



CALEXICO *California*

WHERE CALIFORNIA AND MEXICO MEET

DRAFT STRATEGIC PLAN 2021

PRESENTED BY:

RELIANCE
PUBLIC RELATIONS, INC.

Established in 1997



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Together, we pledge to provide effective and efficient services in a courteous and respectful manner to improve the quality of life for all, in our unique border community.

- CITY OF CALEXICO MISSION STATEMENT

EXECUTIVE SUMMARY

DRAFT CALEXICO STRATEGIC PLAN

Executive Summary

What follows is the draft Strategic Plan for the City of Calexico for the next three to five years. The standard strategic planning processes and procedures were employed in the development of this draft Calexico Strategic Plan. Yet factors beyond the control of the City Council and the city Administration, including limitations on in-person public meetings due to COVID, as well as the city's financial and political history and current reduced staffing level, limited the extent of the plan development.

You will notice, for instance, that some of the objectives listed to meet goals that were developed based on information gathered in meetings with the City Executive Team and individual meetings with each of the five City Council members are limited in scope and do not include timelines for implementation. This is largely due to a variety of issues that predated the current City Council and the City Manager.

While the City's revenue projections may significantly improve with the filling of the vacant Economic Development position and potential future grant opportunities, efforts to articulate timelines and deadlines to implement objectives to reach goals were inappropriate.

The consultants are including additional information, labeled as "observations" and "recommendations" that will appear later in this summary. Our intention is to provide this information to assist the City Council and City Executive Management Team in evaluating and implementing next steps at a more appropriate time.

Process

- ▶ Workshop held with City Manager and Executive Team to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and start to develop goals to address those issues identified. Held individual 1.5 to 2 hours of meetings with each City Council member the weeks of March 23 and March 29 to conduct SWOT analysis, identify council member priority projects and get feedback and/or modify goals identified by the City Executive Management Team
 - ▶ Review draft strategic plans presented to the City Council in 2015 and in 2017
 - ▶ Held meetings with small groups of department heads to develop and/or refine objectives and next steps (April 15, 16, 19) (The comments recorded from all the SWOT sessions are included later in this report)
 - ▶ Held meeting with Calexico finance director and city consultant about goals, objectives and next steps needed to stabilize
 - ▶ Developed Calexico residents' survey, distributed it in the city utility bills. Received, tabulated and quantified results from May 15 through June 30 (Survey and tabulated results are being given to the City in digital format)
 - ▶ July to Present incorporated SWOT analysis, goals, objectives, finalized citizen surveys analysis
- ▶ Preliminary Report to be presented to City Council with some goals and objectives prioritized
- Typically, at this juncture, a strategic plan would be developed to include a detailed timeline, with deadlines, for implementing the next steps to be taken to realize the goals and objectives.
- However, it became clear during the series of meetings with City Council members, the City Manager and the City Executive Management Team, that many significant barriers exist to implementing some important administrative priorities identified and many of the far-reaching goals and objectives in this plan. The barriers, including:
- ▶ The pre-existing financial problems the City of Calexico worked to overcome only to face new fiscal issues due to statewide retirement fund deficits
 - ▶ The City staff cutbacks imposed due to those financial issues
 - ▶ Current budget realities, including a \$500,000 annual additional expense to City to meet retirement fund responsibilities
 - ▶ The appearance of political, ethical and professional improprieties of previous councils
 - ▶ The fact that the City has had four City Managers in the past five years
 - ▶ The fact that the City's reputation, according to the City Management Team, continues to hinder the City's ability to get some grant funding
- To assist the City Council and City Executive Team in moving forward, we offer the following observations
- ▶ A review of the two prior attempts to develop strategic plans for the City of Calexico included many of the items of concern called out in the current SWOT analysis
 - ▶ Some of the goals stated in the 2012 and 2017 draft plans are similar to many articulated by City Council members and the City Executive Management Team in the current strategic planning sessions
 - ▶ Financial issues, necessary staffing cuts and improprieties that predated the current City Council and City Executive Management Team have severely restricted the ability of the City Council and the City Executive management team to set specific timelines and deadlines for some of the objectives needed to achieve several long-range goals
 - ▶ The City Council is to be commended in undertaking this Strategic Planning effort now with four of the five council members elected within the last year and with a newly appointed City Manager in office for less than a year
 - ▶ The City Manager and the City Executive Management Team are very capable, loyal and dedicated. However, it also is weary because of staff cutbacks and wariness of working in the City Council's politically fractious environment
 - ▶ There are several next steps the City Council can



EXECUTIVE SUMMARY

implement immediately that will cost little to nothing, but which would pay immeasurable dividends in improving the way the City is perceived and in the working relationship the Council can have with its Executive Management Team

- ▶ Despite its many pre-existing and current challenges, the City Council and City Executive Management Team have demonstrated extraordinary resolve and resilience by paying down the City's pre-existing debt in just four years, a year earlier than was earlier projected
- ▶ The willingness of Calexico residents to share thoughts and concerns about the City through a survey mailed with city utility bills was impressive
- ▶ More than 400 surveys were returned, with many respondents detailing specific concerns or preferences. The response rate far exceeded what consultants anticipated. Also impressive was the fact that the responses were often specific and detailed and lacked the inflammatory and personal attacks that often accompany expressions at the City Council meetings.

Survey Results

A community survey, both in English and Spanish, was mailed out in the 8,200 city water bills on May 15. In order to encourage returns, Reliance Public Relations offered a drawing for two \$150 gift certificates to Cardenas Market.

In all, more than 400 responses were received, which is an extraordinary response rate from city residents. Of that number, about 25 percent responded only to partial elements of the survey and were not included in the overall numerical analysis. Data, however, was recorded and is included in full results of the survey elsewhere in this document. An Excel tracker of the full survey results is attached in the full report.

The survey was designed to measure elements of city life that respondents considered "important," then it measured respondents' "satisfaction" with those same elements. (A copy of the survey instrument is included in this report). More than 100 respondents provided written comments in addition to rating the importance and satisfaction of various issues. The comments were thoughtful, civil and often appreciative of a chance to be heard. Some examples are:

"parks are always flooded with water. (when you want to take the kids to play soccer. especially the one located in front of the school district by Andrade Avenue"

"lack of educating the community, to keep them clean (especially from dog poop)."

"Lack of a museum, creative growth areas; thank you for the survey, I hope you take it into account."

"There are not many opportunities for growth, they should facilitate business permits and lower costs for small businesses"

"Calexico is becoming a food desert. No supermarket. I have to go to El Centro to shop"

"Thanks! for taking the citizens into account"

All of the comments included in the surveys are included

later in this report.

While the number of survey responses was excellent, this should not be considered a scientific analysis. Instead, please consider the results a snapshot of community attitudes.

Some observations:

1. The Fire and Police departments ranked close to the top in both importance and satisfaction
2. Medical services were rated high in both importance and satisfaction
3. Jobs and traffic issues were rated high in importance, but on the low end in satisfaction
4. Respondents ranked the Chamber of Commerce, city limits expansion and city events as lowest on the importance scale
5. They feel the city's image is of high importance, but near the bottom in satisfaction
6. Council civility, though not especially high in importance, is at the low end in satisfaction
7. While downtown businesses are not ranked especially high in importance, this category is at the bottom in satisfaction rankings
8. The thoughtful tone used in the comments included by residents on the survey was impressive and came in stark contrast to the tenor of public comment at the City Council meetings

Recommendations:

- ▶ Hold a City Council workshop to discuss the draft Strategic Plan
- ▶ Make any modifications requested by the City Council and return the document to the City
- ▶ Formally adopt the Strategic Plan as a roadmap for the City's future three to five years, although many of the next steps in the more far-reaching goals may face delays in full development.
- ▶ Direct the City Manager and the City Executive Management Team to begin implementation of Priority A goals
- ▶ Use the Strategic Plan as a tool for prioritizing decisions during the city budgeting process
- ▶ Re-evaluate the plan regularly, especially as city revenues increase with development coming to the city and staffing levels can increase.
- ▶ Consider using future surveys as a mechanism to gather both community feedback as well as information from target groups, including the business community.

This draft could not have been completed without the thoughtful and thought-provoking participation of each City Council member, the City Manager, the City Executive Management Team and the input of Calexico residents who participated in a survey distributed through the city utility bills. We at Reliance Public Relations are grateful for the opportunity to work with the Calexico City Manager, City Executive Management Team, the City Council and the residents of Calexico.

We are available to answer questions or provide any additional information you may need.

**GOALS, OBJECTIVES,
NEXT STEPS**

SUMMARY OF CALEXICO GOALS/ OBJECTIVES/NEXT STEPS

1 Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.

Objectives and steps to achieve

- ▶ Develop and require a standard of professionalism to improve the public's trust in government and maintain respect, trust and cooperation from other levels of government.
 - ▶ Establish standards of behavior and code of ethics (See <https://www.westerncity.com/article/beyond-ethics-establishing-code-conduct-guide-your-council>) and (https://www.ca-ilg.org/sites/main/files/file-attachments/resources__Everyday_Ethics_Dec07_0.pdf?1405446847)
 - ▶ Appoint a community task force to develop recommendations for revisiting the city's 2015 Code of Ethics and the issues it created.
 - ▶ Assign a role for this taskforce to revamp the Code of Ethics as well as create proposed standards of behavior.
 - ▶ Establish a set calendar to revisit and revise the Code of Ethics and Standards of Behavior at least annually.
 - ▶ Investigate establishment of a Calexico Ethics Commission
- ▶ Improve department head communication
 - ▶ Schedule weekly department head meetings
 - ▶ Hold team building session(s) for both the City Council and department heads
 - ▶ Set time for departmental collaboration, regularly in person, by Zoom or group text
 - ▶ Work to replace the rumor mill with open communication among city leadership
- ▶ Improve employee effectiveness and morale
 - ▶ Ensure employee policies are clearly stated and easily understood
 - ▶ Develop a consistent staff training program
 - ▶ Develop programs to recognize employee accomplishments and excellence.
 - ▶ Develop programs to encourage community involvement
- ▶ Constantly work to improve customer service
 - ▶ Retain a customer service trainer to conduct employee workshops
- ▶ Develop Succession Plans for Police and Fire and other departments
 - ▶ Draft a general city policy as well as specific plans per departments
 - ▶ Create a list of training programs that need to be completed

- ▶ ed to move up the ranks in Police and Fire departments and be eligible for promotion
- ▶ Develop the criteria to determine which individuals will be offered training opportunities based on achievement and the needs of the departments
- ▶ Create a budget item to cover training for officers who meet the criteria and are selected to complete a training program

- ▶ Develop a public relations plan that includes steps to notify the community about the positive development occurring in Calexico

2 Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability

Objectives and steps to achieve

- ▶ Develop ways to increase city revenues through economic development and other methods to meet city's retirement debt load and then to afford improved staffing levels, competitive salaries and maintain city facilities
- ▶ Insure the City maintains adequate reserves
- ▶ Use the anticipated \$7 million in COVID relief funds for one-time only expenses to ensure the city isn't burdened with ongoing future expenses
- ▶ Enhance employee information
 - ▶ Develop a city jobs/processes and online/hardcopy procedure manual (internally or through the work of a consultant)
 - ▶ Provide training for new employees, employees changing positions and those who regularly handle questions from the public
- ▶ Uniformly enforce codes, policies
 - ▶ Conduct a review of all city codes/policies to ensure all is current/correct and easily understandable
 - ▶ Train employees on codes/policies and enforcement requirements regularly and when changes are enacted
 - ▶ Post the codes/policies online so they are readily available for employees and the public
 - ▶ Review city employee forms and those for use by the public and revise if necessary to make them more user friendly.
 - ▶ Make forms available/fillable online
- ▶ Improve staff efficiency
 - ▶ Research use of a consultant to evaluate city's practices and processes for efficiency improvements
- ▶ Develop partnerships with the county, state and federal government to assist the city in gaining funding to accomplish

GOALS/OBJECTIVES/NEXT STEP

projects.

- ▶ Review and prioritize vehicle and equipment purchases on a cost vs. savings basis. Some items, i.e. public safety vehicles, equipment animal control hoist and vehicle, weapons, radio equipment, PPE, rescue equipment for police and fire affect public safety and employee safety and effectiveness. Old equipment may increase risk management costs.
- ▶ Develop a prioritized plan to restore appropriate level of service in departments in which staffing was depleted during economic issues that the city has faced over the past years
 - ▶ Evaluate staffing levels versus service needs of departments, specifically police and fire departments
 - ▶ Develop a recruitment plan to attract and hire seasoned police and firefighters to help fill depleted ranks
 - ▶ Equipment purchases may assist in recruitment efforts
 - ▶ Explore grants, external sources of funding that may cover the cost of equipment both needed for city services and helpful to the recruitment process. (Police and fire departments)

3 Prioritize Economic Development

Objectives and steps to achieve

- ▶ Define appropriate, job creating industries the city wants to attract and develop and enhance partnerships with local, state and federal economic development agencies
 - ▶ Hire a grant writer
 - ▶ Hire an economic development director
 - ▶ Assist in the reactivation of a Chamber of Commerce
 - ▶ Provide city funding to assist the Chamber in assisting micro businesses and entrepreneurs to get permits and connect with other services.
- ▶ Streamline city development and administrative services to assist contractors and entrepreneurs
 - ▶ Investigate a one-stop office or liaison for developers or people seeking to establish businesses
 - ▶ Develop checklists of requirements that must be met for proposed projects to be developed in the city
- ▶ Take steps to encourage job creating development and housing, including affordable housing.
- ▶ Investigate expansion of the city's boundaries to include the east and future west port of entries.

4 Define Calexico as a pre-eminent destination city because of its unique attributes, including its border location and enhance and celebrate its identity.

Objectives and steps to achieve

- ▶ Develop methods to promote tourism and reasons for people to stop in Calexico
 - ▶ Develop and institute a marketing strategy for the city
 - ▶ Develop programs that focus on the arts, entertainment,

SDSU IV as unique benefits of the city

- ▶ Partner with local, state, other border communities on programs to take advantage of Calexico's unique location.
- ▶ Work with the Business Improvement District to develop programs to assist downtown businesses to enhance the area
- ▶ Abate abandoned buildings, graffiti (both for appearance and public safety)
- ▶ Focus on the airport, the county's only international airport, as a way to entice tourists and, potentially, attract business

5 Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.

