



# AGENDA STAFF REPORT

**DATE:** May 3, 2017

**TO:** Mayor and City Council

**APPROVED BY:** Armando G. Villa, City Manager *Armando G. Villa*

**PREPARED BY:** Armando G. Villa, City Manager

**SUBJECT:** Adoption of an Environmentally Preferable Practices and Purchases Policy

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**Recommendation:**

Adopt an Environmentally Preferable Practices and Purchases Policy.

**Background:**

There is a need for public agencies to make environmentally conscious decisions for purchasing as well resource conservation, including waste reduction and recycling. Local governments that adopt environmentally preferable policies lead their communities by example and promote environmentally conscious decisions by their residents and businesses. In addition, such policies help to further the State's efforts to promote the reduction, recycling and reuse of solid waste, and preserving landfill capacity and promoting public health and safety and the environment. This type of policy is often required and/or considered when competing for grant funding for improvements to infrastructure and public spaces.

**Discussion & Analysis:**

The attached policy would demonstrate compliance by the City of Calexico with the Waste Management Reduction Act, and would foster market development for recycled products. The policy calls for selection of recycled material whenever economically feasible by City staff, consultants, and contractors working for the City. It requires that the Public Works Manager create and periodically update a list of recycled materials to be considered for purchase as needed. The City of Calexico would also be making resource conservation an integral part of our waste reduction and recycling practices through the adoption of this policy.

**Fiscal Impact:**

None.

**Coordinated With:**

None.

**Attachments:**

1. Environmentally Preferable Practices and Purchases Policy.

<p>AGENDA ITEM</p> <p>10</p>
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# **CITY OF CALEXICO**

## **ENVIRONMENTALLY PREFERABLE PURCHASES AND PRACTICES POLICY**

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### **ENVIRONMENTALLY PREFERABLE PURCHASES**

The City of Calexico provides that all departments shall, whenever possible, use recycled products and recycled materials to meet their needs. This policy is enacted to demonstrate compliance with the Waste Management Reduction Act and foster market development for recycled products.

### **PURCHASE POLICIES**

- A. All City of Calexico departments shall use recycled products whenever practicable. Special emphasis shall be placed on the purchase of products manufactured with post-consumer recycled materials.
- B. All City of Calexico departments may, at their option and with purchasing concurrence, require procurement of designated recycled products or recycled products above the levels required by this policy.
- C. The City of Calexico shall require its contractors and consultants to use and specify recycled products in fulfilling contractual obligations whenever practicable.
- D. The City of Calexico shall promote the use of recycled products publicizing its procurement policy whenever practicable.

### **PURCHASE RESPONSIBILITIES OF RECYCLED PRODUCTS AND MATERIALS COORDINATOR**

The Public Works Manager shall coordinate the implementation of this policy. He/she will establish a list of recycled products that shall be purchased by all City of Calexico departments whenever practicable and will develop the mechanism for maintenance, additions, and deletions to the list of recycled products available for procurement. Maintenance of the list will include addition of new products containing recycled material as they become available and make available to departments specifications on the new product along with a list of suggested uses. The Public Works Manager will also work with all departments to establish minimum recycled content standards for Designated recycled products to maximize recycled product availability, recycled content, and competition. The Public Works Manager will also be responsible for annual policy review.

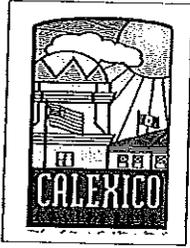
### **ENVIRONMENTALLY PREFERABLE PRACTICES**

The City of Calexico will act to make resource conservation an integral part of its waste reduction and recycling programs. The practice of discarding materials used in the Public Works facilities is wasteful of natural resources, energy, and money.

### **PRACTICE POLICIES**

1. The City of Calexico will integrate the concept of resource conservation, including waste reduction and recycling, into its environmental programs.
2. The City of Calexico will decrease the amount of waste of consumable materials by: a) reduction of the consumption of consumable materials wherever possible; b) full utilization of all materials prior to disposal; and c) minimization of the use of non-biodegradable products wherever possible.

3. The City of Calexico will cooperate with, and participate in, recycling efforts being made by the city and county. As systems for the recovering of waste and recycling are developed within the City of Calexico/Imperial County, they will participate by appropriately separating and allowing recovery of recyclable waste products.
4. The City of Calexico will purchase, where financially viable, recycled products. The City of Calexico will also encourage suppliers, both private and public, to make recyclable products and unbleached paper products available for purchase.
5. Representatives of the City of Calexico will actively advocate, where appropriate, for resource conservation practices to be adopted at the local, regional, and national levels.



# AGENDA STAFF REPORT

DATE: May 3, 2017

TO: Mayor and City Council

APPROVED BY: Armando G. Villa, City Manager *AGV*

PREPARED BY: Armando G. Villa, City Manager

SUBJECT: Letter of Understanding between the City of Calexico and the Calexico City Supervisors Association

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### Recommendation:

Staff recommends approval of Letter of Understanding between the City of Calexico and the Calexico City Supervisors Association.

