

Management Partners



To: Mr. Alfonso Noyola, City Manager

From: Julie C.T. Hernandez, Senior Management Advisor

Subject: Goal Setting Results from March 28th Workshop

Date: April 8, 2015

Management Partners is pleased to provide this summary resulting from the City Council Goal Setting Workshop on March 28, 2015. The workshop focused on four areas: the City Council's vision for Arvin, mission for Arvin, goals for the future, and roles and expectations. The results of each are provided below.

Vision for the City of Arvin

City Council members reviewed and discussed two proposed vision statements for the City of Arvin. One of the proposed vision statements was selected and edited to be shorter and easier to remember. The vision statement is:

Arvin is safe, healthy, vibrant, and economically diverse with a sense of community and where quality of life is valued.

It was noted that there is an adopted City Motto: *Garden in the Sun*

Mission for the City of Arvin

City Council members reviewed and discussed two proposed mission statements and the existing mission statement for the City of Arvin. After discussion, a mission statement was crafted using favored wording from each of the three statements reviewed. The mission statement crafted by the City Council is:

Our mission is to provide responsive, quality service to our community; maintain an accessible, safe, healthy, environmentally sound and culturally rich city; drive innovative solutions; create a partnership between the community and its government through respectful governance; and do so in an economically sustainable manner.

Goals

A. Identify priority infrastructure and facilities projects and the funding for them, and begin expanding and improving to a level of service that the community deserves.

Priorities:

- Repair roads, curbs, gutters, and street lighting
- Upgrade and maintain parks
- Work with the County to gain ownership of DiGiorgio Park
- Identify and implement resources for revenues to build infrastructure to attract development, and for parks and recreation facilities maintenance, including creation of a nonprofit organization to raise funds
- Beautify downtown Arvin and other areas throughout the city
- Build a Community Center and other community facilities

Success factors/metrics:

- A plan is in place that identifies the financing mechanisms for identified priorities
- Construction begins and deadlines are accomplished

B. Broaden the economic base to include new and diverse sources of revenue to attain financial stability.

Priorities:

- Enhance financial stability to account for needs of the City
- Pursue more grants for City improvements and provide City Council with regular updates on progress

Success factors/metrics:

- The City has a balanced budget
- Financing of identified City priorities is accomplished
- Other agencies involved with City priorities are involved in financing
- The City is prepared and in a strong position to withstand turmoil in the economy

C. Establish an economic development plan that results in financial stability; a diversity of new businesses and high paying jobs; more housing, including affordable housing; and a diverse economy with innovative business sectors such as renewable energy resources.

Priorities:

- Adopt and implement economic development strategies and cultivate a diversity of businesses in the community to enhance revenues
- Develop a business attraction, retention and expansion strategy
- Develop more jobs in Arvin, especially well-paying jobs and professional jobs to attract local youth to stay or return to Arvin
- Expand the City's Sphere of Influence and amend the City's General Plan to add available land in strategic locations for commercial and industrial development



Success factors/metrics:

- An increase in housing options
- A drop in the unemployment rate
- A diversity of better paying jobs
- A rise in the median income levels
- A diversification of business

D. Enhance the quality of life by providing educational and recreational opportunities, and by being good environmental stewards.**Priorities:**

- Invest in education for the community by finding ways to offer adult education classes (i.e., ESL; GED; literacy); job training programs; professional development opportunities; and tutoring and college scholarships for youth and adults
- Attract a community college satellite campus to locate in Arvin
- Develop community activities and events reflective of the culture and interests of the community that attract families and enhance the sense of community
- Develop recreational programming for adults and children (especially after-school activities and sports for children), including healthy living classes (e.g., Zumba; spin/cycle; nutrition classes)
- Establish a focus on environmental sustainability

Success factors/metrics:

- Programs are in place and community is participating
- Clean and attractive parks
- An increase in educational opportunities
- The City is meeting its own adopted goals for greenhouse gas emissions

E. City administration is efficient, effective, transparent, and responsive in a timely manner.**Priorities:**

- Update city codes, ordinances, policies and procedures.
- Increase staff's community outreach and engagement to include all aspects of the community

Success factors/metrics:

- Well trained, professional staff
- Communication between the City and the community is enhanced; occurs more regularly; and the community feels well informed
- City Council is well informed
- Policies and procedures are updated
- Teamwork is exhibited in City Hall and in the field



F. Develop a community oriented policing strategy to improve relations with the community and implement effective crime prevention and gang prevention efforts.

Priorities:

- Enhance gang prevention operations
- Establish and institute practices and policies to enhance the Police Department's partnership with the community

Success factors/metrics:

- Community is treated with respect and feels respected
- The crime rate decreases
- Gang involvement decreases
- Community participation in engagement efforts with police officers increases
- Community oriented policing activities are sustainable
- Funding to hire more police officers is identified



City Council/City Manager Roles and Expectations

The following City Council/City Manager roles and expectations were discussed and agreed upon during the City Council workshop on March 28, 2015.

| General City Council Member Behavior |
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| 1. Demonstrate honesty and integrity in every action and statement. |
| 2. Serve as a model of leadership and civility to the community. |
| 3. Inspire public confidence in City government. |
| 4. Work for the common good, not personal interest. |
| 5. Prepare in advance of City Council meetings and be familiar with issues on the agenda. |
| 6. Demonstrate respect, consideration, and courtesy to other City Council members and the public, verbally or in writing. |
| 7. Respect the proper roles of elected officials and City staff in ensuring open and effective government. |
| 8. Respect the confidentiality of information concerning the property, personnel, or affairs of the City. Neither disclose confidential information without proper legal authorization, nor use such information to advance his/her personal, financial or other private interests. |
| 9. Be cautious in representing City positions on issues. If asked for a comment by a media representative or when talking with constituents or representatives of other agencies, remember to indicate, if appropriate, that the views you state are your own and may not represent those of the full City Council. |
| City Council Conduct with One Another |
| 10. Refer to one another formally during City Council meetings as Mayor or Council Member followed by the individual's last name. |
| 11. Stay focused and act efficiently during public meetings. Be respectful of other people's time. |
| 12. Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. Be respectful of diverse opinions. |
| 13. Honor the role of the presiding officer in maintaining order and equity. |
| City Council Conduct with City Staff |
| 14. Treat all staff as professionals. Practice civility and decorum in all interactions with City staff. |
| 15. Questions for City staff should be directed in most cases to the City Manager, as well as requests to City staff for research or work product. |
| 16. Never publicly criticize an individual employee or City Council Member. Criticism is differentiated from questioning facts or the opinion of staff. All critical comments about staff performance should only be made to the City Manager through private correspondence or conversation. |
| 17. Do not get involved in administrative functions. City Council's responsibility is to make policy. The City Manager's role is to translate City Council policy into implementation by directing the operations and administration of the City. |

