

An aerial photograph of Calexico, California, showing residential areas, commercial buildings, and a large central building with a red-tiled roof. The image is overlaid with a semi-transparent hexagonal grid pattern. The top-left corner features a decorative pattern of overlapping red and white hexagons.

CITY OF CALEXICO DRAFT STRATEGIC PLAN

PRESENTED TO CALEXICO CITY COUNCIL

JULY 28, 2021

THE PURPOSE

“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

PROCESS

- **FACILITATED SWOT ANALYSIS WITH CITY MANAGER/CITY COUNCIL MEMBERS, INDIVIDUALLY**
- **FOLLOW-UP SESSIONS WITH CITY MANAGEMENT TEAM, FINANCE CONSULTANT**
- **CALEXICO RESIDENT SURVEYS – 400-PLUS RETURNED**
- **DATA/SURVEYS ANALYZED, DRAFT REPORT DEVELOPED**
- **MEETING TONIGHT**

HIGHLIGHTS

- ✓ **An abundance of ideas shared – many areas of agreement**
- ✓ **Fiscal/staffing issues that predate this council, management team hinder some plan implementation**
- ✓ **This council and city staff have demonstrated resolve, effectiveness to move forward**
- ✓ **Residents of Calexico are eager to engage**

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

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

TOP LINE COMMUNITY SURVEY RESULTS

Importance

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

Satisfaction

	Ranking
Fire Dept.	1
Library	2
Police	3
Shopping Convenience	4
Medical Services	5
Senior Citizens Services	6
Parks	7
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Road Conditions	14
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Jobs	22
Downtown Businesses	23

GOAL 1

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

PROFESSIONALISM (GOAL 1) OBJECTIVES

- **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 (Ethics)**
- **Improve department head communication**
- **Improve employee effectiveness and morale**
- **Constantly work to improve customer service**

PROFESSIONALISM OBJECTIVES (CONTINUED)

- **Develop succession plans for Police, Fire and other departments**
- **Develop a public relations plan that includes steps to notify the community about the positive development occurring in Calexico**



GOAL 2

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

FISCAL (GOAL 2) OBJECTIVES

- **Increase city revenues through economic development and other methods to meet city's retirement debt load , afford improved staffing levels, competitive salaries and maintain city facilities**
- **Ensure the City maintains adequate reserves**
- **Use the anticipated \$7 million in COVID relief funds for onetime-only expenses**

FISCAL OBJECTIVES (CONTINUED)

- **Enhance all employee access to needed information**
- **Uniformly enforce codes, policies**
- **Examine/improve city process for potential efficiencies**
- **Develop partnerships with the county, state and federal government to assist the city in gaining funding to accomplish projects**

FISCAL OBJECTIVES (CONTINUED)

- **Review/prioritize vehicle, equipment purchases on a cost vs. savings basis**
- **Develop prioritized plan to restore appropriate levels of service in departments in which staffing was depleted due to past economic issues the city has faced**



GOAL 3

Prioritize Economic Development

ECONOMIC DEVELOPMENT OBJECTIVES

(GOAL 3)

- **Define appropriate, job creating industries the city wants to attract and develop and enhance partnerships with local, state and federal economic development agencies**
- **Streamline city development and administrative services to assist contractors and entrepreneurs**

ECONOMIC DEVELOPMENT OBJECTIVES (CONTINUED)

- **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**

GOAL 4

**Define Calexico as a pre-eminent destination city because of its unique attributes, including its border location.
Enhance/celebrate Calexico's identity.**

IMAGE (GOAL 4) OBJECTIVES

- **Develop methods to promote tourism and reasons for people to stop in Calexico**
- **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 attract business**

GOAL 5

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

LONG TERM (GOAL 5) OBJECTIVES

- **Rehabilitate and repair city property**
- **Develop city transportation plan including development of intracity transit system to connect to countywide transit**
- **Focus housing development, including low-cost housing, transit connected development**
- **Improve health in the city, ideas included attracting an urgent care facility and improving exercise equipment in city parks**

LONG TERM OBJECTIVES (CONTINUED)

- **Create a plan/strategy to entice the “float population” to stay, spend money or even live in Calexico**
- **Develop strategy to get funding to purchase/equip more ambulances. Use the ambulances for immediate assistance and revenue source by transporting patients to ECRMC or PMHD**

LONG TERM OBJECTIVES (CONTINUED)

- **Develop a farmworker service center/hub to help workers & attract employers from other communities. Make Calexico an answer to employment needs**
- **Focus on the environment - pollution and traffic due to Calexico's border location; capitalize on ecotourism as the New River is cleaned**

NEXT STEPS

- **Make any City Council modifications and return final document to the City**
- **Formally adopt the Strategic Plan as a roadmap for the City's future 3 to 5 years, although many of the next steps in the more far-reaching goals may face delays in full development**
- **Direct City Manager and City Executive Management Team to begin implementation**

NEXT STEPS (CONTINUED)

- **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 and staffing levels can improve**
- **Consider using future surveys as a way to gather broad community input and get input from special groups, including the business community**

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.westemcity.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

An aerial photograph of a city, likely in a warm climate, featuring numerous palm trees and residential buildings. A semi-transparent hexagonal grid pattern is overlaid on the image, with the top-left corner transitioning into a solid red-to-white gradient. The text is centered over the grid.

**QUESTIONS?
COMMENTS? DISCUSSION?**