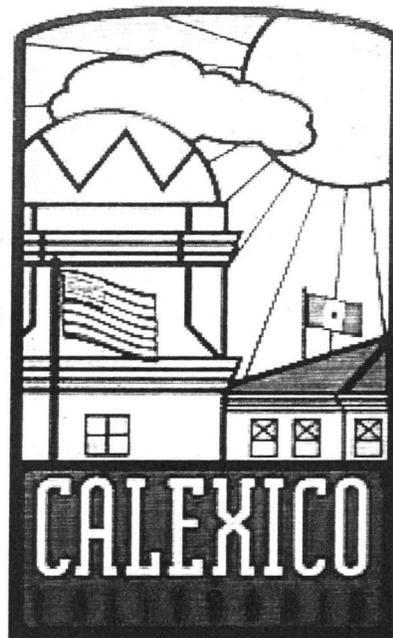
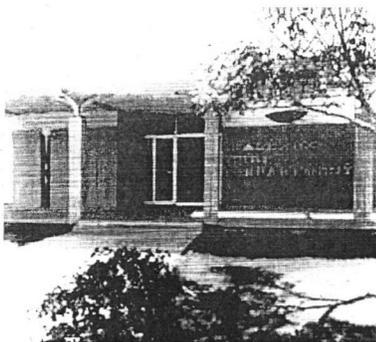


STRATEGIC PLANNING WORKSHOP DRAFT REPORT

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 Calxico
- 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: