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AGENDA
OXNARD CITY COUNCIL
Special Meeting
City Council Chambers, 305 West Third Street, Oxnard
December 9, 2015
5:00 P.M. – Special Session

A. ROLL CALL/POSTING OF AGENDA

B. PUBLIC COMMENTS

At a special meeting, a person may address the legislative body only on matters set forth on the agenda. The presiding officer shall limit public comments to three minutes per person. Public comments will be heard during City Council consideration of the item on the agenda.

C. REPORT

City Manager Department

1. SUBJECT: Channel Islands YMCA (CIYMCA). (001)

RECOMMENDATION: Receive a verbal report from Sal Cisneros, Chief Executive Officer from the YMCA on the results of the market study analysis and provide direction to staff.

Legislative Body: CC

Contact: Greg Nyhoff

Phone: 385-7430

Finance Department

2. SUBJECT: Introduction and Presentation of Priority Based Budgeting. (003)

RECOMMENDATION: Receive and file the presentation on Priority Based Budgeting.

Legislative Body: CC

Contact: Joseph Lillio

Phone: 385-7475

City Manager Department

3. SUBJECT: Presentation of Council Strategic Priority Setting Workshop Draft Report. (005)

RECOMMENDATION: Discuss and accept the draft Council strategic priority setting workshop report and direct staff to return with a business plan for each of the four strategic priority areas for Council review and adoption.

Legislative Body: CC

Contact: Maria Hurtado

Phone: 385-7430

D. ADJOURNMENT



**CITY COUNCIL
AGENDA REPORT**

TYPE OF ITEM: Report

AGENDA ITEM NO.: C-1

DATE: December 9, 2015

TO: City Council

FROM: Greg Nyhoff, City Manager
Office of the City Manager

A handwritten signature in dark ink, appearing to be "JN" or "GN", written over the printed name of Greg Nyhoff.

SUBJECT: Channel Islands YMCA (CIYMCA)

CONTACT: Greg Nyhoff, City Manager
Greg.nyhoff@ci.oxnard.ca.us, 385-7430

RECOMMENDATION

That City Council receive a verbal report from Sal Cisneros, Chief Executive Officer from the YMCA on the results of the market study analysis and provide direction to staff.

BACKGROUND

On October 28, 2014, the City Council approved and authorized the City Manager to execute a Memorandum of Understanding (MOU) between the City of Oxnard and the Channel Islands YMCA (CIYMCA) for the potential siting of a facility in Oxnard. The Channel Islands YMCA (CIYMCA) includes seven branches which cover Ventura and Santa Barbara Counties, providing programs encompassing youth to seniors. The current branches are located in Santa Barbara (2 branches), Camarillo, Lompoc, Montecito, Santa Ynez and Ventura.

The possibility of the City of Oxnard partnering with the CIYMCA has been discussed in the past. The CIYMCA is interested in providing their services to the residents of the City of Oxnard. Preliminary assessments found that Oxnard families comprised a significant number of memberships at the Ventura and Camarillo branches.

The CIYMCA desires to locate a facility in the City of Oxnard and some of the amenities at the center would include a large gymnasium, area for child care, kids adventure, an exercise room, a teen center, community/meeting, a nutrition kitchen and family aquatics center.

CIYMCA retained FourSquare Research, SEER Analytics and Gro Development to conduct a market and site study to assess the feasibility and opportunities for siting a new Oxnard family YMCA in the City of Oxnard. The market study evaluated two sites (Sports Park and Southwest Community Park)

within Oxnard and considered the following:

- Location size
- Visibility
- Location
- City owned
- Near schools
- Undeveloped land

The purpose of tonight's presentation is to provide the opportunity for CIYMCA to discuss the results of the study with the City Council and for City Council to provide direction to staff.

FINANCIAL IMPACT

The property has been reserved for park and recreational purposes.



**CITY COUNCIL
AGENDA REPORT**

TYPE OF ITEM: Report

AGENDA ITEM NO.: C-2

DATE: December 9, 2015

TO: City Council

THROUGH: Greg Nyhoff, City Manager
Office of the City Manager

A handwritten signature in dark ink, appearing to be "GN", located to the right of the "THROUGH:" line.

FROM: Joseph Lillio, Chief Financial Officer

SUBJECT: Introduction and Presentation of Priority Based Budgeting

CONTACT: Joseph Lillio, Chief Financial Officer
Joseph.Lillio@ci.oxnard.ca.us, 385-7475

RECOMMENDATION

That City Council Receive and file the presentation on Priority Based Budgeting.

DISCUSSION

A representative from the Center for Priority Based Budgeting will provide a presentation the priority based budgeting concept and how the principles of a priority based budgeting process can be utilized in Oxnard. Some of the key benefits that utilizing a priority based budgeting approach brings include:

- The ability for organizations to better depict and communicate financial information resulting in informed decision-making;
- Avoids traditional "across the board" approach;
- The ability for an organization to be "fiscally prepared" for future;
- Ensuring resource allocation is aligned with community expectations, and
- Assisting municipalities to allocate financial resources based on prioritization.

FINANCIAL IMPACT

There is no financial impact by accepting this report.



**CITY COUNCIL
AGENDA REPORT**

TYPE OF ITEM: Report

AGENDA ITEM NO.: C-3

DATE: December 9, 2015

TO: City Council

THROUGH: Greg Nyhoff, City Manager
Office of the City Manager

A handwritten signature in blue ink, appearing to be "GN", next to the name Greg Nyhoff.

FROM: Maria A. Hurtado, Assistant City Manager

SUBJECT: Presentation of Council Strategic Priority Setting Workshop Draft Report

CONTACT: Maria Hurtado, Assistant City Manager
Maria.hurtado@ci.oxnard.ca.us, 385-7430

RECOMMENDATION

That City Council discuss and accept the draft Council strategic priority setting workshop report and direct staff to return with a business plan for each of the four strategic priority areas for Council review and adoption.

DISCUSSION

On October 29, 2015, the City Council and senior leadership team held a priority setting workshop. Objectives for the workshop included the creation of a consensus on the priorities for the next two years, as well as the strengthening of teamwork between City Council and the Executive Team.

COUNCIL PRIORITY DISCUSSION:

In preparation for the workshop, the facilitator interviewed each member of the City Council regarding accomplishments of the City over the last two years, as well as each Council member's priorities for the next year or two. That draft document was disseminated at the Council Prioritization workshop, which was further refined after the full Council discussed several key projects and priorities that emerged during the discussion. The Council members engaged in a group "dot voting" exercise, where they were able to vote on the goals and objectives that were highest priority to each of them and further refine the priorities.

Additionally, several members of the public offered their comments on priorities, which are listed on Appendix 1: INCO and Citizen Advisory Groups: Budget Related Priorities of the attached draft report.

The attached draft priority setting workshop report delineates the strategy areas and various goals discussed during the Council workshop. The four strategic Priority Areas include:

1. Strategy One: Organization Effectiveness
2. Strategy Two: Economic Development
3. Strategy Three: Quality of Life
4. Strategy Four: Infrastructure and Natural Resources

STAYING ON COURSE TO ACHIEVE PRIORITIES:

Following the goal setting exercise, the Council and Executive Team discussed the necessity of staying on course to achieve these priorities. All in attendance acknowledged that new issues are constantly arising, but that it was important to focus on staying on task with the agreed upon priorities. Some of the key discussion items included focusing on the agreed goals, considering a two-step process, whereby if a Councilmember wishes to suggest a new project or initiative, it would be placed on a Council agenda for discussion, keeping a list of new special projects that are raised to ensure they remain visible and considered once other goals are completed.

NEXT STEPS:

As part of the next steps, staff requests that Council discuss and accept the draft Council strategic priority setting workshop report and direct staff to return with a business plan for each of the four strategic priority areas for Council discussion and approval. The business plans will include the priorities discussed and listed by Council, along with timeframes for completing the work. Once Council adopts the four strategic priority area business plans, they will be incorporated into the Fiscal Year 2016/2017 priority based budget process.

FINANCIAL IMPACT

There is no financial impact by accepting this report.

ATTACHMENTS

Attachment A: Draft Council Priority Setting Workshop Report

ATTACHMENT A



City of Oxnard City Council/Senior Leadership Team Strategy Priority Setting Workshop Draft Report

Held October 29, 2015

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Summary of Discussions

On October 29, 2015, the City Council and Senior Leadership Team held a priority setting workshop from 3 – 7 pm in the Oxnard Library, Meeting Room B.

The objectives for the workshop were as follow:

- Create consensus on priorities for the next two years
- Strengthen teamwork between City Council and the Executive Team

Agenda

- Welcome by the Mayor
- Public comments
- Review key accomplishments
- Create consensus on priorities
- Determine how we will stay on course
- Wrap up

Workshop Participants

- Tim Flynn, Mayor
- Carmen Ramirez, Mayor Pro Tem
- Bert Perello, Councilmember
- Dorina Padilla, Councilmember
- Bryan MacDonald, Councilman
- Greg Nyhoff, City Manager
- Maria Hurtado, Assistant City Manager
- Scott Whitney, Assistant City Manager
- Steve Fischer, Interim City Attorney
- Joseph Lillio, Chief Financial Officer
- Jeri Williams, Police Chief, Interim Fire Chief
- Ashley Golden, Development Services Director
- Kym Horner, Economic Development Director
- Arturo Casillas, Housing Director
- Dan Rydberg, Interim Utilities Director

- Keith Brooks, Interim IT Director
- Daniel Martinez, City Clerk
- Danielle Navas, City Treasurer
- Todd Vasquez-Housely, Interim Deputy Public Works Director
- Terrel Harrison, Recreation Supervisor
- Chelsea Reynolds, Performing Arts Center Manager

The facilitator for the workshop was Jan Perkins, assisted by Julie C.T. Hernandez with flipchart recording, both of whom are with the local government consulting firm Management Partners.

Workshop Preparation

To prepare for the workshop, facilitator Jan Perkins interviewed each member of the City Council regarding accomplishments of the City over the last two years and to learn about each person's priorities for the next year or two.

Staff prepared a document containing all of the priorities identified by the City Council as well as key items identified by the Senior Leadership Team. Status information was provided on each item. See Attachment A.

Workshop Ground Rules

At the start of the workshop, the facilitator suggested several ground rules for discussion to help the City Council and staff reach the objectives of the workshop.

- Stay on track
- Fully participate
- Listen with an open mind
- Give your colleagues an opportunity to talk

Public Comments

Several members of the public offered their comments on priorities. Comments included:

- **Cultural Arts Commission:** Funding for new brochures, use City-owned properties and public spaces but need City leadership to coordinate use
- **Planning Commission:** Green policy, local coastal plan, futuristic city plan
- **Senior Services Commission:** Extend technology training to seniors, demolish Wilson Park building and rebuild, establish a foundation to raise funds to reconstruct a state-of-art senior center

- **Homeless Commission:** Create a 10-year plan for homeless services, hire a homeless services coordinator, emphasis on affordable housing for low- and very low-income in City's housing element
- **Inter-Neighborhood Council Organization (INCO):** Reactivate neighborhood councils, hold a town hall annually, address safety issues, code enforcement, increase numbers of neighborhood watch programs, repair neighborhood lighting (*See Appendix 1 for a copy of the handout they distributed at the meeting; City staff notes that many of the items on the handout will be addressed under the Quality of Life strategic priority area*)
- **Parks and Recreation Commission:** Acquire small parcels throughout the City where the City is park deficient, begin Park and Recreation tours, reach out to CAG, build a Friends of Parks volunteer group, survey all recreation space in City and find other recreation space that could possibly be used including reaching out to educational institutions and churches, survey demand for parks and recreation needs, 24-hour community center
- City needs a balanced budget, will planned reductions be realized, also focus on revenue
- **Community Relations Commission:** More outreach to community, including something that is interactive with ability for community to send in comments
- City as an organization must follow State and Federal laws, including ADA
- **Measure "O" Committee:** Want more input on how funding is spent, need to ensure that funds being used on proper community projects, need a process and procedures to prioritize the use of funds

Reflecting on Accomplishments

The City Council and Senior Leadership Team, working in four small groups, discussed what factors contributed to the City's success with the many accomplishments over the past year and what impediments can get in the way of accomplishing important priorities.

The list of accomplishments was intended to be illustrative and not a comprehensive list. The items on the list were as follows.

- Completed paving on 50% of local streets funded by Measure O
- Commissioned an organizational assessment that resulted in a budget that reflected fiscal reality

- Started changing the core direction and building a culture of accountability, fiscal sustainability, and ethical expectations for the City Organization
- Initiated use of the Advanced Water Purification Facility (AWPF)
- New Fire Station 8
- New soccer fields at College Park
- Successful transition from private to public of the Materials Recovery Facility (MRF)
- Emphasized preservation of our coastal assets and initiated the Local Coastal Plan update
- Extended emergency ordinance regarding power plant
- Looked at opportunities at Ormond Beach
- Lawsuit win over former city manager

Contributors to our success:

The four small groups offered their comments on what contributed to success. The consolidated comments are as follow.

- Collaboration with community, staff and Council
- Clear policy direction
- Leadership
- Hardworking, committed City Council
- Hardworking staff
- Engaged, attentive community
- Advisory groups/stakeholders/residents
- Good staff support
- Bought in new team; working well together; new, good City Manager
- Use of expert outside consultants when needed
- Got second opinion; didn't settle for first opinion
- Public/private partnership lend/lease agreement
- MRF – took chance; 3-2 vote; used outside consultant/expert
- Collaboration: Federal, State, region
- Fresh perspective
- Passage of Measure O to be able to fund items; streets paved
- Interdepartmental cooperation; broke down silos
- Being included in the budget process (department heads)
- Clarity from Mayor/Council to City Manager = Success
- Taking action/making decisions/reaching consensus
- Follow through with decisions
- Having vision: AWPF and MRF

Impediments to success:

The four small groups offered their comments on what impediments had to be overcome in achieving the successes, and some that remain. The consolidated comments are as follow.

- Funding for Fire Station 8
- So many problems identified; hard to get forward momentum (re: organizational assessment)
- Funding/need to restore financial capacity
- Staffing
- Training/expertise
- Infrastructure limitations
- Lack of record keeping and systems
- Lack of investments in technology, infrastructure
- Reactive vs. proactive/crisis mode
- Delays in filling positions
- Lack of clarity of what/which positions should be filled
- Build-up of lack of trust from community
- Things take time
- Limited resources: staff time; key HR/CMO functions (Management Partners report pointed this out)
- Taking action/making decisions/reaching consensus

Overview of Priority Setting



Facilitator Jan Perkins and City Manager Greg Nyhoff provided an orientation to priority setting. A summary of points made is as follows.

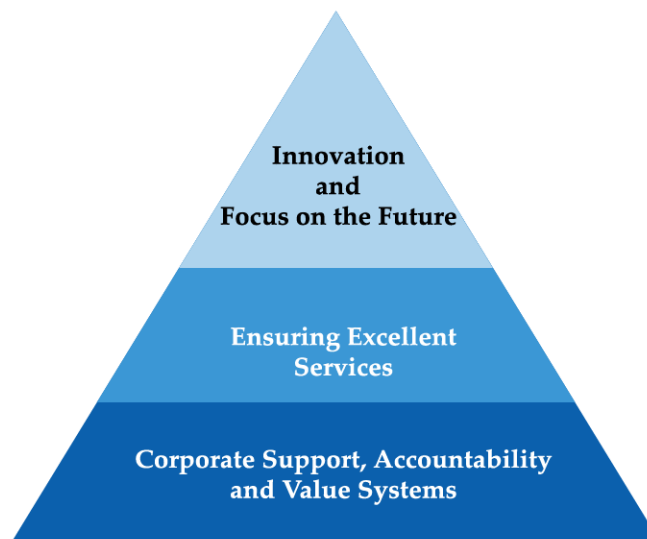
- | | |
|---|---|
| • Choices between competing needs | • Priorities are set for the budget |
| • Considers the on-going work of the organization | • Performance measurement for accountability |
| • Is a way for policy makers and staff to be on the same page with expectations | • Achievable priorities are ones that match available resources |

Orientation to the Operating Environment

City Manager Greg Nyhoff explained that the operating environment within which priorities are accomplished is characterized by several factors which need to be kept in mind as priorities are set.

- Studies have identified deficiencies in our corporate systems – recommendations from the studies are now in implementation
- Limited financial resources
- Lean staffing for project execution
- Many positions eliminated for budget balancing purposes
- Many community needs

The City Manager referenced the pyramid that illustrates the three critical building blocks of good government. The first level is the foundation for the rest. That level is having strong systems for the municipal corporation, accountability and values.



Discussion of Council Priorities

The first step in the process was for the Assistant City Manager to orient the City Council to the list of priorities, both in the handout and in posters on the wall.

Working in small groups, the four strategic priority areas were reviewed. The questions answered by the four groups were:

- Are all of the objectives listed important priorities?
- Is anything missing from the objectives? If so, what?

After the small groups held their discussions, the entire group of City Council and Executive Team discussed each of the four strategic priority areas. Additional comments were made by Councilmembers at that time and their comments were recorded on flipcharts.

Attachment A contains a list of the objectives as modified by the group discussion.

Guiding Principles: Councilmembers noted that some of the items on the list or in the discussions are actually guiding principles. Examples of those are:

- Be customer centric, with a strong service orientation.
- Collaborate with community, County and other groups to achieve objectives.
- Be transparent with information to the community about the City's finances.
- Be honest about what the City can accomplish with its available staffing and other resources; do not over promise.
- Think differently about issues and how to solve problems – be creative.
- When making infrastructure improvements, think about future technologies and plan for those.

Organization of the Goals Document

The goals document (Attachment A) is organized into four strategic priority areas (A, B, C, D), each of which has either one or two broad goals. Each goal has several objectives.