- ▶ Rehabilitate and repair city property
 - ▶ Inventory condition of all city property
 - ▶ Address Council Chambers technology update needs
 - ▶ Develop a plan for immediate and ongoing maintenance.
- ▶ Develop city transportation plan including development of an intracity transit system that could connect to the county-wide transit
- ▶ Work for Housing development, including low cost housing, transit connected developments
- ▶ Develop a farmworker service center/hub for workers that could attract employers from other communities to seek Calexico as an answer to their employment needs.
- ▶ Focus on the environment - including pollution and traffic due to Calexico's border location; develop a plan to capitalize on ecotourism as the New River is cleaned up.
- ▶ Create a plan/strategy to entice the "float population" (U.S. citizens living in Mexicali crossing the border daily and doubling the city's population) to stay, spend money or even live in Calexico.
 - ▶ Investigate affordable downtown housing, or transit-planned neighborhood housing, a city-imposed border crossing fee.
- ▶ Develop strategy to get funding to purchase/equip one or more ambulances. Use the ambulances both for immediate assistance, and also as a revenue source by transporting patients to ECRMC or PMHD
- ▶ Improve health in the city, ideas included attracting an urgent care facility and improving exercise equipment in city parks.

**STRENGTHS, WEAKNESSES
OPPORTUNITIES, THREATS
(SWOT)
ANALYSIS COMMENTS**

CITY MANAGEMENT TEAM SWOT

STRENGTHS

- ▶ Culture and community are unique
- ▶ Passionate
- ▶ Location
- ▶ Tradition
- ▶ Family oriented
- ▶ Resilient
- ▶ We have a wealth of experience at personnel level; good grasp of how they do jobs
- ▶ Institutional knowledge
- ▶ Historical knowledge
- ▶ What keeps you here: Calexico has not reached its maximum success.
- ▶ Potential – lots of
- ▶ Loyalty
- ▶ Pride
- ▶ Benefits (employee) – Competitive to other Communities)
- ▶ Higher education
- ▶ Port of entry
- ▶ Cooperation/partnerships between agencies
- ▶ Mediators – police and fire chiefs are chairs of countywide police/fire board
- ▶ Public safety camaraderie
- ▶ Great communication with Sacramento
- ▶ Diversity (women outnumber men as dept heads)
- ▶ Problem solvers

WEAKNESSES

- ▶ Council
- ▶ Economic uncertainty
- ▶ Staffing levels (low)
- ▶ Reputation (only in Calexico)
- ▶ Homelessness
- ▶ Missed opportunities:
- ▶ High turnovers in leadership
- ▶ Inconsistency in leadership
- ▶ Lack of economic development strategy (missed opps)
- ▶ Business hasn't evolved
- ▶ Interference (special interest groups/people)
- ▶ Council not knowing boundaries
- ▶ Policy circumvention
- ▶ Lack of understanding how gov't works
- ▶ Failure to follow/implement ordinances
- ▶ Institutional terrorists (people poisoning the well)
- ▶ Low morale/negative influences
- ▶ Lack of plan/direction
- ▶ Follow-through (due to high turnover)
- ▶ Fiscal responsibility
- ▶ Acquired debt
- ▶ Inherited problems
- ▶ Leadership turnover
- ▶ Employees wearing multiple hats
- ▶ Salaries not competitive
- ▶ No attractions; Not a destination location
- ▶ No affordable living
- ▶ Lacking job opportunities
- ▶ Lack of businesses
- ▶ Not business-friendly
- ▶ Policies/procedures don't reflect business friendly city
- ▶ Distrust with city gov't (residences/businesses/employees)
- ▶ Influence of Mexican gov't system
- ▶ Quid pro quo element (I scratch your back ...)
- ▶ No chamber of commerce
- ▶ Traffic
- ▶ Caltrans (slow on projects)

OPPORTUNITIES

- ▶ Undeveloped property
- ▶ Beautification projects
- ▶ Business opps
- ▶ Update city statutes to become business friendly
- ▶ Streamline services
- ▶ Invest in city facilities
- ▶ Collaboration (other gov't agencies)
- ▶ Enhance city's identity
- ▶ Developing existing supervisory staff members
- ▶ Job skill enhancements
- ▶ Downtown
- ▶ Border town
- ▶ Encourage housing development
- ▶ Entertainment
- ▶ Airport
- ▶ Developing right industry for the city
- ▶ Chamber of commerce
- ▶ Traffic
- ▶ Solidify and Grow partnerships with economic agencies
- ▶ Social media

THREATS

- ▶ Border crossing restrictions
- ▶ Pollution (from Mexicali)
- ▶ Lack of public safety for growing visitor population
- ▶ Retirements pending
- ▶ Morale
- ▶ Succession planning
- ▶ Mental and physical fatigue
- ▶ Recruitment (ability)
- ▶ Contentious City Council
- ▶ Abandoned buildings (public safety)
- ▶ Homelessness
- ▶ Generational differences
- ▶ Politics
- ▶ Social media

CITY COUNCIL MEMBER SWOT ANALYSIS SESSION # 1

STRENGTHS

- ▶ Hardworking workforce (entrepreneurial spirit)
- ▶ Border – location (floating population)
- ▶ Weather
- ▶ Good K-12 schools
- ▶ Culture, diversity
- ▶ Existing businesses
- ▶ Potential for online businesses
- ▶ Available land
- ▶ Language – potential for international business
- ▶ Population density

WEAKNESSES

- ▶ Transportation – roads, etc.
- ▶ Housing – expensive (homelessness)
- ▶ Health
- ▶ Education – collaboration/tech
- ▶ Isolation
- ▶ Technology
- ▶ Jobs outside major industries
- ▶ Money mismanagement – improving
- ▶ Organizational leadership
- ▶ Inequality
- ▶ Clandestine businesses
- ▶ Business licenses – expense/process

OPPORTUNITIES

- ▶ Health/air quality
- ▶ Linking to high rail system
- ▶ Transit system – citywide
- ▶ Housing
- ▶ Incentivizing transit-oriented development
- ▶ Affordable housing (competitive)
- ▶ Grant writer/city staff
- ▶ Education – higher ed, job creation
- ▶ Entice digital nomads
- ▶ Microbusiness development
- ▶ Chamber of Commerce
- ▶ Accessible commercial space

THREATS

- ▶ Environment (oil prices)
- ▶ Drought
- ▶ Drug addictions
- ▶ Mental health
- ▶ Lack of full employment
- ▶ Earthquakes

STRENGTHS

- ▶ Border City
- ▶ Open for commercial/trade/shopping
- ▶ Sister cities – collaboration
- ▶ History of community
- ▶ Tax revenue
- ▶ Grant opportunities
- ▶ Small town
- ▶ Old-fashioned
- ▶ Slower pace
- ▶ More united – neighbors, friends/family
- ▶ Calexico pride
- ▶ Experienced staff – institutional knowledge
- ▶ Knowledgeable staff
- ▶ Council seeks overall improvement of city

WEAKNESSES

- ▶ Language
- ▶ Reluctance to change
- ▶ Transportation
- ▶ Collaboration with other cities
- ▶ Challenges as a council
- ▶ Communication challenges
- ▶ Homelessness
- ▶ Southbound traffic
- ▶ Code enforcer shortage
- ▶ Public safety
- ▶ Customer service – businesses
- ▶ Short-staffed
- ▶ Revenue shortage
- ▶ Health care
- ▶ Attracting healthcare professionals
- ▶ Jobs/unemployment rate
- ▶ Businesses closing