### Background:

The City held a mediation meeting on April 25, 2017 with the Supervisors' Association in an effort to reach agreement on new MOUs. During the meeting, the City and the Supervisors' Association came to a tentative agreement on several proposals.

### Discussion & Analysis:

The Letter of Understanding details the following terms agreed upon by both parties:

#### Existing Bargaining Unit Employees:

1. CalPERS full employee contribution pick-up, effective July 1, 2017 (7% for non-safety members and 9% for safety members).
2. Health insurance employee contribution increase of 15%, for a total of 20% contribution, effective July 1, 2017.

#### Employees hired, promoted or transferred into bargaining unit as of implementation:

1. 10% salary reduction.
2. CalPERS Full employee contribution pick-up, effective immediately.
3. Health Insurance Employee Contribution increase of 15%, for a total of 20% contribution, effective immediately.

This agreement is subject to ratification by the Association Membership and City Council.

### Fiscal Impact:

Salary and benefit concessions will yield saving to the General Fund and Enterprise Fund for FY 017-2018.

<b>AGENDA ITEM</b>
<b>11</b>

**Coordinated With:**

City Manager.  
City Attorney.

**Attachments:**

1. Letter of Understanding between the City of Calexico and the Calexico City Supervisors Association.

**Letter of Understanding  
Between  
The City of Calexico and  
The Calexico City Supervisors Association**

The City of Calexico (City) and the Calexico City Supervisors Association (Association) have previously met and conferred and agreed upon the following Letter of Understanding (LOU) dated May 3, 2017. In light of a pending budget shortfall for the fiscal year 2016 through 2017, the parties have agreed to certain fiscal concessions.

**1. CalPERS Pick Up**

Beginning as of July 1, 2017 and in perpetuity thereafter, in lieu of the retirement benefits as set forth in the MOU, the parties agree that the Association members will pick up their individual CalPERS contribution (7% for non-safety members and 9% for safety members).

As such, Article 14, Section 1 of the MOU shall be revised as of July 1, 2017 to read:

**Section 1 – Retirement.** The City shall continue its contract with the California Public Employee Retirement System CalPERS. The City shall continue to pay its portion of the cost except as provided for in this section.

All unit members other than “new members” as defined by California Government Code section 7522.04(f) shall individually pay the full member contribution required by CalPERS.

Unit members who are “new members” as defined in California Government Code section 7522.04(f), shall be required to pay a PERS contribution in an amount equal to 50% of the normal cost rate, up to a maximum of 8% for non-safety members and 12% for safety members, for the Defined Benefit Plan provided for by PEPRA, in which the new member is enrolled, rounded to the nearest quarter of 1% or the current contribution rate of similarly situated employees, whichever is greater, pursuant to Government Code section 7522.30.

Those non-safety “new members” shall be enrolled in the 2.0% at 62 Benefit Plan, as provided for in Government Code section 7522.25(e), with a final compensation measurement period of 36 consecutive months as set forth in Government Code section 7522.32(a).

Those safety "new members" shall be enrolled in the 2.7% at 57 Benefit Plan, as provided for in Government Code Section 7522.25(d), with a final compensation measurement period of 36 consecutive months as set forth in Government Code Section 7522.32(a).

**2. Health Benefit Premium Pick Up**

Beginning as of July 1, 2017 and in perpetuity thereafter, in lieu of the health benefit premium obligations set forth in the MOU, the parties agree that the Association members will pick up an additional 15% of their premium. In combination with the prior 5% picked up by the Association, the total member pick up will be 20% of the health benefit premium.

As such, Article 13, Section 2 of the MOU shall be revised as of July 1, 2017 to read:

**Group Medical/Dental/Vision Insurance.** The City agrees to contribute 80% of the health benefit premium for the employee's selected health benefit package.

Employees will be responsible for 20% of any health benefit premium. The City and the Association agree that the City's Health Plan will no longer cover lifestyle (not medically necessary) prescription drugs.

Permanent Part-time Employees Medical Plan. A capitated medical plan is available to permanent part-time employees limited to medical services provided in Mexicali, B.C. Mexico by Almater Hospital and containing a maximum yearly benefit amount of \$15,000.00. The premium of \$75.00 per month for this medical plan will be paid 1/2 by the permanent part-time employee and 1/2 by the City.

**3. Transferred, Promoted, or Newly Hired Association Members.**

The parties agree that, regardless of the stated effective date of July 1, 2017, the provisions in Sections 1 and 2 of this LOU shall be *immediately* effective and implemented as to any employee who is transferred, promoted, or newly hired into the Association. Likewise, any employee transferred, promoted, or newly hired into the Association shall be subject to a ten percent (10%) reduction to starting position salary. The Association shall not grieve or object to the City's revision of City documents, including the Salary Schedule, to reflect a lower position salary, given that it is understood employees currently holding the positions are grandfathered into the prior salary.

**4. Remainder of the Contract Not Affected**

While the parties anticipate continued negotiation regarding the terms of a new Memorandum of Understanding (MOU), all other provisions of the current MOU between the City and the Association shall remain unchanged.

IN WITNESS WHEREOF, the parties hereto have executed this Letter of Understanding as of the latest day and year below.

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**CITY OF CALEXICO**

**CALEXICO CITY SUPERVISORS ASSOC.**

\_\_\_\_\_  
Armando G. Villa, City Manager

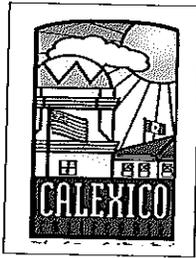
\_\_\_\_\_

\_\_\_\_\_  
Eduardo Gutierrez, Interim Director of Finance

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\_\_\_\_\_  
Nick Fenley, Chief Negotiator

\_\_\_\_\_



# AGENDA STAFF REPORT

**DATE:** May 3, 2017

**TO:** Mayor and City Council

**APPROVED BY:** Armando G. Villa, City Manager

**PREPARED BY:** Armando G. Villa, City Manager

**SUBJECT:** Appointment by City Council of a Resident Commissioner to the Calexico Housing Authority Board.

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**Recommendation:**

City Council to make the appointment of a Resident Commissioner to the Calexico Housing Authority Board.

**Background:**

A position of resident commissioner to the Calexico Housing Authority Board became vacant due to expiration of Mr. Mario Acevedo's term. The City Council as a whole needs to fill this position. The position was advertised on the City website, City Hall and local newspapers.

**Discussion & Analysis:**

Qualified applicants for this position must be residents of the Public housing or Section 8 Programs of the Calexico Housing Authority. The following applicants are qualified to participate on this appointment.

1. Mario Acevedo
2. Marcelina Ochoa
3. Jorge Pelayo

**Fiscal Impact:**

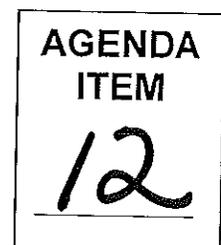
None.

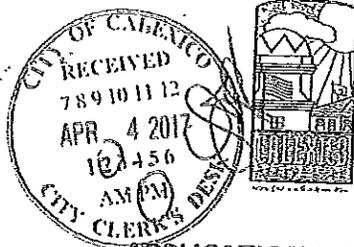
**Coordinated With:**

None.

**Attachment:**

Applications from Mario Acevedo, Marcelina Ochoa and Jorge Pelayo.





CITY OF CALEXICO  
APPLICATION FOR CITY COMMISSION  
And  
STATEMENT OF QUALIFICATIONS

ALL APPLICANTS MUST EITHER  
RESIDE, BE EMPLOYED, OR  
REGISTERED TO VOTE IN THE CITY  
OF CALEXICO. PROOF IS  
REQUIRED WHEN SUBMITTING  
THIS APPLICATION.

APPLICATION IS FOR THE FOLLOWING COMMISSION:  
(A separate application is required for each commission)

Resident Commissioner

PERSONAL INFORMATION:

Name Mario Acevedo

Residence Address \_\_\_\_\_

Length of time at this Address: 9 yrs. E-mail address: None

Home Phone No. None Cell/Message Phone No \_\_\_\_\_

Are you 18 years of age or older? yes Are you registered to vote in the City of Calexico? yes

Do you currently serve as an elected or appointed official for any board and/or agency within the City of Calexico?  
If yes, name of agency and position: yes - Resident Commissioner

EDUCATION: Highest level of education completed: Preparatorio del Estado

Name of Institution where Highest Level of Education was completed: Preparatorio del Estado

Location of Institution: Mexicali, Baja California Mexico

EMPLOYMENT INFORMATION / EXPERIENCE:

Name and Address of Employer (s)	Position Title	Dates of Employment
<u>Retired</u>		

IMPORTANT: Read the following carefully and answer completely. A conviction is not an automatic bar to appointment. Each case is considered on its individual merits.

HAVE YOU EVER BEEN CONVICTED OF A FELONY OR MISDEMEANOR OTHER THAN A MINOR TRAFFIC VIOLATION?  
If yes, Please list all offenses, date and place of offenses(s), and the sentence/fine received:

None

ACKNOWLEDGMENT/CERTIFICATION:

I understand that upon filing, this application becomes a public record. I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct

[Signature]  
Signature and Date

Do Not Write Below this Line - For City Use Only

Applicant furnished proof of eligibility requirements via:

Proof of residency:  Yes  No

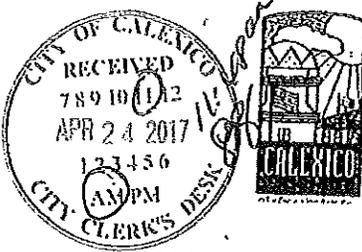
Proof of employment:  Yes  No

Voter Registration Verification:  Yes  No

Appointment By: \_\_\_\_\_

Term Expires: \_\_\_\_\_

Date & Clerk Verifying: \_\_\_\_\_



CITY OF CALEXICO  
APPLICATION FOR CITY COMMISSION  
And  
STATEMENT OF QUALIFICATIONS

ALL APPLICANTS MUST EITHER  
RESIDE, BE EMPLOYED, OR  
REGISTERED TO VOTE IN THE CITY  
OF CALEXICO. PROOF IS  
REQUIRED WHEN SUBMITTING  
THIS APPLICATION.