The strategic priority areas and broad goals are listed below. These did not change through the discussions. The objectives that are under each of the goals were the focus of the small and large group discussions and modifications were made to those based on discussions.

Strategic Priority Area A: Organization Effectiveness

Goal 1: Create a strong, healthy, accountable organization with a culture that supports effective Council/staff relations and develops and appreciates our employees.

Goal 2: Establish prudent and effective corporate systems and culture and communicate to the community what we are doing. (Includes HR, Finance, IT, teambuilding, training, interdepartmental collaborations)

Strategic Priority Area B: Economic Development

Goal 1: Revitalize the downtown and pursue economic development opportunities.

Strategic Priority Area C: Quality of Life

Goal 1: Improve community safety and quality of life through a combination of prevention, intervention and suppression, including non-police services that address underlying issues.

Goal 2: Strengthen neighborhood development, and connect City, community and culture.

Strategic Priority Area D: Infrastructure and Natural Resources

Goal 1: Make progress on capital projects and protect our natural and coastal assets.

Dot Voting

Councilmembers were asked to do dot voting to identify their top priorities, as a body, for progress over the next two years. As was explained, there is neither the time nor money to move forward equally on everything listed in Attachment A.

Two rounds of dot voting were carried out.

- ***Round One:*** Each Councilmember was provided eight dots, to place on their top eight items.
- ***Round Two:*** Each Councilmember was provided two additional dots, to place on two of the items that already had one or more dots from round one.

How the dot voting will be used: The result of this process was a consensus on top items. The priorities receiving the most dot votes are listed below. It is staff's intent is to make measurable progress on everything listed in Attachment A within the two-year timeframe of FY 2016-17 and FY 2017-18. However, while everything is important, when there is a question in how to allocate resources, the items listed below will be receive the highest attention.

Received four dots:

Strategic Priority Area A: Organizational Effectiveness

- Goal 2, Objective 3: **Implement 128 recommendations from assessment to institute effective management systems.**

Received three dots:

Strategic Priority Area A: Organizational Effectiveness

- Goal 1, Objective 2: **Continue our focus on improving staff accountability and problem solving.**
- Goal 2, Objective 3 (a): **Implement budget and financial management improvements (e.g., changes in budgetary controls, financial management policies, financial health of the general fund and Measure O funds, purchasing practices, contract management, treasury, accounting and internal controls, payroll and human resources controls, risk management, workers compensation and grants management).**

Strategic Priority Area C: Quality of Life

- Goal 1, Objective 4: **Examine options for long term sustainability of our public safety services, including ensuring efficient deployment of resources in the police and fire departments and analyzing the cost of adding public safety positions (e.g. police officers for community policing, firefighters, gang prosecutor, lifeguards).**
- Goal 2, Objective 6: **Develop a rental inspection program.**

Strategic Priority Area D: Infrastructure and Natural Resources

- Goal 1, Objective 1: **Complete our utilities master plan and take necessary steps to provide long term capital replacement and financial stability of our utilities.**

Received two dots:

Strategic Priority Area A: Organizational Effectiveness

- Goal 1, Objective 3: **Establish ethics policies for elected officials, board and commission members, executive management and all employees, and include a whistleblower policy to provide a safe avenue for employees to report problems.**
- Goal 2, Objective 1: **Institute a priority based budgeting program and establish performance measures (foundation set in the first year and implementation second year).**
- Goal 2, Objective 4: **Receive complete and timely information about our finances; provide clear, understandable information to the public; improve the public's confidence in the City's finances.**

Strategic Priority Area B: Economic Development

- Goal 1, Objective 2: **Improve collaborations between EDCO, Chamber of Commerce, downtown organizations, Economic Development Department and Development Services Department to increase job creation and business retention.**
- Goal 1, Objective 3: **Streamline our policies and procedures (e.g., permitting and zoning) and establish good customer service practices within our development services (one-stop shop).**

Strategic Priority Area C: Quality of Life

- Goal 1, Objective 2: **Address youth crime issues.**
- Goal 2, Objective 2: **Empower and connect our Inter-Neighborhood Council Organizations (INCOs), Community Advisory Groups (CAGs) and Neighborhood Watch Program.**

Strategic Priority Area D: Infrastructure and Natural Resources

- Goal 1, Objective 4: **Update our coastal plan to protect our coasts in the future.**

Staying On Course to Achieve Priorities

The Council agreed that it was important to stay focused on the agreed-upon priorities but that new issues will arise. The City Manager will return to the Council with a process, taking into account the comments made in this discussion. Comments made included:

- Focus on the agreed upon goals – do not add new things (unless extremely urgent).
- Consider a two-step process, whereby if a Councilmember wishes to suggest a new project or initiative, it would be placed on a Council agenda for discussion. The City Manager would comment on how it would impact other priorities. Then the Council would determine if the new initiative should move forward.
- Keep a list of new special projects that are raised, so they can be tracked; add to minutes of the meeting so it is memorialized.
- Once a month have a place on the Council agenda discuss potential new priorities.
- We did not have priorities in the past; having them will help in decision-making.
- If the Council adds something, acknowledge that delays will occur.

Follow-Up Steps

The Council consensus on priorities will be reflected in the staff's work plan and in the upcoming budget. Staff will periodically report progress on the priorities.

Specific next steps are:

- Workshop report to be placed on Council agenda for discussion, with the Council adopting or modifying the 4 Strategic Priority areas.
- Once Council approves the four Strategic Priority areas, staff will prepare a business plan for each of the 4 strategic priority areas and return to Council for review and adoption.
- Once Council adopts the four Strategic Priority area Business Plans, they will be incorporated into the Fiscal Year 2016/2017 budget.
- Periodic progress reports will be provided to Council after adoption throughout the year.

Closing Comments

In closing, the Mayor, each Councilmember and the City Manager commented on the workshop. Each stated the workshop was a good opportunity to discuss important issues with each other and the staff.

Attachment A: Strategic Priority Areas, Goals, Objectives

This table contains the objectives as modified through discussions on October 29, 2015. It also contains a summary of the comments made in each of the four categories. The objectives receiving *2, 3 or 4 dots* at the City Council workshop are noted below in the second column. Only the Mayor and Councilmembers were involved in the dot voting.

Strategic Priority Areas (A,B,C,D) Goals and Objectives	Currently underway by staff X=Yes <i>Number of Dots from Council</i>	Progress planned FY 2016-17	Progress Planned FY 2017-18
STRATEGIC PRIORITY AREA A: ORGANIZATIONAL EFFECTIVENESS			
Goal 1: Create a strong, healthy, accountable organization with a culture that supports effective Council/staff relations and develops and appreciates our employees.	X	Continue Implementing Organizational Assessment Recommendations	Anticipated completion of implementation of recommendations
Objective 1: Establish employee development, training, recognition and orientation programs to build talent within our organization.	X	Orientation program	Training program
Objective 2: Continue our focus on improving staff accountability and problem solving.	X 3 dots	Ongoing	Ongoing
Objective 3: Establish ethics policies for elected officials, board and commission members, executive management and all employees, and include a whistleblower policy to provide a safe avenue for employees to report problems.	X 2 dots	Ongoing/ Whistleblower Policy will be Implemented	Ongoing
Goal 2: Establish prudent and effective corporate systems and culture and communicate what we are doing to the community. (Includes HR, Finance, IT, teambuilding, training, interdepartmental collaborations)	X	Continue Implementing Organizational Assessment Recommendations	Anticipated completion of implementation of recommendations
Objective 1: Initiate a priority based budgeting program and establish performance measures (foundation will be set in the first year and implementation in the second year)	X 2 dots	Work with experts to develop	Continue to implement

Objective 2: Establish an internal audit program.	X	Item goes to Council 11/17/15	
Objective 3: Implement 128 recommendations from organization assessment to institute effective management systems, in the following categories.	X 4 dots	Will continue to implement with quarterly updates to Council	Anticipated completion of implementation of recommendations
a. Budget and financial management (e.g., budgetary controls, general fund and Measure 0, purchasing, accounting, internal controls, payroll controls, risk management)	X 3 dots	Will continue to be addressed as part of organizational assessment	Will continue to be addressed as part of organizational assessment
b. Information technology	X	IT Master Plan goes to Council 10/27	Will continue to be addressed as part of organizational assessment
c. Asset Management (fleet, facilities, parks, streets and alleys, water, wastewater, stormwater)	X	Will continue to be addressed as part of organizational assessment	Will continue to be addressed as part of organizational assessment
d. Human resources and programs	X	Will continue to be addressed as part of organizational assessment	Will continue to be addressed as part of organizational assessment
Objective 4: Receive complete and timely information about our finances; provide clear, understandable information to the public; improve the public's confidence in the City's finances.	X 2 dots	Ongoing	Ongoing
<u>Small and large group comments about Organization Effectiveness:</u> - Community input (survey/outreach) - Cross-communicate (two-way communication, three way communication) - Listen, address and then rectify - Clear communication of expectations and values to staff - Priorities to positions to outcomes - Providing good customer service is essential - Self-improvement programs (e.g., Six Sigma) - Role of technology to save dollars and assist staff - Make sure residents understand how we stand financially - Ethos of public service – it is a higher calling			

