equitable street maintenance City-wide.
- 7.2 Provide and maintain parks throughout the City.
- 7.3 Review the Residential Development Ordinance Policy.



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I mplementation

The role of the City Council is to establish Goals based on community input and fiscal viability. The role of the City Manager is to develop Strategies to achieve those goals. City staff, under the direction of the City Manager, will develop specific tactics to implement the Council's plan.

The Strategic Plan is meant to serve as a living and working document, which will be updated by Council and staff on a regular basis.

B enchmarks

Over the next five years staff will provide progress reports to the City Council and the community on the implementation of the Strategic Plan citing specific examples of fulfillment. Agenda items and staff reports will be tied to the achievements of attaining individual Goals.

S ummary and Recommendations

Following the adoption of the Strategic Plan, individual Departmental Implementation Plans will be developed and incorporated into this Plan as tactics to support each Goal and Strategy, including ongoing engagement and communications with the public. It is recommended that the City Council review the 2020-2025 Strategic Plan annually at minimum to gauge progress toward achieving its goals.