APPLICATION IS FOR THE FOLLOWING COMMISSION:  
(A separate application is required for each commission)

Resident Commissioner

PERSONAL INFORMATION:

Name Jorge Pelayo Jr.

Residence Address \_\_\_\_\_

Length of time at this Address: 5 years E-mail address: \_\_\_\_\_

Home Phone No. \_\_\_\_\_ Cell/Message Phone No. \_\_\_\_\_

Are you 18 years of age or older? yes Are you registered to vote in the City of Calexico? yes

Do you currently serve as an elected or appointed official for any board and/or agency within the City of Calexico? No  
If yes, name of agency and position: \_\_\_\_\_

EDUCATION: Highest level of education completed: College

Name of Institution where Highest Level of Education was completed: Imperial Valley College

Location of Institution: Imperial CA

EMPLOYMENT INFORMATION / EXPERIENCE:

Name and Address of Employer (s)	Position Title	Dates of Employment
	<u>Unemployed</u>	

IMPORTANT: Read the following carefully and answer completely. A conviction is not an automatic bar to appointment. Each case is considered on its individual merits.

HAVE YOU EVER BEEN CONVICTED OF A FELONY OR MISDEMEANOR OTHER THAN A MINOR TRAFFIC VIOLATION? No  
If yes, Please list all offenses, date and place of offenses(s), and the sentence/fine received:

ACKNOWLEDGMENT/CERTIFICATION:  
I understand that upon filing, this application becomes a public record. I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct

Jorge Pelayo Jr. 04-24-17  
Signature and Date

Do Not Write Below this Line - For City Use Only

Applicant furnished proof of eligibility requirements via:

Proof of residency:  Yes  No

Proof of employment:  Yes  No

Voter Registration Verification:  Yes  No

Appointment By: \_\_\_\_\_

Term Expires: \_\_\_\_\_

Date & Clerk Verifying: 4/24/17 [Signature]



**CITY OF CALEXICO**  
**APPLICATION FOR CITY COMMISSION**  
 And  
**STATEMENT OF QUALIFICATIONS**

ALL APPLICANTS MUST EITHER RESIDE, BE EMPLOYED, OR REGISTERED TO VOTE IN THE CITY OF CALEXICO. PROOF IS REQUIRED WHEN SUBMITTING THIS APPLICATION.

APPLICATION IS FOR THE FOLLOWING COMMISSION:  
 (A separate application is required for each commission)

Housing Authority

**PERSONAL INFORMATION:**

Name Marcelina Ochoa

Residence Address \_\_\_\_\_

Length of time at this Address: 17 años E-mail address: \_\_\_\_\_

Home Phone No \_\_\_\_\_ Cell/Message Phone No. same

Are you 18 years of age or older? 56 Are you registered to vote in the City of Calexico? SI

Do you currently serve as an elected or appointed official for any board and/or agency within the City of Calexico? NO  
 If yes, name of agency and position: \_\_\_\_\_

EDUCATION: Highest level of education completed: 8 años Mex

Name of Institution where Highest Level of Education was completed: Mexicali

Location of Institution: \_\_\_\_\_

**EMPLOYMENT INFORMATION / EXPERIENCE:**

City of Calexico

Name and Address of Employer (s)	Position Title	Dates of Employment
<u>Calexico City</u>	<u>Cross Guard</u>	<u>2005</u>
<u>Hiss</u>	<u>Home care</u>	<u>2009 - 11/30/09</u>

IMPORTANT: Read the following carefully and answer completely. A conviction is not an automatic bar to appointment. Each case is considered on its individual merits.