STRATEGIC PRIORITY AREA B: ECONOMIC DEVELOPMENT			
Goal 1: Revitalize the downtown and pursue economic development opportunities.	X	Develop a strategic plan for downtown	Continue developing and implementing strategic plan
Objective 1: Develop a vision and plan (with timelines) for downtown revitalization to create a vibrant center for our community, emphasizing cultural arts, diversity and historic assets.	X	Develop a strategic plan for downtown	Continue developing and implementing strategic plan
Objective 2: Improve collaborations between EDCO, Chamber of Commerce, downtown organizations, Economic Development Department and Development Services Department to increase job creation and business retention.	X 2 dots	Ongoing	Ongoing
Objective 3: Streamline our policies and procedures (e.g. permitting and zoning) and establish good customer service practices within our development services (one-stop shop).	X 2 dots	Anticipated opening of one-stop shop	Continue focus on good customer service
Objective 4: Prepare and implement an economic development plan for attracting and retaining business. Capitalize on historic and natural resources. Engage partners.	X	Spring 2016	
<u>Small and large group comments about Economic Development:</u> <i>Economic development is the way the City will get more revenue</i> <i>Economic development plan and strategies are critical (being developed now)</i> <i>Tourism, Ormond Beach are assets; take advantage of Oxnard as a coastal city, our natural resources, farmland, ocean, wetlands</i> <i>Vision for the city (family place, good paying jobs)</i> <i>Business retention and support</i> <i>Education is the key to well-paying jobs; Linked Learning</i> <i>Broaden our pool of partners; housing options</i> <i>Historic resources are an asset</i> <i>Be careful in reviewing development agreements</i>			

STRATEGIC PRIORITY AREA C: QUALITY OF LIFE			
Goal 1: Improve community safety and quality of life through a combination of prevention, intervention and suppression, including non-police services that address underlying issues.	X	Ongoing; focus on continuing to implement non-police services, such as neighborhood watch and nextdoor.com	Ongoing
Objective 1: Create a renewed focus on police/community relations with underserved communities and youth population.	X	Continue efforts to engage Latino community with officers and Community Affairs Manager	Continue efforts to engage Latino community
Objective 2: Address youth crime issues including dealing with graffiti.	X 2 dots	Continue to work with Recreation and Youth Safety Coordinator/Community Groups	Continue work
Objective 3: Strengthen our focus on domestic violence.	X	Ongoing	Ongoing
Objective 4: Examine options for long term sustainability of our public safety services, including ensuring efficient deployment of resources in the police and fire departments and analyzing the cost of adding public safety positions (e.g. police officers for community policing, firefighters, gang prosecutor, lifeguards).	X 3 dots	Continue to examine options while focusing on managing current resources and budget	Continue to address
Objective 5: Develop a plan to address homelessness.	X		
Goal 2: Strengthen neighborhood development, and connect City, community and culture.	X	Ongoing, focus on implementing new tools like nextdoor.com	Ongoing
Objective 1: Create a renewed focus on establishing a positive outlook and orientation of our City, neighborhoods and overall community.	X	Ongoing	Ongoing
Objective 2: Empower and connect our Inter-Neighborhood Council Organizations (INCOs), Community Advisory Groups (CAGs) and Neighborhood Watch Program.	2 dots	Will be addressed by Public Relations and Community Affairs Manager	Continue to address
Objective 3: Improve our methods of communicating with residents, businesses and neighborhoods (e.g. leverage social media and tools like Nextdoor).	X	Ongoing, new tools are being added and discussed	Ongoing
Objective 4: Create a pilot revitalization project for Southwinds Neighborhood.			

Objective 5: Develop a co-sponsorship policy with criteria that would enable the City to encourage local community events.			
Objective 6: Develop a rental inspection program.	3 dots		
<u>Small and large group comments about Quality of Life:</u> - Add “underserved community and youth population” to 1 - How to better deal with graffiti - Plan for homelessness should not only be in the downtown - Need to add objective of a rental inspection program - Emphasis on hiring local in public safety - Be careful with promises if resources are not available to do something - Be aware of fiscal sustainability; pension reform - Youth issues need emphasis - Utilize County resources and other outside groups, along with community groups to facilitate improvements in our quality of life; focus on collaboration - Think of issues differently, such as turning youth doing graffiti into community art opportunities			
STRATEGIC PRIORITY AREA D: INFRASTRUCTURE AND NATURAL RESOURCES			
Goal 1: Make progress on capital projects and protect our natural and coastal assets.	X	Continue work on Local Coastal Plan Updates and Ormond beach	Continue progress
Objective 1: Complete our utilities master plan and take necessary steps to provide long term capital replacement and financial stability of our utilities.	X 3 dots	Begin Implementation of Master Plan	Continue Implementation of Master Plan
Objective 2: Complete the balance of local street paving projects funded by Measure “O”.	X	Complete in FY 16-17.	
Objective 3: Develop a Measure “O” allocation plan that will include infrastructure improvements such as streets, City buildings, parks and other capital needs. Revisit and redefine a vision and plan for Campus Park.	X		
Objective 4: Update our coastal plan to protect our coasts in the future.	X 2 dots		

• Objective 5: Develop a restoration plan for Ormond Beach and a remediation plan for the Halaco site with a long term vision to attract tourism and natural resources related firms.	X		
• Objective 6: Prepare a master plan (including funding) for long term capital replacement of our parks, streets and all City facilities.			
• Objective 7: Learn about telecommunications infrastructure needs related to economic development and attracting business to Oxnard.			
<u>Small and large group comments about Infrastructure and Natural Resources:</u> • <i>Include all City facilities (parks, streets)</i> • <i>Add an objective regarding telecommunications to meet the needs of business</i> • <i>Increase private-public partnerships – economic development</i> • <i>Funding plan for all infrastructure needs</i> • <i>Host fees/franchise fees for services that duplicate city services</i> • <i>Preservation of coast, harbor/power plant area is all one major objective</i> • <i>Infrastructure centered on economic growth</i> • <i>When making infrastructure improvements think of new technologies that are coming in the future</i> • <i>Needs in the internal areas of city</i> • <i>Protect what's ours – e.g., trucks on Rose Avenue are creating an impact, keep neighborhoods clean, parking problems, trash/recycling thefts</i> • <i>Don't over promise; look at fees for service where applicable</i>			

Appendix 1: INCO and Citizen Advisory Groups: Budget Related Priorities

This was a handout distributed at the October 29, 2015 Council workshop. It was prepared by INCO and the Citizen Advisory Groups.

This list is a summary of goals that CAGs have discussed, with a focus on those related to the budget

- 1) INCO Priorities:
 - a. Short-Term: Reactivate all neighborhood councils (requires more meeting spaces, cleanup, etc., does effect budget), Develop and utilize more effective means of communications, and increase INCO participation.
 - b. Medium-Term: Sponsor an annual Town Hall meeting, and research and present information on projects affecting residents of Oxnard at INCO meetings.
 - c. Work with the Mayor, City Council, City Manager, and staff (and others) representing neighborhood residents to solve problems affecting quality of life in Oxnard.
- 2) Cultural Arts Committee
 - a. Short-Term: Form a 501(c)3: Approval requested and on agenda for 11/15 Council to increase funding and sponsored events.
 - b. Medium-Term: Create a Cultural Arts Master Plan and eventually revise the Strategic Cultural Arts Master Plan.
 - c. Long-Term: Fund and create a master promotion networking medium for the City.
- 3) Measure "O" Oversight Committee
 - a. Short-term: More input to City Council on How Measure "O" Funding is Spent
 - b. Long-Term: Ensure Measure "O" Funding is Used on Proper Community Projects
 - c. Long-Term: Process or Procedure for Measure "O" Priorities
- 4) Youth Commission
 - a. Short-Term: Be the Youth's Voice, Spread an Anti-Bullying Message
 - b. Long-Term: More Activities and More Places for Youth
- 5) Senior Services
 - a. Short-Term:
 - i. Expand technology training at the three senior centers with virtual senior center in mind
 - b. Long-Term:
 - i. Establish a foundation to raise construction funds for a new state of the art senior center to support new and ongoing programs and existing senior centers
 - ii. Demolished existing Wilson Park restrooms and reconstruct in a different location of the park
 - iii. Reopen Colonia Senior Center

- 6) Community Relations Commission
 - a. Short-Term: Build and develop our communication
 - b. Short-Term: Increase public attendance at our meetings
 - c. Long-Term: Advocate for Under-represented and Diversity
- 7) Planning Commission
 - a. Short-Term: Focus on a Green Policy (Sustainability)
 - b. Short-Term: Continue to focus on the Local Coastal Plan (LCP)
 - c. Long-Term: Develop Futuristic City Planning
- 8) Parks, Recreation and Community Services Commission
 - a. Short-Term: Begin Commission Tours of Parks and Rec Venues to evaluate parks and venues and gather public input.
 - b. Short-Term: Collaborate with other CAGS and Staff (increase efficiency)
 - c. Long-Term: Support a City wide "Friends of the Park" Volunteer System to build relationships between residents and their parks
- 9) Downtown Design Review Committee
 - a. Short-Term: Provide better handouts to property owners and merchants, and provide inspiration of what Downtown can be.
 - b. Medium-Term: Be proactive with involvement with projects that could result from \$6 million fund
- 10) Commission on Homelessness
 - a. Short-Term: Recommend presentation of the "10-year Plan to End Homelessness" to the City Council for adoption
 - b. Short-Term: Recommend that the City Council fund a staff position for a Homeless Services Coordinator
 - c. Medium-Term: Recommend that the City Housing Element include a number of provisions that will increase the supply of affordable housing for very-low and extremely-low income persons



**CITY COUNCIL
AGENDA REPORT**

TYPE OF ITEM: Report

AGENDA ITEM NO.: C-1

DATE: December 9, 2015

TO: City Council

FROM: Greg Nyhoff, City Manager
Office of the City Manager

A handwritten signature in dark ink, appearing to be "JN" or "GN", written over the printed name of Greg Nyhoff.

SUBJECT: Channel Islands YMCA (CIYMCA)

CONTACT: Greg Nyhoff, City Manager
Greg.nyhoff@ci.oxnard.ca.us, 385-7430

RECOMMENDATION

That City Council receive a verbal report from Sal Cisneros, Chief Executive Officer from the YMCA on the results of the market study analysis and provide direction to staff.

BACKGROUND

On October 28, 2014, the City Council approved and authorized the City Manager to execute a Memorandum of Understanding (MOU) between the City of Oxnard and the Channel Islands YMCA (CIYMCA) for the potential siting of a facility in Oxnard. The Channel Islands YMCA (CIYMCA) includes seven branches which cover Ventura and Santa Barbara Counties, providing programs encompassing youth to seniors. The current branches are located in Santa Barbara (2 branches), Camarillo, Lompoc, Montecito, Santa Ynez and Ventura.

The possibility of the City of Oxnard partnering with the CIYMCA has been discussed in the past. The CIYMCA is interested in providing their services to the residents of the City of Oxnard. Preliminary assessments found that Oxnard families comprised a significant number of memberships at the Ventura and Camarillo branches.

The CIYMCA desires to locate a facility in the City of Oxnard and some of the amenities at the center would include a large gymnasium, area for child care, kids adventure, an exercise room, a teen center, community/meeting, a nutrition kitchen and family aquatics center.

CIYMCA retained FourSquare Research, SEER Analytics and Gro Development to conduct a market and site study to assess the feasibility and opportunities for siting a new Oxnard family YMCA in the City of Oxnard. The market study evaluated two sites (Sports Park and Southwest Community Park)

within Oxnard and considered the following:

- Location size
- Visibility
- Location
- City owned
- Near schools
- Undeveloped land

The purpose of tonight's presentation is to provide the opportunity for CIYMCA to discuss the results of the study with the City Council and for City Council to provide direction to staff.

FINANCIAL IMPACT

The property has been reserved for park and recreational purposes.



**CITY COUNCIL
AGENDA REPORT**

TYPE OF ITEM: Report

AGENDA ITEM NO.: C-2

DATE: December 9, 2015

TO: City Council

THROUGH: Greg Nyhoff, City Manager
Office of the City Manager

A handwritten signature in dark ink, appearing to be "GN", located to the right of the "THROUGH:" line.

FROM: Joseph Lillio, Chief Financial Officer

SUBJECT: Introduction and Presentation of Priority Based Budgeting

CONTACT: Joseph Lillio, Chief Financial Officer
Joseph.Lillio@ci.oxnard.ca.us, 385-7475

RECOMMENDATION

That City Council Receive and file the presentation on Priority Based Budgeting.

DISCUSSION

A representative from the Center for Priority Based Budgeting will provide a presentation the priority based budgeting concept and how the principles of a priority based budgeting process can be utilized in Oxnard. Some of the key benefits that utilizing a priority based budgeting approach brings include:

- The ability for organizations to better depict and communicate financial information resulting in informed decision-making;
- Avoids traditional "across the board" approach;
- The ability for an organization to be "fiscally prepared" for future;
- Ensuring resource allocation is aligned with community expectations, and
- Assisting municipalities to allocate financial resources based on prioritization.

FINANCIAL IMPACT

There is no financial impact by accepting this report.



**CITY COUNCIL
AGENDA REPORT**

TYPE OF ITEM: Report

AGENDA ITEM NO.: C-3

DATE: December 9, 2015

TO: City Council

THROUGH: Greg Nyhoff, City Manager
Office of the City Manager

A handwritten signature in blue ink, appearing to be "GN", next to the name Greg Nyhoff.

FROM: Maria A. Hurtado, Assistant City Manager

SUBJECT: Presentation of Council Strategic Priority Setting Workshop Draft Report

CONTACT: Maria Hurtado, Assistant City Manager
Maria.hurtado@ci.oxnard.ca.us, 385-7430

RECOMMENDATION

That City Council discuss and accept the draft Council strategic priority setting workshop report and direct staff to return with a business plan for each of the four strategic priority areas for Council review and adoption.

DISCUSSION

On October 29, 2015, the City Council and senior leadership team held a priority setting workshop. Objectives for the workshop included the creation of a consensus on the priorities for the next two years, as well as the strengthening of teamwork between City Council and the Executive Team.

COUNCIL PRIORITY DISCUSSION:

In preparation for the workshop, the facilitator interviewed each member of the City Council regarding accomplishments of the City over the last two years, as well as each Council member's priorities for the next year or two. That draft document was disseminated at the Council Prioritization workshop, which was further refined after the full Council discussed several key projects and priorities that emerged during the discussion. The Council members engaged in a group "dot voting" exercise, where they were able to vote on the goals and objectives that were highest priority to each of them and further refine the priorities.

Additionally, several members of the public offered their comments on priorities, which are listed on Appendix 1: INCO and Citizen Advisory Groups: Budget Related Priorities of the attached draft report.

The attached draft priority setting workshop report delineates the strategy areas and various goals discussed during the Council workshop. The four strategic Priority Areas include:

1. Strategy One: Organization Effectiveness
2. Strategy Two: Economic Development
3. Strategy Three: Quality of Life
4. Strategy Four: Infrastructure and Natural Resources

STAYING ON COURSE TO ACHIEVE PRIORITIES:

Following the goal setting exercise, the Council and Executive Team discussed the necessity of staying on course to achieve these priorities. All in attendance acknowledged that new issues are constantly arising, but that it was important to focus on staying on task with the agreed upon priorities. Some of the key discussion items included focusing on the agreed goals, considering a two-step process, whereby if a Councilmember wishes to suggest a new project or initiative, it would be placed on a Council agenda for discussion, keeping a list of new special projects that are raised to ensure they remain visible and considered once other goals are completed.

NEXT STEPS:

As part of the next steps, staff requests that Council discuss and accept the draft Council strategic priority setting workshop report and direct staff to return with a business plan for each of the four strategic priority areas for Council discussion and approval. The business plans will include the priorities discussed and listed by Council, along with timeframes for completing the work. Once Council adopts the four strategic priority area business plans, they will be incorporated into the Fiscal Year 2016/2017 priority based budget process.

FINANCIAL IMPACT

There is no financial impact by accepting this report.

ATTACHMENTS

Attachment A: Draft Council Priority Setting Workshop Report



**City of Oxnard
City Council/Senior Leadership Team
Strategy Priority Setting Workshop Draft Report**

Held October 29, 2015

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Summary of Discussions

On October 29, 2015, the City Council and Senior Leadership Team held a priority setting workshop from 3 – 7 pm in the Oxnard Library, Meeting Room B.

The objectives for the workshop were as follow:

- Create consensus on priorities for the next two years
- Strengthen teamwork between City Council and the Executive Team

Agenda

- Welcome by the Mayor
- Public comments
- Review key accomplishments
- Create consensus on priorities
- Determine how we will stay on course
- Wrap up

Workshop Participants

- Tim Flynn, Mayor
- Carmen Ramirez, Mayor Pro Tem
- Bert Perello, Councilmember
- Dorina Padilla, Councilmember
- Bryan MacDonald, Councilman
- Greg Nyhoff, City Manager
- Maria Hurtado, Assistant City Manager
- Scott Whitney, Assistant City Manager
- Steve Fischer, Interim City Attorney
- Joseph Lillio, Chief Financial Officer
- Jeri Williams, Police Chief, Interim Fire Chief
- Ashley Golden, Development Services Director
- Kym Horner, Economic Development Director
- Arturo Casillas, Housing Director
- Dan Rydberg, Interim Utilities Director

- Keith Brooks, Interim IT Director
- Daniel Martinez, City Clerk
- Danielle Navas, City Treasurer
- Todd Vasquez-Housely, Interim Deputy Public Works Director
- Terrel Harrison, Recreation Supervisor
- Chelsea Reynolds, Performing Arts Center Manager

The facilitator for the workshop was Jan Perkins, assisted by Julie C.T. Hernandez with flipchart recording, both of whom are with the local government consulting firm Management Partners.

Workshop Preparation

To prepare for the workshop, facilitator Jan Perkins interviewed each member of the City Council regarding accomplishments of the City over the last two years and to learn about each person's priorities for the next year or two.

Staff prepared a document containing all of the priorities identified by the City Council as well as key items identified by the Senior Leadership Team. Status information was provided on each item. See Attachment A.

Workshop Ground Rules

At the start of the workshop, the facilitator suggested several ground rules for discussion to help the City Council and staff reach the objectives of the workshop.

- Stay on track
- Fully participate
- Listen with an open mind
- Give your colleagues an opportunity to talk

Public Comments

Several members of the public offered their comments on priorities. Comments included:

- **Cultural Arts Commission:** Funding for new brochures, use City-owned properties and public spaces but need City leadership to coordinate use
- **Planning Commission:** Green policy, local coastal plan, futuristic city plan
- **Senior Services Commission:** Extend technology training to seniors, demolish Wilson Park building and rebuild, establish a foundation to raise funds to reconstruct a state-of-art senior center

- **Homeless Commission:** Create a 10-year plan for homeless services, hire a homeless services coordinator, emphasis on affordable housing for low- and very low-income in City's housing element
- **Inter-Neighborhood Council Organization (INCO):** Reactivate neighborhood councils, hold a town hall annually, address safety issues, code enforcement, increase numbers of neighborhood watch programs, repair neighborhood lighting (*See Appendix 1 for a copy of the handout they distributed at the meeting; City staff notes that many of the items on the handout will be addressed under the Quality of Life strategic priority area*)
- **Parks and Recreation Commission:** Acquire small parcels throughout the City where the City is park deficient, begin Park and Recreation tours, reach out to CAG, build a Friends of Parks volunteer group, survey all recreation space in City and find other recreation space that could possibly be used including reaching out to educational institutions and churches, survey demand for parks and recreation needs, 24-hour community center
- City needs a balanced budget, will planned reductions be realized, also focus on revenue
- **Community Relations Commission:** More outreach to community, including something that is interactive with ability for community to send in comments
- City as an organization must follow State and Federal laws, including ADA
- **Measure "O" Committee:** Want more input on how funding is spent, need to ensure that funds being used on proper community projects, need a process and procedures to prioritize the use of funds

Reflecting on Accomplishments

The City Council and Senior Leadership Team, working in four small groups, discussed what factors contributed to the City's success with the many accomplishments over the past year and what impediments can get in the way of accomplishing important priorities.

The list of accomplishments was intended to be illustrative and not a comprehensive list. The items on the list were as follows.

- Completed paving on 50% of local streets funded by Measure O
- Commissioned an organizational assessment that resulted in a budget that reflected fiscal reality

- Started changing the core direction and building a culture of accountability, fiscal sustainability, and ethical expectations for the City Organization
- Initiated use of the Advanced Water Purification Facility (AWPF)
- New Fire Station 8
- New soccer fields at College Park
- Successful transition from private to public of the Materials Recovery Facility (MRF)
- Emphasized preservation of our coastal assets and initiated the Local Coastal Plan update
- Extended emergency ordinance regarding power plant
- Looked at opportunities at Ormond Beach
- Lawsuit win over former city manager

Contributors to our success:

The four small groups offered their comments on what contributed to success. The consolidated comments are as follow.

- Collaboration with community, staff and Council
- Clear policy direction
- Leadership
- Hardworking, committed City Council
- Hardworking staff
- Engaged, attentive community
- Advisory groups/stakeholders/residents
- Good staff support
- Bought in new team; working well together; new, good City Manager
- Use of expert outside consultants when needed
- Got second opinion; didn't settle for first opinion
- Public/private partnership lend/lease agreement
- MRF – took chance; 3-2 vote; used outside consultant/expert
- Collaboration: Federal, State, region
- Fresh perspective
- Passage of Measure O to be able to fund items; streets paved
- Interdepartmental cooperation; broke down silos
- Being included in the budget process (department heads)
- Clarity from Mayor/Council to City Manager = Success
- Taking action/making decisions/reaching consensus
- Follow through with decisions
- Having vision: AWPF and MRF

Impediments to success:

The four small groups offered their comments on what impediments had to be overcome in achieving the successes, and some that remain. The consolidated comments are as follow.

- Funding for Fire Station 8
- So many problems identified; hard to get forward momentum (re: organizational assessment)
- Funding/need to restore financial capacity
- Staffing
- Training/expertise
- Infrastructure limitations
- Lack of record keeping and systems
- Lack of investments in technology, infrastructure
- Reactive vs. proactive/crisis mode
- Delays in filling positions
- Lack of clarity of what/which positions should be filled
- Build-up of lack of trust from community
- Things take time
- Limited resources: staff time; key HR/CMO functions (Management Partners report pointed this out)
- Taking action/making decisions/reaching consensus

Overview of Priority Setting



Facilitator Jan Perkins and City Manager Greg Nyhoff provided an orientation to priority setting. A summary of points made is as follows.

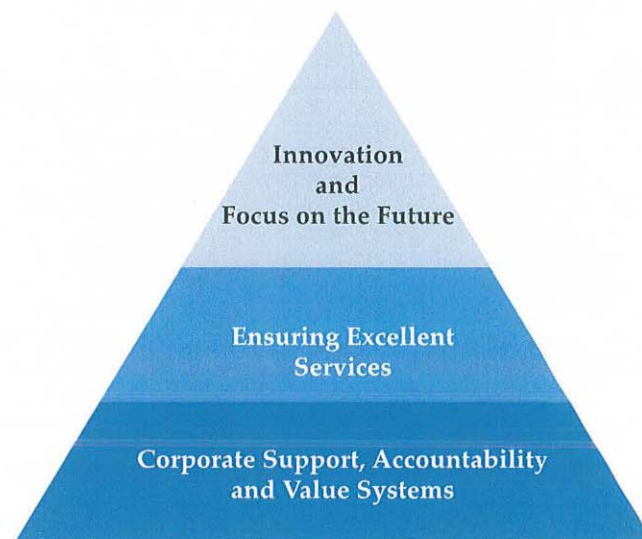
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|---|---|
| • Choices between competing needs | • Priorities are set for the budget |
| • Considers the on-going work of the organization | • Performance measurement for accountability |
| • Is a way for policy makers and staff to be on the same page with expectations | • Achievable priorities are ones that match available resources |

Orientation to the Operating Environment

City Manager Greg Nyhoff explained that the operating environment within which priorities are accomplished is characterized by several factors which need to be kept in mind as priorities are set.

- Studies have identified deficiencies in our corporate systems – recommendations from the studies are now in implementation
- Limited financial resources
- Lean staffing for project execution
- Many positions eliminated for budget balancing purposes
- Many community needs

The City Manager referenced the pyramid that illustrates the three critical building blocks of good government. The first level is the foundation for the rest. That level is having strong systems for the municipal corporation, accountability and values.



Discussion of Council Priorities

The first step in the process was for the Assistant City Manager to orient the City Council to the list of priorities, both in the handout and in posters on the wall.

Working in small groups, the four strategic priority areas were reviewed. The questions answered by the four groups were:

- Are all of the objectives listed important priorities?
- Is anything missing from the objectives? If so, what?

After the small groups held their discussions, the entire group of City Council and Executive Team discussed each of the four strategic priority areas. Additional comments were made by Councilmembers at that time and their comments were recorded on flipcharts.

Attachment A contains a list of the objectives as modified by the group discussion.

Guiding Principles: Councilmembers noted that some of the items on the list or in the discussions are actually guiding principles. Examples of those are:

- Be customer centric, with a strong service orientation.
- Collaborate with community, County and other groups to achieve objectives.
- Be transparent with information to the community about the City's finances.
- Be honest about what the City can accomplish with its available staffing and other resources; do not over promise.
- Think differently about issues and how to solve problems – be creative.
- When making infrastructure improvements, think about future technologies and plan for those.

Organization of the Goals Document

The goals document (Attachment A) is organized into four strategic priority areas (A, B, C, D), each of which has either one or two broad goals. Each goal has several objectives.

The strategic priority areas and broad goals are listed below. These did not change through the discussions. The objectives that are under each of the goals were the focus of the small and large group discussions and modifications were made to those based on discussions.

Strategic Priority Area A: Organization Effectiveness

Goal 1: Create a strong, healthy, accountable organization with a culture that supports effective Council/staff relations and develops and appreciates our employees.

Goal 2: Establish prudent and effective corporate systems and culture and communicate to the community what we are doing. (Includes HR, Finance, IT, teambuilding, training, interdepartmental collaborations)

Strategic Priority Area B: Economic Development

Goal 1: Revitalize the downtown and pursue economic development opportunities.

Strategic Priority Area C: Quality of Life

Goal 1: Improve community safety and quality of life through a combination of prevention, intervention and suppression, including non-police services that address underlying issues.

Goal 2: Strengthen neighborhood development, and connect City, community and culture.

Strategic Priority Area D: Infrastructure and Natural Resources

Goal 1: Make progress on capital projects and protect our natural and coastal assets.

Dot Voting

Councilmembers were asked to do dot voting to identify their top priorities, as a body, for progress over the next two years. As was explained, there is neither the time nor money to move forward equally on everything listed in Attachment A.

Two rounds of dot voting were carried out.

- ***Round One:*** Each Councilmember was provided eight dots, to place on their top eight items.
- ***Round Two:*** Each Councilmember was provided two additional dots, to place on two of the items that already had one or more dots from round one.

How the dot voting will be used: The result of this process was a consensus on top items. The priorities receiving the most dot votes are listed below. It is staff's intent is to make measurable progress on everything listed in Attachment A within the two-year timeframe of FY 2016-17 and FY 2017-18. However, while everything is important, when there is a question in how to allocate resources, the items listed below will be receive the highest attention.

Received four dots:

Strategic Priority Area A: Organizational Effectiveness

- Goal 2, Objective 3: **Implement 128 recommendations from assessment to institute effective management systems.**

Received three dots:

Strategic Priority Area A: Organizational Effectiveness

- Goal 1, Objective 2: **Continue our focus on improving staff accountability and problem solving.**
- Goal 2, Objective 3 (a): **Implement budget and financial management improvements (e.g., changes in budgetary controls, financial management policies, financial health of the general fund and Measure O funds, purchasing practices, contract management, treasury, accounting and internal controls, payroll and human resources controls, risk management, workers compensation and grants management).**

Strategic Priority Area C: Quality of Life

- Goal 1, Objective 4: **Examine options for long term sustainability of our public safety services, including ensuring efficient deployment of resources in the police and fire departments and analyzing the cost of adding public safety positions (e.g. police officers for community policing, firefighters, gang prosecutor, lifeguards).**
- Goal 2, Objective 6: **Develop a rental inspection program.**

Strategic Priority Area D: Infrastructure and Natural Resources

- Goal 1, Objective 1: **Complete our utilities master plan and take necessary steps to provide long term capital replacement and financial stability of our utilities.**

Received two dots:

Strategic Priority Area A: Organizational Effectiveness

- Goal 1, Objective 3: **Establish ethics policies for elected officials, board and commission members, executive management and all employees, and include a whistleblower policy to provide a safe avenue for employees to report problems.**
- Goal 2, Objective 1: **Institute a priority based budgeting program and establish performance measures (foundation set in the first year and implementation second year).**
- Goal 2, Objective 4: **Receive complete and timely information about our finances; provide clear, understandable information to the public; improve the public's confidence in the City's finances.**

Strategic Priority Area B: Economic Development

- Goal 1, Objective 2: **Improve collaborations between EDCO, Chamber of Commerce, downtown organizations, Economic Development Department and Development Services Department to increase job creation and business retention.**
- Goal 1, Objective 3: **Streamline our policies and procedures (e.g., permitting and zoning) and establish good customer service practices within our development services (one-stop shop).**

Strategic Priority Area C: Quality of Life

- Goal 1, Objective 2: **Address youth crime issues.**
- Goal 2, Objective 2: **Empower and connect our Inter-Neighborhood Council Organizations (INCOs), Community Advisory Groups (CAGs) and Neighborhood Watch Program.**

Strategic Priority Area D: Infrastructure and Natural Resources

- Goal 1, Objective 4: **Update our coastal plan to protect our coasts in the future.**

Staying On Course to Achieve Priorities

The Council agreed that it was important to stay focused on the agreed-upon priorities but that new issues will arise. The City Manager will return to the Council with a process, taking into account the comments made in this discussion. Comments made included:

- Focus on the agreed upon goals – do not add new things (unless extremely urgent).
- Consider a two-step process, whereby if a Councilmember wishes to suggest a new project or initiative, it would be placed on a Council agenda for discussion. The City Manager would comment on how it would impact other priorities. Then the Council would determine if the new initiative should move forward.
- Keep a list of new special projects that are raised, so they can be tracked; add to minutes of the meeting so it is memorialized.
- Once a month have a place on the Council agenda discuss potential new priorities.
- We did not have priorities in the past; having them will help in decision-making.
- If the Council adds something, acknowledge that delays will occur.

Follow-Up Steps

The Council consensus on priorities will be reflected in the staff's work plan and in the upcoming budget. Staff will periodically report progress on the priorities.

Specific next steps are:

- Workshop report to be placed on Council agenda for discussion, with the Council adopting or modifying the 4 Strategic Priority areas.
- Once Council approves the four Strategic Priority areas, staff will prepare a business plan for each of the 4 strategic priority areas and return to Council for review and adoption.
- Once Council adopts the four Strategic Priority area Business Plans, they will be incorporated into the Fiscal Year 2016/2017 budget.
- Periodic progress reports will be provided to Council after adoption throughout the year.

Closing Comments

In closing, the Mayor, each Councilmember and the City Manager commented on the workshop. Each stated the workshop was a good opportunity to discuss important issues with each other and the staff.

Attachment A: Strategic Priority Areas, Goals, Objectives

This table contains the objectives as modified through discussions on October 29, 2015. It also contains a summary of the comments made in each of the four categories. The objectives receiving 2, 3 or 4 dots at the City Council workshop are noted below in the second column. Only the Mayor and Councilmembers were involved in the dot voting.

Strategic Priority Areas (A,B,C,D) Goals and Objectives	Currently underway by staff X=Yes		
	Number of Dots from Council	Progress planned FY 2016-17	Progress Planned FY 2017-18
STRATEGIC PRIORITY AREA A: ORGANIZATIONAL EFFECTIVENESS			
Goal 1: Create a strong, healthy, accountable organization with a culture that supports effective Council/staff relations and develops and appreciates our employees.	X	Continue Implementing Organizational Assessment Recommendations	Anticipated completion of implementation of recommendations
Objective 1: Establish employee development, training, recognition and orientation programs to build talent within our organization.	X	Orientation program	Training program
Objective 2: Continue our focus on improving staff accountability and problem solving.	X 3 dots	Ongoing	Ongoing
Objective 3: Establish ethics policies for elected officials, board and commission members, executive management and all employees, and include a whistleblower policy to provide a safe avenue for employees to report problems.	X 2 dots	Ongoing/ Whistleblower Policy will be Implemented	Ongoing
Goal 2: Establish prudent and effective corporate systems and culture and communicate what we are doing to the community. (Includes HR, Finance, IT, teambuilding, training, interdepartmental collaborations)	X	Continue Implementing Organizational Assessment Recommendations	Anticipated completion of implementation of recommendations
Objective 1: Initiate a priority based budgeting program and establish performance measures (foundation will be set in the first year and implementation in the second year)	X 2 dots	Work with experts to develop	Continue to implement

Objective 2: Establish an internal audit program.	X	Item goes to Council 11/17/15	
Objective 3: Implement 128 recommendations from organization assessment to institute effective management systems, in the following categories.	X 4 dots	Will continue to implement with quarterly updates to Council	Anticipated completion of implementation of recommendations
a. Budget and financial management (e.g., budgetary controls, general fund and Measure O, purchasing, accounting, internal controls, payroll controls, risk management)	X 3 dots	Will continue to be addressed as part of organizational assessment	Will continue to be addressed as part of organizational assessment
b. Information technology	X	IT Master Plan goes to Council 10/27	Will continue to be addressed as part of organizational assessment
c. Asset Management (fleet, facilities, parks, streets and alleys, water, wastewater, stormwater)	X	Will continue to be addressed as part of organizational assessment	Will continue to be addressed as part of organizational assessment
d. Human resources and programs	X	Will continue to be addressed as part of organizational assessment	Will continue to be addressed as part of organizational assessment
Objective 4: Receive complete and timely information about our finances; provide clear, understandable information to the public; improve the public's confidence in the City's finances.	X 2 dots	Ongoing	Ongoing
<u>Small and large group comments about Organization Effectiveness:</u> - Community input (survey/outreach) - Cross-communicate (two-way communication, three way communication) - Listen, address and then rectify - Clear communication of expectations and values to staff - Priorities to positions to outcomes - Providing good customer service is essential - Self-improvement programs (e.g., Six Sigma) - Role of technology to save dollars and assist staff - Make sure residents understand how we stand financially - Ethos of public service – it is a higher calling			

STRATEGIC PRIORITY AREA B: ECONOMIC DEVELOPMENT			
Goal 1: Revitalize the downtown and pursue economic development opportunities.	X	Develop a strategic plan for downtown	Continue developing and implementing strategic plan
Objective 1: Develop a vision and plan (with timelines) for downtown revitalization to create a vibrant center for our community, emphasizing cultural arts, diversity and historic assets.	X	Develop a strategic plan for downtown	Continue developing and implementing strategic plan
Objective 2: Improve collaborations between EDCO, Chamber of Commerce, downtown organizations, Economic Development Department and Development Services Department to increase job creation and business retention.	X 2 dots	Ongoing	Ongoing
Objective 3: Streamline our policies and procedures (e.g. permitting and zoning) and establish good customer service practices within our development services (one-stop shop).	X 2 dots	Anticipated opening of one-stop shop	Continue focus on good customer service
Objective 4: Prepare and implement an economic development plan for attracting and retaining business. Capitalize on historic and natural resources. Engage partners.	X	Spring 2016	
<u>Small and large group comments about Economic Development:</u> <i>Economic development is the way the City will get more revenue</i> <i>Economic development plan and strategies are critical (being developed now)</i> <i>Tourism, Ormond Beach are assets; take advantage of Oxnard as a coastal city, our natural resources, farmland, ocean, wetlands</i> <i>Vision for the city (family place, good paying jobs)</i> <i>Business retention and support</i> <i>Education is the key to well-paying jobs; Linked Learning</i> <i>Broaden our pool of partners; housing options</i> <i>Historic resources are an asset</i> <i>Be careful in reviewing development agreements</i>			

STRATEGIC PRIORITY AREA C: QUALITY OF LIFE			
Goal 1: Improve community safety and quality of life through a combination of prevention, intervention and suppression, including non-police services that address underlying issues.	X	Ongoing; focus on continuing to implement non-police services, such as neighborhood watch and nextdoor.com	Ongoing
Objective 1: Create a renewed focus on police/community relations with underserved communities and youth population.	X	Continue efforts to engage Latino community with officers and Community Affairs Manager	Continue efforts to engage Latino community
Objective 2: Address youth crime issues including dealing with graffiti.	X 2 dots	Continue to work with Recreation and Youth Safety Coordinator/Community Groups	Continue work
Objective 3: Strengthen our focus on domestic violence.	X	Ongoing	Ongoing
Objective 4: Examine options for long term sustainability of our public safety services, including ensuring efficient deployment of resources in the police and fire departments and analyzing the cost of adding public safety positions (e.g. police officers for community policing, firefighters, gang prosecutor, lifeguards).	X 3 dots	Continue to examine options while focusing on managing current resources and budget	Continue to address
Objective 5: Develop a plan to address homelessness.	X		
Goal 2: Strengthen neighborhood development, and connect City, community and culture.	X	Ongoing, focus on implementing new tools like nextdoor.com	Ongoing
Objective 1: Create a renewed focus on establishing a positive outlook and orientation of our City, neighborhoods and overall community.	X	Ongoing	Ongoing
Objective 2: Empower and connect our Inter-Neighborhood Council Organizations (INCOs), Community Advisory Groups (CAGs) and Neighborhood Watch Program.	2 dots	Will be addressed by Public Relations and Community Affairs Manager	Continue to address
Objective 3: Improve our methods of communicating with residents, businesses and neighborhoods (e.g. leverage social media and tools like Nextdoor).	X	Ongoing, new tools are being added and discussed	Ongoing
Objective 4: Create a pilot revitalization project for Southwinds Neighborhood.			

Objective 5: Develop a co-sponsorship policy with criteria that would enable the City to encourage local community events.			
Objective 6: Develop a rental inspection program.	3 dots		
<u>Small and large group comments about Quality of Life:</u> - Add “underserved community and youth population” to 1 - How to better deal with graffiti - Plan for homelessness should not only be in the downtown - Need to add objective of a rental inspection program - Emphasis on hiring local in public safety - Be careful with promises if resources are not available to do something - Be aware of fiscal sustainability; pension reform - Youth issues need emphasis - Utilize County resources and other outside groups, along with community groups to facilitate improvements in our quality of life; focus on collaboration - Think of issues differently, such as turning youth doing graffiti into community art opportunities			
STRATEGIC PRIORITY AREA D: INFRASTRUCTURE AND NATURAL RESOURCES			
Goal 1: Make progress on capital projects and protect our natural and coastal assets.	X	Continue work on Local Coastal Plan Updates and Ormond beach	Continue progress
Objective 1: Complete our utilities master plan and take necessary steps to provide long term capital replacement and financial stability of our utilities.	X 3 dots	Begin Implementation of Master Plan	Continue Implementation of Master Plan
Objective 2: Complete the balance of local street paving projects funded by Measure “O”.	X	Complete in FY 16-17.	
Objective 3: Develop a Measure “O” allocation plan that will include infrastructure improvements such as streets, City buildings, parks and other capital needs. Revisit and redefine a vision and plan for Campus Park.	X		
Objective 4: Update our coastal plan to protect our coasts in the future.	X 2 dots		

• Objective 5: Develop a restoration plan for Ormond Beach and a remediation plan for the Halaco site with a long term vision to attract tourism and natural resources related firms.	X		
• Objective 6: Prepare a master plan (including funding) for long term capital replacement of our parks, streets and all City facilities.			
• Objective 7: Learn about telecommunications infrastructure needs related to economic development and attracting business to Oxnard.			
<u>Small and large group comments about Infrastructure and Natural Resources:</u> • <i>Include all City facilities (parks, streets)</i> • <i>Add an objective regarding telecommunications to meet the needs of business</i> • <i>Increase private-public partnerships – economic development</i> • <i>Funding plan for all infrastructure needs</i> • <i>Host fees/franchise fees for services that duplicate city services</i> • <i>Preservation of coast, harbor/power plant area is all one major objective</i> • <i>Infrastructure centered on economic growth</i> • <i>When making infrastructure improvements think of new technologies that are coming in the future</i> • <i>Needs in the internal areas of city</i> • <i>Protect what's ours – e.g., trucks on Rose Avenue are creating an impact, keep neighborhoods clean, parking problems, trash/recycling thefts</i> • <i>Don't over promise; look at fees for service where applicable</i>			

Appendix 1: INCO and Citizen Advisory Groups: Budget Related Priorities

This was a handout distributed at the October 29, 2015 Council workshop. It was prepared by INCO and the Citizen Advisory Groups.

This list is a summary of goals that CAGs have discussed, with a focus on those related to the budget

- 1) INCO Priorities:
 - a. Short-Term: Reactivate all neighborhood councils (requires more meeting spaces, cleanup, etc., does effect budget), Develop and utilize more effective means of communications, and increase INCO participation.
 - b. Medium-Term: Sponsor an annual Town Hall meeting, and research and present information on projects affecting residents of Oxnard at INCO meetings.
 - c. Work with the Mayor, City Council, City Manager, and staff (and others) representing neighborhood residents to solve problems affecting quality of life in Oxnard.
- 2) Cultural Arts Committee
 - a. Short-Term: Form a 501(c)3: Approval requested and on agenda for 11/15 Council to increase funding and sponsored events.
 - b. Medium-Term: Create a Cultural Arts Master Plan and eventually revise the Strategic Cultural Arts Master Plan.
 - c. Long-Term: Fund and create a master promotion networking medium for the City.
- 3) Measure "O" Oversight Committee
 - a. Short-term: More input to City Council on How Measure "O" Funding is Spent
 - b. Long-Term: Ensure Measure "O" Funding is Used on Proper Community Projects
 - c. Long-Term: Process or Procedure for Measure "O" Priorities
- 4) Youth Commission
 - a. Short-Term: Be the Youth's Voice, Spread an Anti-Bullying Message
 - b. Long-Term: More Activities and More Places for Youth
- 5) Senior Services
 - a. Short-Term:
 - i. Expand technology training at the three senior centers with virtual senior center in mind
 - b. Long-Term:
 - i. Establish a foundation to raise construction funds for a new state of the art senior center to support new and ongoing programs and existing senior centers
 - ii. Demolished existing Wilson Park restrooms and reconstruct in a different location of the park
 - iii. Reopen Colonia Senior Center

- 6) Community Relations Commission
 - a. Short-Term: Build and develop our communication
 - b. Short-Term: Increase public attendance at our meetings
 - c. Long-Term: Advocate for Under-represented and Diversity
- 7) Planning Commission
 - a. Short-Term: Focus on a Green Policy (Sustainability)
 - b. Short-Term: Continue to focus on the Local Coastal Plan (LCP)
 - c. Long-Term: Develop Futuristic City Planning
- 8) Parks, Recreation and Community Services Commission
 - a. Short-Term: Begin Commission Tours of Parks and Rec Venues to evaluate parks and venues and gather public input.
 - b. Short-Term: Collaborate with other CAGS and Staff (increase efficiency)
 - c. Long-Term: Support a City wide "Friends of the Park" Volunteer System to build relationships between residents and their parks
- 9) Downtown Design Review Committee
 - a. Short-Term: Provide better handouts to property owners and merchants, and provide inspiration of what Downtown can be.
 - b. Medium-Term: Be proactive with involvement with projects that could result from \$6 million fund
- 10) Commission on Homelessness
 - a. Short-Term: Recommend presentation of the "10-year Plan to End Homelessness" to the City Council for adoption
 - b. Short-Term: Recommend that the City Council fund a staff position for a Homeless Services Coordinator
 - c. Medium-Term: Recommend that the City Housing Element include a number of provisions that will increase the supply of affordable housing for very-low and extremely-low income persons