OPPORTUNITIES

- ▶ COVID funding
- ▶ Grants
- ▶ Jobs
- ▶ Education
- ▶ 4-year university
- ▶ Parks
- ▶ Downtown revitalization
- ▶ Attract new business/industry
- ▶ Chamber – strong
- ▶ Attract arts/entertainment
- ▶ Get our house in order
- ▶ Increase staffing

THREATS

- ▶ Cartel (across border)
- ▶ Drug and alcohol abuse – lack of education
- ▶ Traffic
- ▶ Advantage taken of safety net
- ▶ Homelessness
- ▶ Disrespectful council
- ▶ Helplessness
- ▶ Generational differences
- ▶ Council divisiveness
- ▶ City staff is hurting

STRENGTHS

- ▶ City of Calexico
- ▶ Diverse population
- ▶ Mexicali share
- ▶ Labor force
- ▶ Government – prisons/Border Patrol
- ▶ Farm Community \$
- ▶ Affordable water
- ▶ Internal longevity in jobs
- ▶ City leadership diversity
- ▶ Wealth of knowledge for federal projects
- ▶ Department head leadership and longevity

WEAKNESSES

- ▶ City Council - unity
- ▶ Council – lack of skilled employment for a few
- ▶ Follow-through on projects

OPPORTUNITIES

- ▶ Low labor force (city) due to COVID
- ▶ Action on small things around city
- ▶ Public safety – infrastructure
- ▶ Lack of local healthcare
- ▶ Lack of Oversight on \$ spending (Healthcare district)
- ▶ Behavioral issues among visitors

THREATS

- ▶ Heffernan Hospital (medical facility)
- ▶ Farmworker Center
- ▶ Fundings for projects
- ▶ Improve business view for growth
- ▶ Revitalization of downtown
- ▶ Aesthetics of community improvement

STRENGTHS

- ▶ Human capital – staff
- ▶ Economically strategically important
- ▶ Ag background
- ▶ Physical location – border
- ▶ Involvement – residents
- ▶ Diverse connections with community
- ▶ Developing partnerships

WEAKNESSES

- ▶ Funding
- ▶ Building relationships with outside agencies
- ▶ Traffic plan/bypass Imperial Avenue
- ▶ Resources/tools for staff
- ▶ Not at the table enough
- ▶ Pass-through community
- ▶ Training
- ▶ Housing
- ▶ No identity
- ▶ Capacity building
- ▶ Reactive, not proactive
- ▶ Downtown
- ▶ Staff shortage
- ▶ Transportation (public) – transit system
- ▶ Previous business plan
- ▶ Key positions unfulfilled
- ▶ Employment
- ▶ Reputation/perception
- ▶ More proactive (council)
- ▶ Diversification (jobs and revenue base)
- ▶ Transparency
- ▶ Community involvement
- ▶ Lack of industry/economic development
- ▶ Accountability
- ▶ Business involvement/interaction
- ▶ Parochialism
- ▶ Farmworkers
- ▶ Health care
- ▶ Lack of industry/economic development
- ▶ Business permit fee structure
- ▶ Traffic
- ▶ Parochialism
- ▶ Airport
- ▶ First responders
- ▶ Recreational opportunities/parks
- ▶ Council challenges

OPPORTUNITIES

- ▶ Define processes within the city
- ▶ Regional focus
- ▶ Border/become destination
- ▶ Incentives
- ▶ Regional focus for farmworkers
- ▶ Talent across border
- ▶ Education/outreach to community
- ▶ Become business-friendly
- ▶ Airport – develop marketing plan
- ▶ Develop partnerships with other agencies
- ▶ Plans for reopening
- ▶ Diverse council
- ▶ Collaborate with county
- ▶ Partner with schools on job opportunities/training
- ▶ Community connections
- ▶ Joint economic development strategy
- ▶ Diversify economy
- ▶ Channel passion and energy
- ▶ Understand roles

THREATS

- ▶ Continued contentiousness – council
- ▶ No contingency plan
- ▶ Reputation
- ▶ Loss of human capital
- ▶ Cross-border economy
- ▶ Image of quality of life
- ▶ Loss of institutional knowledge
- ▶ Competition from Mexicali
- ▶ Chain of command ignored
- ▶ Outsourcing city staff/functions

STRENGTHS

- ▶ 113 years
- ▶ International border
- ▶ Work force
- ▶ Business opportunities
- ▶ Culture/history
- ▶ Small city/Hispanic
- ▶ Water, land
- ▶ Nonprofit organizations
- ▶ Education, K-12, college, university
- ▶ Professional people from Imperial Valley, Mexico

WEAKNESSES

- ▶ Exploited board
- ▶ Humans -- workforce, language discrimination
- ▶ Business – North American culture; no preparation
- ▶ Industry – maquiladoras
- ▶ Calexico/Mexicali – one package
- ▶ Food/health/education/food industry
- ▶ City departments – professionals
- ▶ Grants
- ▶ Cost of living
- ▶ Education
- ▶ Transportation – roads, lines going to Mexico
- ▶ Pandemic – commercial/business structure needs to be strengthened
- ▶ Tourism

OPPORTUNITIES

- ▶ Population change
- ▶ Board – union/Mexicali/Calexico
- ▶ City – administration, New River, water
- ▶ United municipal council
- ▶ New president and legislators
- ▶ IID

THREATS

- ▶ Health – emergency clinics, better ambulance system
- ▶ Education
- ▶ Housing
- ▶ Single women with children, child support

**CALEXICO RESIDENTS TOP
LINE SURVEY RESULTS**

TOP LINE RESULTS OF CALEXICO RESIDENTS SURVEY

Importance		Satisfaction	
	Ranking		Ranking
Fire Dept.	1	Fire Dept.	1
Police	2	Library	2
Medical Services	3	Police	3
Road Conditions	4	Shopping Convenience	4
Jobs	5	Medical Services	5
Traffic Issues	6	Senior Citizens Services	6
Senior Citizens Services	7	Parks	7
Parks	8	City Limits expansion	8
Recreation	9	Public Transportation	9
City Image	10	City Cooperation - agencies	10
Affordable Housing	11	Affordable Housing	11
Shopping Convenience	12	Mexicali	12
Downtown Businesses	13	Chamber	13
New River	14	Road Conditions	14
Public Transportation	15	Recreation	15
Library	16	Traffic Issues	16
City Cooperation - agencies	17	New River	17
Mexicali	18	Tourism	18
City Council Civility	19	City Council Civility	19
Tourism	20	City Events	20
City Events	21	City Image	21
City Limits expansion	22	Jobs	22
Chamber	23	Downtown Businesses	23

**COMPLETE LIST OF CALEXICO
RESIDENTS SURVEY COMMENTS**

CALEXICO SURVEY COMMENTS

Chamber

- ▶ chamber of commerce reactivation: never
- ▶ lousy staff in City of Calexico, less than 0
- ▶ chamber of commerce - a managerial change is urgently needed/ no comments

Parks

- ▶ lack of educating the community, to keep them clean especially from dog poop):
- ▶ please! we need a large park, well conditioned, where there is a kiosk for music or events, a pool and a large area to walk
- ▶ parks are always flooded with water. (when you want to take the kids to play soccer. especially the one located in front of the school district by Andrade Avenue

Medical Services

- ▶ emergency room 24/7: 5, convalescent hospital: 5
- ▶ COVID-19 situation
- ▶ a good hospital in Calexico
- ▶ hospitals
- ▶ Need more hospitals
- ▶ COVID-19 situation; Lack of information about the pandemic (covid-19 exclusively calexico)

City Limits Expansion

- ▶ that they open all day!

Downtown Businesses

- ▶ “for newer, different businesses!”
- ▶ help for new entrepreneurs
- ▶ attract new businesses and support them
- ▶ more help is needed for businesses
- ▶ help for new entrepreneurs
- ▶ downtown businesses: really dirty and abandoned
- ▶ need to reactivate commerce and support small businesses such as santo tomas
- ▶ There are not many opportunities for growth, they should facilitate business permits and lower costs

for small businesses

Affordable Housing

- ▶ to regulate the prices of the rents, because the renters take advantage in strong seasons of lines, set limits on what you can collect from rents
- ▶ it is becoming more expensive to live here
- ▶ homeless situation
- ▶ thank you for allowing citizens to participate in housing elements for the 2021-2029 planning period

Recreation

- ▶ aquatic/water park: 5
- ▶ sports/athletic activities
- ▶ children’s activities: art, music, swim lessons etc.
- ▶ events for adults with special needs (social and recreational activities)
- ▶ fun for the family, so they do not have to go to Mexicali
- ▶ sports, culture arts
- ▶ sports in the locality
- ▶ swimming pool in vacations for kids
- ▶ children entertainments “parks--”
- ▶ community pool missing
- ▶ sports fields
- ▶ recreations, music, dance
- ▶ recreational events for youth/senior citizens
- ▶ support for musical talent for young people
- ▶ Lack a museum, creative growth areas; thank you for the survey, I hope you take it into account
- ▶ places, vouchers, tickets or support various areas for kids w/autism. It would be a great help, so we can take them to places like SD ZOO, Disney etc. Where the kids have not been. Only SUPPORT
- ▶ sports, culture arts
- ▶ sports activities
- ▶ we do not have recreational programs in summer
- ▶ children’s recreation and parks
- ▶ accessories, sports fields, bad sports area
- ▶ recreation dept. good service

Highlighted in **yellow falls under importance** (comment based on importance)

Highlighted in **burgundy falls under satisfaction** (comment based on satisfaction level)



Road Conditions

- ▶ No action, repave streets
- ▶ clean streets & Downtown area
- ▶ Finish the bridge between second street and Barbara Worth ASAP
- ▶ “streets improve (bad conditions)”
- ▶ fix the streets of Calexico, they are in terrible condition
- ▶ road improvement
- ▶ terrible road conditions
- ▶ condition of streets
- ▶ please pay attention to our streets
- ▶ We deserve perfect streets, not like 3st. Dood Bich, real bad
- ▶ Downtown streets lack cleaning
- ▶ better streets
- ▶ more street fixing
- ▶ paving required in Calexico
- ▶ Second street in Calexico needs paving, very good because they installed water hydrants but the street is horrible

City Council Civility

- ▶ mayor not being elected
- ▶ It is necessary that all of you start to reconsider how you are doing your job. This city every day is worse thanks to you.
- ▶ council honesty and unbiased!
- ▶ stop city council corruption
- ▶ civility at city council: who cares
- ▶ for civility at city council and city cooperation - put unknown
- ▶ communicate with community
- ▶ mayor not being elected, the people of Calexico should elect their mayor, I am very unsatisfied with the current mayor and some of her decisions. Calexico fire needs more ambulances and more staff.
- ▶ stop fighting for internal things this council, get to work to improve the city
- ▶ exclamation mark on city council civility
- ▶ Thanks! for taking the citizens into account
- ▶ city council members should work together, instead of against each other. In order for the city of Cale-

ico to improve, changes need to be done with the city council members as well

- ▶ community relations
- ▶ very responsible

City Cooperation Agencies

- ▶ animal care department to attend stray cats
- ▶ open attention for citizens (permanent office for complaints and exposition of needs), terrible service and security
- ▶ animal control (no loose)
- ▶ attend to street animals such as cats
- ▶ exclamation mark on city cooperation w/other agencies
- ▶ more presence in the media of our local politicians (I have not heard anything from our supervisor in the 2 years of the pandemic)
- ▶ We need more communication from the authorities with the citizens. We really don't know our representatives, so we can establish better communication.

Police

- ▶ security
- ▶ urgent on police department
- ▶ security
- ▶ need police
- ▶ security
- ▶ need to put the police force with authority and efficiency since this police department is terrible
- ▶ I don't know how the police dep is but there are plenty of thieves
- ▶ security
- ▶ hire police that respect the community
- ▶ Kennedy Gardens needs more patrolling One in five cars actually stop at corner of Robert Kennedy and M.L.King

Shopping Convenience

- ▶ more stores
- ▶ shopping convenience awful
- ▶ Calexico is becoming a food desert. No supermarkets. I have to go to El Centro to shop.

Highlighted in **yellow falls under importance** (comment based on importance)

Highlighted in **burgundy falls under satisfaction** (comment based on satisfaction level)

Tourism

- ▶ immigration crossing (tourism section)
- ▶ not mexicali tourism and migrant workers

City Image

- ▶ All the points are very important, in the time that I have lived in Calexico, I have never seen our city so desolate, it is very depressing we have to do something urgent to revive our city,
- ▶ clean/rid of dry branches
- ▶ there are no changes in the city that is becoming more and more “Ghost Town” We have to return to our city CLEAN AND FULL OF LIFE
- ▶ “do not cut trees!!”
- ▶ beautification of the city
- ▶ “public lighting improve”
- ▶ city image: joke
- ▶ enforce cleanliness around city and neighborhood
- ▶ making sure that the city is cleaned, graffiti removed especially downtown area
- ▶ mercurial light, benches
- ▶ The city should do more to enforce the cleanliness of Calexico, both homes and businesses. That doesn’t cost money and would greatly improve the city’s image. In fact the city should find a way to generate income from penalties charges to those who don’t maintain their properties.
- ▶ remove dead branches
- ▶ dirty and unkempt downtown Calexico
- ▶ palm tree trimming
- ▶ must recover the center of Calexico, clean up and control all the people who live on the street, the alleys, they smell horrible
- ▶ street lighting required in Calexico
- ▶ graffiti, homeless, clean city
- ▶ I would like Calexico to be a new city for all the new generations because I think the city is very neglected and I don’t see it getting better, thanks
- ▶ I think more attention is needed to the city of Calexico
- ▶ convince people to clean their house front and backyard, also plant trees on HWY98 from RR Williams to Eady AVE for better air quality

- ▶ enforce cleanliness of city and neighborhoods etc. trash bins should not be on curbs or sidewalks
- ▶ The city does not help. The city is dirty and makes no effort to keep it clean. The downtown area is just awful. I am about to go there.
- ▶ Renovate downtown so people will be eager to walk downtown. It smells and is just plain dirty. The city should also help its citizens maintain their homes

Mexicali

- ▶ port of entry issues - staffing lanes- measure state- federal govt. the government should be open/ allow mexicali residents to cross

Traffic Issues

- ▶ manage speed of border crossings
- ▶ mexicali line traffic/congestion
- ▶ traffic issues very important
- ▶ urgent on traffic issues
- ▶ mexicali traffic line
- ▶ those people who give you the opportunity to sell your fruit on the street as they interfere with the traffic
- ▶ thank you for removing the taxi drivers from the Rockwood street
- ▶ traffic is terrible, taxis are reckless drivers, traffic is terrible, need more police to direct traffic - taxi drivers are reckless do not obey rules, always in a rush
- ▶ traffic issues terrible
- ▶ traffic at border today, need more personnel traffic issues with border

Fire Department

- ▶ No Comments

New River

- ▶ “closure of the New River”
- ▶ tubed New River
- ▶ tubing the New River there is a lot of contamination Mexicali has already done it in closing the River

Highlighted in **yellow falls under importance** (comment based on importance)
 Highlighted in **burgundy falls under satisfaction** (comment based on satisfaction level)

Public Transportation

- ▶ No Comments

Senior Citizens Services

- ▶ better housing & service for senior citizens
- ▶ theater - bike rides, sport events for elderly people, cared by the police once per week
- ▶ help for the elderly
- ▶ transportation for the elderly
- ▶ water discount for senior citizens
- ▶ bad attention to the elderly
- ▶ help senior citizens
- ▶ good transportation for seniors and a discount on water bill for seniors

Jobs

- ▶ Job opportunities especially for Calexico residents.
- ▶ teen employment
- ▶ jobs for young people
- ▶ need to offer greater job opportunities especially to young people
- ▶ jobs for senior citizens
- ▶ more employment because they give it to those from Mexicali
- ▶ not many job opportunities for seniors
- ▶ opportunities for young people, working students, there are not many businesses or jobs
- ▶ more opportunities for the youth urgently
- ▶ craft work for the elderly

Library

- ▶ that they already open it!

- ▶ library: have not reopened!

Other

- ▶ high school
- ▶ universities
- ▶ cheaper water service
- ▶ resident section put (more)
- ▶ public information officer for city
- ▶ with safety measures (distance, mask)
- ▶ a discount on the water bill
- ▶ free tax preparation programs by IRS partners to benefit residents
- ▶ air quality
- ▶ economic development, transparency, accountability of funds, good cooperation w/CUSD
- ▶ schools
- ▶ The water bill is very expensive. Thanks.
- ▶ Not very happy with the change of billing for water services, before it was a flat rate, around 102.- per month, now I have been paying more for the same amount of water I use every month.
- ▶ water quality
- ▶ vandalism- needs to stop/my fence has been vandalized numerous times
- ▶ water services more affordable/cheaper
- ▶ air quality
- ▶ utilities prices way too high, water, electricity, sewer charge, trash collection +++
- ▶ we need to involve: federal county/state on sales tax need this revenue. Revisit building permits/ not to keep away building housing projects. downtown invest in promoting the mix use status
- ▶ no comments everything is good

Highlighted in **yellow falls under importance** (comment based on importance)

Highlighted in **burgundy falls under satisfaction** (comment based on satisfaction level)

**EXAMPLE OF CALEXICO SURVEY
INCLUDED IN ALL UTILITY BILLS**



City of Calexico Community Survey

The City of Calexico is currently developing its Strategic Plan that will be an important tool as the City Council establishes its course of work for the next three to five years. In that regard, we are seeking input from our citizens.

We have retained Reliance Public Relations, Inc. to assist in the development of the plan and they have put together this survey of community needs. **If you enclose your contact information below when you fill out this survey, you will become eligible for a gift. Reliance is giving away two \$150 shopping certificates to Cardenas Market.**

PLEASE RETURN THIS WITH YOUR WATER/TRASH/SEWER PAYMENT OR RETURN TO CITY HALL BY JUNE 11, 2021

To become eligible to be selected for one of the two \$150 gift certificates to Cardenas Market being given away, please let us know how to contact you if selected:

Name _____

Telephone Number _____ **or**

Email Address _____

Encuesta comunitaria del Municipio de Calexico

La ciudad de Calexico está desarrollando actualmente su Plan Estratégico que será una herramienta importante ya que el municipio busca establecer su curso de trabajo para los próximos tres a cinco años. En ese sentido, buscamos la opinión de nuestros ciudadanos.

Hemos contratado a Reliance Public Relations, Inc. para ayudar en el desarrollo del plan y se ha elaborado esta encuesta de necesidades de la comunidad. **Si adjunta su información de contacto cuando realice esta encuesta, será elegible para un regalo. Reliance Public Relations, Inc. está regalando dos certificados de regalo de \$150 del mercado Cardenas.**

POR FAVOR DEVUELVA LA ENCUESTA CON SU PAGO DE AGUA / BASURA / ALCANTARILLADO O REGRESE AL AYUNTAMIENTO ANTES DEL 11 DE JUNIO DE 2020.

Para ser elegible para ser seleccionado para uno de los dos certificados de regalo de \$ 150 en Cardenas Market, háganos saber cómo comunicarnos con usted si es seleccionado:

Nombre _____

Número de teléfono _____

Correo electrónico _____

1. If you are a resident of the City of Calexico, how long have you resided here? / Si usted es residente del Municipio de Calexico, Cuanto tiempo has vivido aquí?
 - a. ___ 0-5 years / 0-5 años
 - b. ___ 6-10 years / 6-10 años
 - c. ___ 11-15 years / 11-15 años
 - d. ___ 16-20 years / 16-20 años
 - e. ___ 20+ years / 20+ años
 - f. ___ I do not live in Calexico/ No vivo en Calexico

2. Please give your age range / Indique su rango de edad
 - a. ___ 18-25
 - b. ___ 26-35
 - c. ___ 36-45
 - d. ___ 46-55
 - e. ___ 56-65
 - f. ___ 66+

COMMUNITY CHARACTERISTICS / CARACTERISTICAS DE LA COMUNIDAD

3. How important are the following factors to the future of the City of Calexico. Please rate all below on a scale of 1 (least important) to 5 (most important). / Que tan importantes son para usted los siguientes factores en el futuro del Municipio de Calexico. Por favor califique los factores a continuación en una escala de 1 (menos importante) al 5 (más importante).

Importance/Importancia	Least/Menos			Most/Más	
Chamber of Commerce Reactivation/Reactivación de la Cámara de Comercio	1	2	3	4	5
City Parks/ Parques	1	2	3	4	5
Medical Services/ Servicios Médicos	1	2	3	4	5
City Limits Expansion to East Port of Entry/ Límites del Municipio hasta el Puerto de Entrada Este	1	2	3	4	5
Downtown Businesses/ Negocios en el Centro del Municipio	1	2	3	4	5
Affordable Housing/ Vivienda	1	2	3	4	5
Recreational opportunities/ Oportunidades de Recreación	1	2	3	4	5
Road conditions/ Condiciones de Calles	1	2	3	4	5
Civility at City Council Meetings/ Civilidad en las reuniones del Concejo Municipal	1	2	3	4	5
City Cooperation with other agencies (Cities, County, etc.)/Cooperación del Municipio con otras agencias (Municipios, Condado, etc)	1	2	3	4	5
Police Department/ Departamento de Policía	1	2	3	4	5
Shopping convenience/ Comodidad para comprar	1	2	3	4	5
Tourism/ Turismo	1	2	3	4	5
City Image/ Imagen del Municipio	1	2	3	4	5
City events/ Eventos del Municipio	1	2	3	4	5
Cooperation with Mexicali/ Cooperación con Mexicali	1	2	3	4	5
Traffic issues/ Tráfico	1	2	3	4	5
Fire Department/ Departamento de Bomberos	1	2	3	4	5
New River/ Río Nuevo	1	2	3	4	5
Public transportation/ Transportación Pública	1	2	3	4	5

Senior Citizens’ Services/ Servicios para las personas mayores	1	2	3	4	5
Job Opportunities/ Oportunidades de Trabajo	1	2	3	4	5
Library/ Biblioteca	1	2	3	4	5
Other (Fill in)/Otras (Agrega)	1	2	3	4	5

4. On a scale of 1 (least satisfied) to 5 (highly satisfied), please rate all of the following /
 En escala del 1 (muy insatisfecho) al 5 (muy satisfecho).

Satisfaction/Satisfacción

Dissatisfied/Insatisfecho Satisfied/Satisfecho

Chamber of Commerce Reactivation/Reactivación de la Cámara de Comercio	1	2	3	4	5
City Parks/ Parques	1	2	3	4	5
Medical Services/ Servicios Médicos	1	2	3	4	5
City Limits Expansion to East Port of Entry/ Limites del Municipio hasta el Puerto de Entrada Este	1	2	3	4	5
Downtown Businesses/ Negocios en el Centro del Municipio	1	2	3	4	5
Affordable Housing/ Vivienda	1	2	3	4	5
Recreational opportunities/ Oportunidades de Recreación	1	2	3	4	5
Road conditions/ Condiciones de Calles	1	2	3	4	5
Civility at City Council Meetings/ Civilidad en las reuniones del Concejo Municipal	1	2	3	4	5
City Cooperation with other agencies (Cities, County, etc.)/Cooperación del Municipio contras agencias (Municipios,Condado, etc)	1	2	3	4	5
Police Department/ Departamento de Policia	1	2	3	4	5
Shopping convenience/ Comodidad para comprar	1	2	3	4	5
Tourism/ Turismo	1	2	3	4	5
City Image/ Imagen del Municipio	1	2	3	4	5
City events/ Eventos del Municipio	1	2	3	4	5
Cooperation with Mexicali/ Cooperación con Mexicali	1	2	3	4	5
Traffic issues/ Trafico	1	2	3	4	5
Fire Department/ Departamento de Bomberos	1	2	3	4	5
New River/ Río Nuevo	1	2	3	4	5
Public transportation/ Transportación Pública	1	2	3	4	5
Senior Citizens’ Services/ Servicios para las personas mayores	1	2	3	4	5
Job Opportunities/ Oportunidades de Trabajo	1	2	3	4	5
Library/ Biblioteca	1	2	3	4	5
Other (Fill in)/Otras (Agrega)	1	2	3	4	5

Comments/Comentarios:

IMPLEMENTATION TRACKER

CITY OF CALEXICO STRATEGIC PLAN ACTION TRACKER

CATEGORIES	GOALS	OBJECTIVES	IMPLEMENTATION	PRIORITY	RESOURCE/RESPONSIBLE PARTY	MEASURE OF RESULTS
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Develop and require a standard of professionalism to improve the public's trust in government and maintain respect, trust and cooperation from other levels of government.	Appoint a community task force to develop recommendations for revisiting the city's 2015 Code of Ethics and the issues it created.	A	City Manager	Task Force appointed by Council, 2015 Ethics Evaluated and report made back to Council
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Develop and require a standard of professionalism to improve the public's trust in government and maintain respect, trust and cooperation from other levels of government.	Assign a role for this taskforce to revamp the Code of Ethics as well as create proposed standards of behavior.	A	City Manager/City Attorney	Task force prepares draft code of ethics
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Develop and require a standard of professionalism to improve the public's trust in government and maintain respect, trust and cooperation from other levels of government.	Establish standards of behavior and code of ethics (See https://www.westerncity.com/article/beyond-ethics-establishing-code-conduct-guide-your-council) and (https://www.ca-ilg.org/sites/main/files/file-attachments/resources__Everyday_Ethics_Dec07_0.pdf?1405446847)	A	City Manager/City Attorney	Code of Ethics and Standards approved by City Council
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Develop and require a standard of professionalism to improve the public's trust in government and maintain respect, trust and cooperation from other levels of government.	Investigate establishment of a Calexico Ethics Commission	B	City Manager's Office	Evaluate work of commission in developing Code of Ethics and determine whether it can be transformed into a City Commission
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Develop and require a standard of professionalism to improve the public's trust in government and maintain respect, trust and cooperation from other levels of government.	Establish a set calendar to revisit and revise the Code of Ethics and Standards of Behavior at least annually.	A	City Manager's Office	Calendar established
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Improve department head communication	Schedule weekly department head meetings	A	City Manager's Office	Meetings scheduled
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Improve department head communication	Hold team building session(s) for both the City Council and department heads	A	City Manager/Mayor	Team building session held
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Improve department head communication	Set time for departmental collaboration, regularly in person, by Zoom or group text	A	City Manager	Procedures developed and implemented
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Improve department head communication	Work to replace the rumor mill with open communication among city leadership	A	HR	Measure results through an annual climate survey of city staff
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Improve employee effectiveness and morale	Ensure employee policies are clearly stated and easily understood	A	HR	New employee policy manual developed
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Improve employee effectiveness and morale	Develop a consistent staff training program	B	HR	Training program approved
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Improve employee effectiveness and morale	Develop programs to recognize employee accomplishments and excellence.	B	HR	Recognition program begins
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Improve employee effectiveness and morale	Develop programs to encourage community involvement	B	Department Heads	Programs announced
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Develop Succession Plans for Police and Fire and other departments	Draft a general city policy as well as specific plans per departments	A	Department Heads/City Manager	Success plans approved

CATEGORIES	GOALS	OBJECTIVES	IMPLEMENTATION	PRIORITY	RESOURCE/RESPONSIBLE PARTY	MEASURE OF RESULTS
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Develop Succession Plans for Police and Fire and other departments	Create a list of training programs that need to be completed to move up the ranks in Police and Fire departments and be eligible for promotion	A	Police Chief/Fire Chief/HR	Training programs funded and approved
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Develop Succession Plans for Police and Fire and other departments	Develop the criteria to determine which individuals will be offered training opportunities based on achievement and the needs of the departments	A	Police Chief/Fire Chief/HR	Criteria in place
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Develop Succession Plans for Police and Fire and other departments	Create a budget item to cover training for officers who meet the criteria and are selected to complete a training program	B	Police Chief/Fiscal/HR	Training budgeted
1 Professionalism	Develop a mutually supportive environment of professionalism that encourages stakeholder partnerships, teamwork and supports city efforts to continually improve services and improve the quality of life for Calexico residents.	Develop a public relations plan that includes steps to notify the community about the positive development occurring in Calexico				
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Develop ways to increase city revenues through economic development and other methods to meet city's retirement debt load and then to afford improved staffing levels, competitive salaries and maintain city facilities				
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Insure the City maintains adequate reserves		A	City Manager/Fiscal/Department Heads/City Council	As measured by budgeted and actual reserves
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Use the anticipated \$7 million in COVID relief funds for one-time only expenses to ensure the city isn't burdened with ongoing future expenses		A	City Manager/Fiscal/Department Heads/City Council	
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Enhance employee information	Develop a city jobs/processes and online/hard-copy procedure manual (internally or through the work of a consultant)		City Manager	Manual created and approved
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Enhance employee information	Provide training for new employees, employees changing positions and those who regularly handle questions from the public	B	HR	Training Begins
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Uniformly enforce codes, policies	Conduct a review of all city codes/policies to ensure all is current/correct and easily understandable	B	City Attorney/Department Heads	Reviews and changes made
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Uniformly enforce codes, policies	Train employees on codes/policies and enforcement requirements regularly and when changes are enacted	B	Department Heads	Training begins
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Uniformly enforce codes, policies	Post the codes/policies online so they are readily available for employees and the public	B	City Manager's Office	Codes Posted
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Uniformly enforce codes, policies	Review city employee forms and those for use by the public and revise if necessary to make them more user friendly.	B	HR/City Manager's Office	Forms revised
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Efficiency	Research use of a consultant to evaluate city's practices and processes for efficiency improvements	B	City Manager	Consultant retained and report to City Manager/Council Made
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Develop partnerships with the county, state and federal government to assist the city in gaining funding to accomplish projects.				
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Review and prioritize vehicle and equipment purchases on a cost vs. savings basis. Some items, i.e. public safety vehicles, equipment animal control hoist and vehicle, weapons, radio equipment, PPE, rescue equipment for police and fire affect public safety and employee safety and effectiveness. Old equipment may increase risk management costs.				

CATEGORIES	GOALS	OBJECTIVES	IMPLEMENTATION	PRIORITY	RESOURCE/RESPONSIBLE PARTY	MEASURE OF RESULTS
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Develop a prioritized plan to restore appropriate level of service in departments in which staffing was depleted during economic issues that the city has faced over the past years	Evaluate staffing levels versus service needs of departments, specifically police and fire departments			
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Develop a prioritized plan to restore appropriate level of service in departments in which staffing was depleted during economic issues that the city has faced over the past years	Develop a recruitment plan to attract and hire seasoned police and firefighters to help fill depleted ranks			
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Develop a prioritized plan to restore appropriate level of service in departments in which staffing was depleted during economic issues that the city has faced over the past years	Equipment purchases may assist in recruitment efforts			
2 Fiscal	Prioritize Calexico's fiscal responsibility and steps needed to ensure its sustainability	Develop a prioritized plan to restore appropriate level of service in departments in which staffing was depleted during economic issues that the city has faced over the past years	Explore grants, external sources of funding that may cover the cost of equipment both needed for city services and helpful to the recruitment process. (Police and fire departments)			
3 Economic Development	Enhance Economic Development	Define appropriate, job creating industries the city wants to attract and develop and enhance partnerships with local, state and federal economic development agencies	Hire or contract with a grant writer			
3 Economic Development	Enhance Economic Development	Define appropriate, job creating industries the city wants to attract and develop and enhance partnerships with local, state and federal economic development agencies	Hire an economic development director			
3 Economic Development	Enhance Economic Development	Define appropriate, job creating industries the city wants to attract and develop and enhance partnerships with local, state and federal economic development agencies	Assist in the reactivation of a Chamber of Commerce			
3 Economic Development	Enhance Economic Development	Define appropriate, job creating industries the city wants to attract and develop and enhance partnerships with local, state and federal economic development agencies	Provide city funding to assist the Chamber in assisting micro businesses and entrepreneurs to get permits and connect with other services.			
3 Economic Development	Enhance Economic Development	Streamline city development and administrative services to assist contractors and entrepreneurs	Investigate a one-stop office or liaison for developers or people seeking to establish businesses			
3 Economic Development	Enhance Economic Development	Streamline city development and administrative services to assist contractors and entrepreneurs	Develop checklists of requirements that must be met for proposed projects to be developed in the city			
3 Economic Development	Enhance Economic Development	Take steps to encourage job creating development and housing, including affordable housing.				
3 Economic Development	Enhance Economic Development	Investigate expansion of the city's boundaries to include the east and future west port of entries.				
4 "Only in Calexico"	Define Calexico as a pre-eminent destination city because of its unique attributes, including its border location and enhance and celebrate its identity.	Develop methods to promote tourism and reasons for people to stop in Calexico	Develop and institute a marketing strategy for the city			
4 "Only in Calexico"	Define Calexico as a pre-eminent destination city because of its unique attributes, including its border location and enhance and celebrate its identity.	Develop methods to promote tourism and reasons for people to stop in Calexico	Develop programs that focus on the arts, entertainment, SDSU IV as unique benefits of the city			
4 "Only in Calexico"	Define Calexico as a pre-eminent destination city because of its unique attributes, including its border location and enhance and celebrate its identity.	Develop methods to promote tourism and reasons for people to stop in Calexico	Partner with local, state, other border communities on programs to take advantage of Calexico's unique location.			
4 "Only in Calexico"	Define Calexico as a pre-eminent destination city because of its unique attributes, including its border location and enhance and celebrate its identity.	Work with the Business Improvement District to develop programs to assist downtown businesses to enhance the area				
4 "Only in Calexico"	Define Calexico as a pre-eminent destination city because of its unique attributes, including its border location and enhance and celebrate its identity.	Abate abandoned buildings, graffiti (both for appearance and public safety)				
4 "Only in Calexico"	Define Calexico as a pre-eminent destination city because of its unique attributes, including its border location and enhance and celebrate its identity.	Focus on the airport, the county's only international airport, as a way to entice tourists and, potentially, attract business				
5 Long Term	Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.	Rehabilitate and repair city property	Inventory condition of all city property			
5 Long Term	Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.	Rehabilitate and repair city property	Address Council Chambers technology update needs			

IMPLEMENTATION TRACKER

CATEGORIES	GOALS	OBJECTIVES	IMPLEMENTATION	PRIORITY	RESOURCE/RESPONSIBLE PARTY	MEASURE OF RESULTS
5 Long Term	Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.	Rehabilitate and repair city property	Develop a plan for immediate and ongoing maintenance.			
5 Long Term	Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.	Develop city transportation plan including development of an intra-city transit system that could connect to the countywide transit				
5 Long Term	Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.	Work for Housing development, including low cost housing, transit connected developments				
5 Long Term	Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.	Develop a farmworker service center/hub for workers that could attract employers from other communities to seek Calexico as an answer to their employment needs.				
5 Long Term	Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.	Focus on the environment - including pollution and traffic due to Calexico's border location; develop a plan to capitalize on ecotourism as the New River is cleaned up.				
5 Long Term	Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.	Create a plan/strategy to entice the "float population" (U.S. citizens living in Mexicali crossing the border daily and doubling the city's population) to stay, spend money or even live in Calexico.	Investigate affordable downtown housing, or transit-planned neighborhood housing, a city-imposed border crossing fee.			
5 Long Term	Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.	Develop strategy to get funding to purchase/equip one or more ambulances. Use the ambulances both for immediate assistance, and also as a revenue source by transporting patients to ECRMC or PMHD				
5 Long Term	Develop Infrastructure maintenance/ city infrastructure improvement plan and large long term community-changing projects.	Improve health in the city, ideas included attracting an urgent care facility and improving exercise equipment in city parks.				