HAVE YOU EVER BEEN CONVICTED OF A FELONY OR MISDEMEANOR OTHER THAN A MINOR TRAFFIC VIOLATION? NO  
 If yes, Please list all offenses, date and place of offenses(s), and the sentence/fine received: \_\_\_\_\_

**ACKNOWLEDGMENT/CERTIFICATION:**

I understand that upon filing, this application becomes a public record. I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Marcelina Ochoa  
 Signature and Date

4-20-17

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Applicant furnished proof of eligibility requirements via:

Proof of residency:  Yes  No

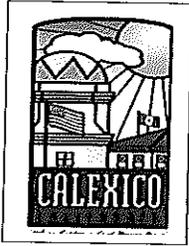
Proof of employment:  Yes  No

Voter Registration Verification:  Yes  No

Appointment By: \_\_\_\_\_

Term Expires: \_\_\_\_\_

Date & Clerk Verifying: 4/20/17 [Signature]



# AGENDA STAFF REPORT

**DATE:** May 3, 2017

**TO:** Mayor and City Council

**APPROVED BY:** Armando G. Villa, City Manager *Armando G. Villa*

**PREPARED BY:** Gabriela T. Garcia, Deputy City Clerk

**SUBJECT:** Appointment by Mayor and Council Members to the following Commissions/Boards/Committees:

- a) Calexico Police Advisory Board
- b) Business Improvement District (BID)

**Recommendation:**

Staff recommends City Council Members make appointments:

- a) Calexico Police Advisory Board                      Escobar
- b) Business Improvement District (BID)              Escobar

**Background:**

In 2005, Council voted to change the way appointments were made to all City boards, commissions, and committees. The new ordinance states that the term of an appointee will run concurrently with the appointing councilmember's term, and the term of the appointee will automatically terminate at the time the election results are certified by the City. (Calexico Municipal Code section 2.19.050).

Pursuant to section 2.19.010, each councilmember will appoint one member to each board, commission or committee. No ratification/approval by the whole Council is required. All commissions, boards and committees are now composed of only five members.

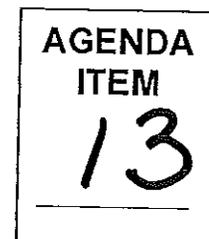
**Discussion & Analysis:**

Council Members have made various appointments from the December 21, 2016 meeting to April 5, 2017. The following commissions are pending appointments:

- a) Calexico Police Advisory Board                      Escobar
- b) Business Improvement District (BID)              Escobar

The criteria for an appointee to hold office is listed below:

1. Persons being appointed to the Business Improvement District must be 1) Business owner in the District 2) Property Owner in the District and 3) Employee to a business in the District.



2. Pursuant to Ordinance No. 1159, Section 2.19.030 Eligibility Sections A-E:
  - A. To be eligible for, and to hold appointment, each appointee shall neither hold public office, or City employment, nor shall he/she be an officer of any local, state or national partisan official group. All members of commissions, boards and committees of the City shall be residents of the city or shall regularly work within the City.
  - B. Members of the City Council may be appointed by the majority of the City Council to attend commission, board or committee meetings as liaisons to the City Council.
  - C. Appointee shall be subject to the conflict-of-interest sections of the Political Reform Act of 1974.
  - D. An individual may serve on only one (1) committee, board or committee at any time.
  - E. With the exception of the Planning Commission, which shall receive compensation as determined by the City Council, members commissions, boards and committees shall serve without compensation, provided that the City Manager or City Council may authorize the reimbursement of reasonable expenses incurred by the members in the performance of their duties.

**Fiscal Impact:**

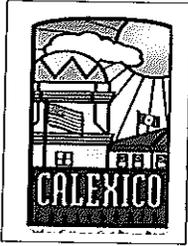
None.

**Coordinated With:**

None.

**Attachment:**

None.



# AGENDA STAFF REPORT

**DATE:** May 3, 2017  
**TO:** Mayor and City Council  
**APPROVED BY:** Armando G. Villa, City Manager *Armando G. Villa*  
**PREPARED BY:** Armando G. Villa, City Manager  
**SUBJECT:** Discussion Regarding Parameters of the Future Strategic Planning and Goal Setting Workshop

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**Recommendation:**

Provide direction to City Manager on the parameters to be discussed in the strategic planning and goal setting workshop.

**Background:**

Prior Council met on various occasions to set goals and objectives and strategic planning for Calexico. With the new Council on board, the process of setting new goals is being revisited in an effort to once again begin the process of steering the City in a direction of progress and growth.

**Discussion & Analysis:**

Attached please find the work done by Mr. Henry Garcia, Consultant, HR Dynamic & Performance Management, Inc. Please review this report as part of the background for future discussions at the strategic planning workshop during the week of May 23rd. We request you provide definition to the parameters to be addressed at the workshop.

**Fiscal Impact:**

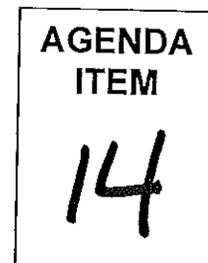
None.

**Coordinated With:**

None.

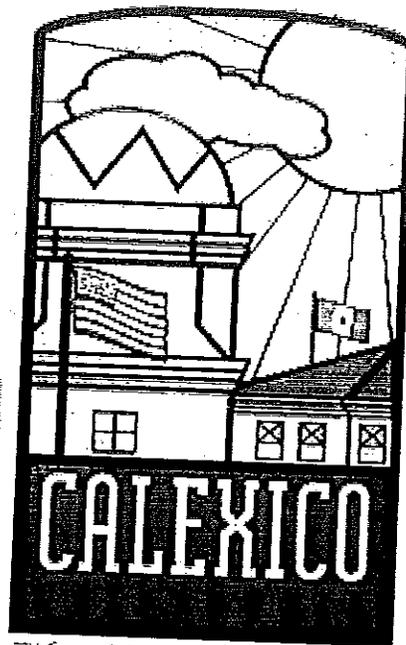
**Attachments:**

1. Strategic Planning Workshop Draft Report – March 23, 2015.



# STRATEGIC PLANNING WORKSHOP DRAFT REPORT

March 23, 2015



*"Where California and Mexico Meet"*



**Presented to:**

**Richard Warne, Interim City Manager**

**Facilitators:**

**Henry T. Garcia and Rhonda D. Strout  
HR Dynamics & Performance Management, Inc.**

# Executive Summary

Goal Setting Workshop  
March 14, 2015

City Council Members in Attendance:

Mayor John M. Moreno

Mayor Pro Tem Joong S. Kim

Council Member Luis J. Castro

Council Member Maritza Hurtado

Council Member Armando Real

Staff Attendance:

Interim City Manager Richard Warne

Executive Team

Facilitated by:

Henry T. Garcia, Consultant

Rhonda D. Strout, Consultant

HR Dynamics & Performance Management, Inc.

# Executive Summary

The City of Calexico operates under a City Council/City Manager form of government. The City Council consists of five (5) Council Members. The members of the City Council set policy and enact laws of the City. The City Manager is appointed by the members of the Calexico City Council. One of the primary responsibilities of the City Manager is to implement the plan set forth by the City Council, utilizing ten City Departments. The purpose of the workshop was to assist the City of Calexico's Mayor, City Council and Interim City Manager in developing a plan that includes clearly defined goals in order to provide staff with clear direction.

The City's Mission Statement serves to provide guiding principles in the strategic planning and goal setting process, and reads as follows:

*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.*

The workshop took place on Saturday March 14, 2015 from 9:00 a.m. until approximately 4:00 p.m. During the workshop, the City Council engaged in an interactive process in which they accomplished the following:

1. Established expectations for the Workshop and intended outcomes
2. Identified the organization's Strengths, Weaknesses, Opportunities and Threats (SWOT)
3. Established six (6) major targets
4. Developed sixty-one (61) goals
5. Prioritized goals across the targets and established nineteen (19) top-priority items
6. Referred development of the detailed action plans and schedule to the City Manager and Executive Team

During the workshop, a group voting process was utilized in order for the Mayor and Council to identify the key priorities, and to provide for stratification of the goals into three levels:

**Level 1** - includes three (3) key priorities each for the Mayor and City Council. A total of eleven (11) level 1 goals were identified.

**Level 2** - includes a second round of selection by the Mayor and City Council in which they identified two (2) additional key priorities each. A total of eight (8) level 2 goals were identified.

**Level 3** - includes all remaining goals that did not rank into priority Levels 1 or 2. As progress is made with Level 1 goals, additional goals from Levels 2 and 3 may be introduced into the plan and discussed further with the Mayor and City Council. It was the goal of the Interim City Manager to focus on the Mayor and City Council's top priorities (Level 1 and 2) and to do them exceptionally well.

At the conclusion of the workshop, the Mayor and City Council had effectively established clear direction and focus for the Executive Team related to targets and goals.

The Executive Team subsequently met with the facilitator and worked to develop detailed action plans and timelines for the identified priority items.

Attached to this summary is the proposed Work Plan prepared by the Executive Team with the assistance of the facilitator, which may be presented by the Interim City Manager to the City Council as a further step in the process. It should be noted that some of the goals identified may translate into resource needs that may be incorporated into the upcoming fiscal 2015/2016 budget.

It is recommended that a regular formal review of the newly established work plan occur within six months, or annually, (whichever the Mayor, City Council and City Manager deems appropriate), in which progress may be determined, and new or shifting priorities addressed.

We would like to thank the Mayor, City Council and Interim City Manager Richard Warne for the opportunity to assist the City of Calexico in this important endeavor and for the outstanding team work that provided for a positive and productive day.

Respectfully,

*Henry*

*Henry T. Garcia, Consultant  
HR Dynamics & Performance Management, Inc.*

*Rhonda*

*Rhonda D. Strout, Consultant  
HR Dynamics & Performance Management, Inc.*

# Expectations

The Mayor and City Council expressed the following expectations related to the goal setting workshop, and their desired outcomes for the day:

➤ Provide an opportunity for all participants to have a voice.
➤ Achieve goals for the City of Calexico.
➤ Achieve a meeting of the minds between City Council and Staff.
➤ Work to achieve a synchronization of collective ideas.
➤ Provide a constructive way to define our future.
➤ Begin to adopt best practices that all successful organizations do including "Plan, Execute and Evaluate".
➤ Perform a SWOT analysis to understand the City's strengths, weaknesses, opportunities and threats.
➤ Work together for the benefit of the community.

# Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)

## Strengths

- Location/Potential
- Local Economy and Opportunity to Enhance it
- Small City and Stable Staff
- Sense of "Community"
- Border Town
- Great People with Knowledge
- Vacant Land
- Open to Change
- Community Support
- Business Interest
- New Developments and Additional Potential
- Great Community Programs
- Adequate Utilities
- Financial Resources
- Community Partnerships at all Levels – e.g. Regional, Local, State, etc.
- Transportation Access
- A Lot of People Willing to Get Involved
- Reinvigorating Economic Development Program
- Port of Entry Project
- International Partnerships

# Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)

## Weaknesses

- Leaders Don't Take Advantage of Training Made Available
- Staff Doesn't Take Advantage of Training Made Available
- Information/Communication
- Tools e.g. Technology
- Administration – Public Safety
- Facilitating/Helping People Cross Border (Not Done)
- Banks Closing
- Business Traffic Has Slowed Since 9/11
- Border is a Double-Edged Sword
- In Competition with Other Cities
- Image/Public Relations
- We are Our Own Worst Enemy
- Median Income/Demographics
- Internal Fighting & Bickering
- Political Instability
- Community Aesthetics
- Parks
- Need to Come Together
- Lack of Confidence in Staff Expertise by Council

# Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)

## Weaknesses (Continued)

- Lack of Respect and Professionalism
- Staff Planning
- HR Not Used Efficiently
- "Inefficiency"
- Transparency/Education by Staff with Council
- Low Morale of Both Employees and Residents
- Perception of Image
- Corruption and "Good Old Boy" System
- Debt
- Fees, Staffing Issues – Slow Process – Stigma About Doing Business with Calexico
- Budget Reserves
- Financial Reports/Communication With Council
- Eliminated Part-time Staff – Need "Boots on the Ground"
- Starting at the Top – Attitude and Positive Example Needed

# Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)

## Opportunities

- Sharing Ideas and Gaining Consensus
- Positive Attitude to Achieve Goals
- Clean Up Corruption
- Make a Plan and Implement It
- Focus on Administration
- Focus on Teamwork
- Recognize Lost Opportunities – Learn From Past Mistakes
- Get Fees Adjusted – Create Positive Business Environment
- Improve Customer Service
- Attitude and Opportunity to Rebuild
- Relationships with Community and Other Agencies
- Begin as Leaders to Bear the Pain and Move Ahead – Not Inflict It
- Keep Team Together
- More Efficient and Transparent Through Technology
- Change and Work Together
- Staff Up Police Department

# Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)

## Threats

- Lack of Open Minds on the Council
- Not Listening to Each Other – Staff and Council
- Corruption and “Good Old Boy” System
- Loss of Customers to Other Cities
- Business Development Environment
- Roles and Responsibilities and Clarification for Council Related to Micromanaging
- Issues with Outside Agencies when City is Not Managed Well e.g. DOJ & JPIA
- Staff – “Status Quo Mentality”
- We are Our Own Worst Enemy
- Lack of Grants for the City
- Guard Public Funds/Maintain the Public Trust
- Not Making Change
- Instability with City Administration Due to Council Influence
- Staff Accountability
- Can't Give Up Check and Balance of Staff and Council
- Lack of Communication
- Commitment to Cooperation to Get Things Done
- Not Acknowledging What We Do
- Missing Out on Opportunities –Need to Implement the Plan
- Reactive Not Proactive
- Not Understanding Fully What Happened
- Not Being Open Minded

# Targets

➤ #1 - Organizational Development
➤ #2 - Economic Development
➤ #3 - Image
➤ #4 - Parks & Recreation
➤ #5 - Revenues/Finance
➤ #6 - Beautification/Downtown

## Target #1 – Organizational Development

Priority Level	Mayor/ Council Priority	Goal #	Goal
1		1	Develop effective customer service.
		2	Develop staff training programs.
		3	Develop council training programs.
		4	Conduct organizational assessment for effectiveness and efficiency.
		5	Continue to develop technology improvements.
		6	Enhance/improve employee morale.
		7	Improve information/communication with community.
		8	Celebrate victories.
1		9	Create effective form of government and accountability.

## Target #2 – Economic Development

Priority Level	Mayor/Council Priority	Goal #	Goal
2		1	Establish business friendly system for businesses wanting to do business in Calexico (Customer Service).
1		2	Implement ordinances to assist with Economic Development.
1		3	Conduct fees and charges assessment study.
1 2		4	Bring industries with jobs.
		5	Strengthen relationships and improve Agri-Business (summer workers).
		6	Strengthen relationships with chambers of commerce.
		7	Develop working relationship with IVDC.
2		8	Downtown revitalization.
		9	Marketing international development opportunities.
		10	Strengthen relationship with Mexicali.
		11	Develop marketing approach to Economic Development.

### Target #3 – Image

Priority Level	Mayor/Council Priority	Goal #	Goal
1		1	Improve professionalism (Council) and embrace change.
		2	Create downtown activities (evening).
		3	Understanding/reinforcement of Council role – training – respecting each other and staff – professionalism.
2		4	Increase code enforcement.
		5	Commitment to Code of Ethics.
		6	Branding the City.
		7	Customer Service “Can do” environment.
2		8	Support public safety administration for stability.
		9	Create Calexico as a destination.
		10	Promote and create a teamwork culture.

## Target #4 – Parks & Recreation

Priority Level	Mayor/Council Priority	Goal #	Goal
		1	Establish a large regional park.
		2	Look into grants for parks development.
1		3	Address policy issues – parks money required with new housing developments.
		4	Implement snack bar revenue for parks maintenance.
2		5	Maintain existing parks.
		6	Expand on community involvement e.g. murals in parks.
		7	Create a Farmer's market.
		8	Add lighting at City parks – photocell.
		9	Automate the irrigation at City parks.
		10	Address the homeless in parks.
		11	Add camera system within parks.
		12	Enhance police patrols at parks.
2		13	Add a parks master plan and individual plan for each park.

## Target #5 – Revenues/Finance

Priority Level	Mayor/Council Priority	Goal #	Goal
1 2		1	Create a financial plan (budget as a roadmap).
		2	Create revenues.
		3	Revisit metering system for water use -- competitive rates.
1		4	Look at business license fees.
1		5	Work towards increasing reserves.
		6	Continue to work closely with Finance Committee.
2		7	Revisit financial spending and internal structure for approval process.
		8	Look at collection of refuse fees/rates.
2		9	Look at grants – be more aggressive.

## Target #6 - Beautification

Priority Level	Mayor/Council Priority	Goal #	Goal
1		1	Conduct a City-wide beautification assessment.
		2	Downtown/historic designation.
		3	Development of gateway areas.
		4	Use code enforcement as a beautification tool.
		5	Historical preservation.
		6	Cleanliness.
		7	Improve public facilities.
		8	Explore creating a downtown business association district working together with BID.
		9	Create a citizen reporting method using technology.

Addendum – Action Plan

DRAFT

# Actions/Schedule for Priority "Level 1" Goals

## Target #1: Organizational Development

Goal #1: Develop effective customer service.		
Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 1" Goals

## Target #1: Organizational Development

Goal #9: Create effective form of government and accountability.

Actions:	Responsible:	Time Frame:

## Actions/Schedule for Priority "Level 1" Goals

### Target #2: Economic Development

Goal #2: Implement ordinances to assist with Economic Development.		
Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 1" Goals

## Target #2: Economic Development

Goal #3: Conduct fees and charges assessment study.

Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 1" Goals

## Target #2: Economic Development

Goal #4: Bring industries with jobs.

Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 1" Goals

Target #3: Image

Goal #1: Improve professionalism (Council) and embrace change.

Actions:	Responsible:	Time Frame:

## Actions/Schedule for Priority "Level 1" Goals

### Target #4: Parks & Recreation

Goal #3: Address policy issues – parks money required with new housing developments.		
Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 1" Goals

## Target #5: Revenues/Finance

Goal #1: Create a financial plan (budget as a roadmap).		
Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 1" Goals

Target #5: Revenues/Finance

Goal #4: Look at business license fees.

Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 1" Goals

## Target #5: Revenues/Finance

Goal #5: Work towards increasing revenues.

Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 1" Goals

## Target #6: Beautification

Goal #1: Conduct a City-wide beautification assessment.		
Actions:	Responsible:	Time Frame:

## Actions/Schedule for Priority "Level 2" Goals

### Target #2: Economic Development

Goal #1: Establish business friendly system for businesses wanting to do business in Calexico (Customer Service).

Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 2" Goals

## Target #2: Economic Development

Goal #8: Downtown revitalization.

Actions:	Responsible:	Time frame:

## Actions/Schedule for Priority "Level 2" Goals

Target #3: Image

Goal #4: Increase code enforcement.

Actions:	Responsible:	Time Frame:

## Actions/Schedule for Priority "Level 2" Goals

Target #3: Image

Goal #8: Support public safety administration for stability.		
Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 2" Goals

## Target #4: Parks & Recreation

Goal #5: Maintain existing parks.

Actions:	Responsible:	Time Frame:

## Actions/Schedule for Priority "Level 2" Goals

### Target #4: Parks & Recreation

Goal #13: Add a parks master plan and individual plan for each park.

Actions:	Responsible:	Time Frame:

# Actions/Schedule for Priority "Level 2" Goals

## Target #5: Revenues/Finance

Goal #7: Revisit financial spending and internal structure for approval process.

Actions:	Responsible:	Time Frame:

## Actions/Schedule for Priority "Level 2" Goals

### Target #5: Revenues/Finance

Goal #9: Look at grants – be more aggressive.

Actions:	Responsible:	Time Frame: