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AGENDA
OXNARD CITY COUNCIL
Special Meeting
City Council Chamber, 305 West Third Street, Oxnard
January 29, 2013
6:00 – 9:00 P.M.

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.

C. STUDY SESSION – Strategic Planning Workshop

City Manager Department

1. **SUBJECT**: Update on 2012 City Council Strategic Planning Workshop Initiatives. (001)
RECOMMENDATION: Receive a report, evaluate and provide comments on the tactical plans, implementation and status of the strategic initiatives identified by the Members of the City Council during the City Council Strategic Planning Workshop held on February 28-29, 2012.
Legislative Body: CC Contact: Christina Aerenlund Phone: 385-7593

2. **SUBJECT**: Discussion regarding future Strategic Planning Session.

D. ADJOURNMENT

In compliance with the Americans with Disabilities Act, if you require special assistance to participate in a meeting, please contact the City Clerk's Office at 385-7803. Notice at least 72 hours prior to the meeting will enable the City to reasonably arrange for your accessibility to the meeting.

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ACTION	TYPE OF ITEM
☐ Approved Recommendation	☐ Info/Consent
☐ Ord. No(s). _____	☐ Report
☐ Res. No(s). _____	☐ Public Hearing (Info/consent)
☐ Other _____	☒ Other <u>Study Session</u>

Prepared By: Christina Aerenlund

Agenda Item No. C-1Reviewed By: City Manager mmh City Attorney AW Finance JK Other (Specify) _____**DATE:** January 22, 2013**TO:** City Council**FROM:** Christina Aerenlund, Public Information Officer
City Manager's Office**SUBJECT:** City Council Strategic Planning Workshop Initiatives Update**RECOMMENDATION**

That the City Council receive a report, evaluate and provide comments on the tactical plans, implementation and status of the Strategic Initiatives identified by the Members of the City Council during the City Council Strategic Planning Workshop held on February 28-29, 2012.

SUMMARY

On February 28-29, 2012, the Oxnard City Council held a Strategic Planning Workshop to establish Strategic Initiatives for the coming year, based on the City Council's adopted mission statement: "*The City of Oxnard will have clean, safe, prosperous and attractive neighborhoods, with open, transparent government*". Additionally, City Councilmembers identified the current "state of the city" with regard to each of the five elements of the Council's Mission Statement, looked ahead and identified Strategic Initiatives to move the City forward over the next few years.

DISCUSSION

Following extensive dialogue and evaluation, members of Council developed and prioritized a list of 18 Strategic Initiatives. To this list, Councilmembers added a 19th Initiative to "Modify the Agenda Process".

Following the Strategic Planning Workshop, Council asked Staff to prepare tactical plans to implement these Strategic Initiatives, with the greatest focus on the first eight.

Following are the City Council's Strategic Initiatives identified during the workshop:

1. Balance the budget with minimal impact
2. Ethics in government
3. RDA challenges, transition
4. Continue branding program including International Market Place and Downtown
5. Enterprise zones, e.g. Sakioka Farms and "new economy jobs"

City Council Strategic Planning Workshop Initiatives Update

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6. Public safety / neighborhood policing (gang prevention)
7. Safe housing collaborative
8. Transportation – transition GCT to an authority
9. Continue graffiti abatement efforts
10. Effort to improve lives of our youth “Youth Master Plan”
11. Form a Senior Advisory Group
12. Identify funding sources for street improvements
13. Parks – prioritize and complete
14. Plan to clean / remediate Halaco
15. Support for small business
16. Take advantage of environmental resources in S. Oxnard
17. General plan to increase civic engagement
18. Protect coast from future invasive projects
19. Modify the Agenda Process

Council further agreed that a follow-up workshop should be held in a year or two to monitor progress and/or change priorities, as circumstances may dictate.

Once the City Council established the Strategic Initiatives, City staff proceeded to hold a planning session on April 4, 2012. Department Directors came together to establish goals and develop strategies to implement each Initiative.

FINANCIAL IMPACT

There is no financial impact at this time.

Attachment #1 - City Council Strategic Initiatives – Tactical Plan 2012

#2 - City Council Strategic Initiatives – Progress to Date 2013

#3 - City Council Strategic Planning Report from *The Centre for Organization Effectiveness*

CITY COUNCIL STRATEGIC INITIATIVES TACTICAL PLAN 2012

Tim Flynn, Mayor
Carmen Ramírez, Mayor Pro Tem
Bryan MacDonald, Councilman
Dorina Padilla, Councilmember

Karen Burnham, Interim City Manager

CITY MANAGER'S OFFICE



OVERVIEW

On February 28-29, 2012, the Oxnard City Council held a Strategic Planning Workshop to establish strategic Initiatives for the coming year. Based on the City Council's adopted mission statement that *The City of Oxnard will have clean, safe, prosperous and attractive neighborhoods, with open, transparent government* Councilmembers acknowledged what the City has done in furtherance of the City Council's stated mission. Additionally, City Councilmembers identified the City's "Current Reality", looked ahead and identified strategic initiatives to move the City forward over the next few years.

Following extensive dialogue and evaluation, members of Council developed and prioritized a list of 18 strategic initiatives. Additionally, Councilmembers directed the City Staff to develop a plan to modify the Agenda Process.

Following the Strategic Planning Workshop, Council asked Staff to prepare tactical plans to implement these strategic initiatives, with the greatest focus on the first eight.

1. Balance the budget with minimal impact
2. Ethics in government
3. RDA challenges, transition
4. Continue branding program including International Market Place and Downtown
5. Enterprise zones, e.g. Sakioka Farms and "new economy jobs"
6. Public safety / neighborhood policing (gang prevention)
7. Safe housing collaborative
8. Transportation – transition GCT to an authority
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10. Effort to improve lives of our youth "Youth Master Plan"
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17. General plan to increase civic engagement
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CITY MANAGER'S OFFICE



Council further agreed that a follow-up workshop should be held in a year or two to monitor progress and/or change priorities, as circumstances at that time might dictate.

Following the Strategic Planning Workshop, Council asked Staff to prepare tactical plans to implement these strategic initiatives, with the greatest focus on the first eight.

Once the City Council established the initiatives, City staff proceeded to hold a planning session on April 4, 2012. Department Directors came together to establish goals and develop strategies to implement each of the first 16 strategies and Plan to Modify the Agenda Process.

The following sections will detail a number of objectives for each initiative and identify staff assignments for each objective.

1. BALANCE THE BUDGET WITH MINIMAL IMPACT (FINANCE /CITY MANAGER)

- *Achieve budgetary stability*
- *Establish baseline services*
- *Evaluate restoring or increasing services as revenues improve*
- *Research and initiate efficiencies to minimize budget impacts*

TACTICS, IMPLEMENTATION, TIME TABLE

- Continue to staff committees to evaluate cost-saving and revenue enhancement efforts
- Reports to Council on potential threats and opportunities related to the budget
- Enhanced budget education program to inform the Community of issues related to the budget

2. ETHICS IN GOVERNMENT (CITY ATTORNEY/CITY MANAGER)

- *Achieve more ethical government,*
- *Establish greater public trust,*
- *Improve transparency in process.*

TACTICS, IMPLEMENTATION

- *Bring Policies and Procedures Manual to City Council for review and adoption.*
- *Review and revise current ethics policy, confirm compliance with State and federal law, post on City website.*
- *Provide written notice to City employees and officials of obligations concerning AB1234 training, assist in providing information as to obtaining training.*
- *Provide annual ethics training to City employees. (Written material, verification of receipt, testing?)*
- *Include ethics related considerations in employee orientation and performance reviews (long term).*
- *Establish additional policies and procedures concerning elected officials ethical obligations over and above legal requirements with respect to such matters as campaign contributions, recusal for possible conflicts, disclosure and limitation of contacts with developers and advocates concerning matters before such officials. (This has been discussed at the Policies and Procedures Committee and the process and outcome will likely be Council driven.) (Long term.)*
- *Search for ways to further involve members of the public in City processes (long term).*

3. REDEVELOPMENT AGENCY - CHALLENGES, TRANSITION (CDC SUCCESSOR AGENCY)

- *Objective 1 - Minimize General Fund Impact*
- *Objective 2 - Identify other ways to achieve economic development*
- *Objective 3 - Identify other ways to deliver services*
- *Objective 4 - Complete existing projects*
- *Objective 5 – Continue Affordable Housing Activities*

TACTICS, IMPLEMENTATION, TIME TABLE

- Work with legislator to establish new economic development frameworks*
- Work with other Economic Development agencies* such as, the EDC-VC, WEV, Small Business Administration, Chamber of Commerce, Convention and Visitors Bureau, ODMD
- Transition opportunities and develop new models based on technology/internet*
- Work with city departments to absorb certain services in new ways, i.e. City Corps/graffiti*
- Make sure oversight board including City's representatives, public and advocates understand process, ROPS, and projects *

4. CONTINUE BRANDING PROGRAM INCLUDING INTERNATIONAL MARKET PLACE AND DOWNTOWN (CDCSA AND CITY MANAGER)

A) BRANDING

- *Establish brand over a 10 year timeframe*
- *City departments support strategies brought forth by Branding Committee (approved by City Council)*

TACTICS, IMPLEMENTATION, TIME TABLE

- Attract private investment (EDCO)
- Generate activities to energize Downtown (like evening events)
- Attract quality retail
- Infrastructure improvements (parking lots and alleys)
- Work with Oxnard Downtown Management District
- Continue Facade Program

B) INTERNATIONAL MARKETPLACE DOWNTOWN

- Branding Committee has been established
- Logo accepted by City Council
- Implementation underway
- Implementation Plan for Branding being developed by Committee
- International Marketplace is centerpiece to be located Downtown
- Destination

TACTICS, IMPLEMENTATION, TIME TABLE

- Develop task force to bring public and private entities to the table
 - Recruitment (3 months)
 - Plan Development (6 months)
- establish milestones for 10 year period

5. **ENTERPRISE ZONES, E.G. SAKIOKA FARMS AND “NEW ECONOMY JOBS” (DEVELOPMENT SERVICES)**

- Maximize opportunities to attract higher-wage jobs focused on emerging economic sectors such as bio-medical and technology.

TACTICS, IMPLEMENTATION, TIME TABLE

- Meet with property owner, EDCO staff, and local brokers to assess the potential for the property and initiate a joint economic development strategy.

6. PUBLIC SAFETY / NEIGHBORHOOD POLICING (GANG PREVENTION) – (POLICE DEPARTMENT)

18 months to 3 years to complete

- *Hiring (attrition)*
- *Expansion of Districts One and Two*
- *Impact of Post Release Offender (PRO)*

TACTICS, IMPLEMENTATION, TIME TABLE

- More information presented outside law enforcement on successes
 - PRO
 - Gang Injunction
- ◆ Consider early removal of those who have been in compliance with the injunction
 - Neighborhood Policing
 - Prevention, intervention, enforcement
- ◆ Continued use of grant funds
 - Community Correctional Partnership (CCP)
 - Re-entry grant funds
 - Other funding sources
- ◆ Engage other City departments to assist
 - Partner with the Library, as PROs use the computers, etc.
- ◆ Youth involvement
 - PAL
 - Boys & Girls Club
 - Poll the community on their perception of safety

7. SAFE HOUSING COLLABORATIVE – HOUSING AND CITY MANAGER

- *The City should ensure that everyone residing in Oxnard has a decent, safe and sanitary housing opportunity.*

TACTICS, IMPLEMENTATION, TIME TABLE

- Identify/seek out a community group to take a leadership role in the organizing of the Safe Housing Collaborative effort.
- Contact local housing stakeholders to solicit their participation and/or understanding of the issue (s)
- Ask stakeholders to meet and within one month from City Council approval,
 - Provide recommendations on the next steps.
 - Work with the group to facilitate the implementation of “next steps”
 - It would be required that the group should break down “next steps” and identify timeframes.

8. TRANSPORTATION – TRANSITION GCT TO AN AUTHORITY - (CITY MANAGER)

- *Work with the Ad Hoc Working Committee on the Gold Coast Transit District (GCTD)*
 - *Developing a structure*
 - *Developing proposed legislation*

TACTICS, IMPLEMENTATION, TIME TABLE

- Examine the pros and cons for providing exceptions to the requirement in SB 716 to allow jurisdictions to retain a portion of their TDA funds for local use
- Review and provide input to Ad Hoc Committed on suggested options for allocating TDA funds to the district

9. CONTINUE GRAFFITI ABATEMENT EFFORTS

- *Reduce removal costs and impacts through education: youth and adults.*
- *Reduce/minimize the incidences of graffiti throughout the city.*
- *Review operational methods to reduce costs and increase efficiency.*

TACTICS, IMPLEMENTATION, TIME TABLE

- Increase educational and recreational activities.
- Continue notification to and enforcement of sales of graffiti paraphernalia.
- Community service in lieu of fines; lengthen community service; don't punish poor parents for kid's behavior.
- Continue and increase parental accountability through educational programs.
- Parents monitoring community service will help act as a deterrent.
- Restorative justice.
- Exposure to a wide variety of alternative activities: gardening, art classes, etc.

10. EFFORT TO IMPROVE LIVES OF OUR YOUTH - "YOUTH MASTER PLAN" (RECREATION AND LIBRARY)

- *Through a comprehensive collaborative effort, update Youth Master Plan (18- 24 month process)*
 - As an ongoing living toll, the Youth Master Plan's implementation strategies adopted in 1996 are still relevant and hold true today.
 - "The ultimate success in implementing the Youth Master Plan depends on partnerships of a wide variety of organizations - financially, programmatically, and by providing any number of other resources.
 - While the City has taken the lead in providing the physical space and basic framework for youth service programs, under this plan other youth service agencies offer services as well as ensure that a true holistic approach is implemented.

10 .EFFORT TO IMPROVE LIVES OF OUR YOUTH... (continued)

- Implementation strategies involve ongoing key components:
 - Efforts to design a better youth service delivery system
 - Development and coordination of youth service provider partnerships
 - Continuum of services for all age groups, socioeconomic and educational levels, making every effort to be responsive to the diversity of individuals in the community
 - Comprehensive, coordinated network of programs and resources that promote the full physical, mental and emotional development of our youth and their families; and
 - Implementation of new mechanisms and incentives that create partnerships among diverse community resources including public and private sector programs, community organizations, businesses religious and educational institutions
- Implementation strategies are focused on the following:
 - Prevention rather than crisis management, affirming youth as resources rather than liabilities
 - Provide youth with community service learning opportunities and recognition for actions that serve the community
 - Promote and encourage the development of supportive relationships within families, among parents, between adult and youth, across generations and among peers
- The Youth Master Plan includes:
 - Timeline
 - Strategy key components and elements will be evaluated and adjusted periodically to accommodate new developments
 - A long term investment of community resources

TACTICS, IMPLEMENTATION, TIME TABLE

- Review /Discuss Document with internal city departments that involve/serve youth
- Find data that supports or not supports the Youth Master Plan's implementation strategies using prevention, intervention and enforcement
- As a City collaborative, determine steps, staffing commitment and cost to update Youth Master Plan.
- Engage youth serving organizations in the process

11. FORM A SENIOR ADVISORY GROUP

- *The City of Oxnard currently supports a Community Action Group (CAG) – Senior Services Senior Commission. The Commission is made up of nine members, a cross section, of the Oxnard senior community.*
- *The Commission serves as a liaison between the City Council and the community in matters concerning senior citizens.*

TACTICS, IMPLEMENTATION, TIME TABLE

- The 2011 Commission has developed a “Senior Survey” to identify and address needs of seniors. The survey would be used to develop a “Senior Master Plan”.
- Utilize City Corps and or Neighborhood Services to disseminate “Senior Survey” to a cross section of Oxnard Community.
- Develop a budget for “Senior Master Plan” through a Measure “O” initiative brought forth by Senior Services.

12. IDENTIFY FUNDING SOURCES FOR STREET IMPROVEMENTS

- *Target the funding amount to cover the long term CIP/Maintenance Program annual costs of \$12 million*
- *Develop a stable/steady stream of funding sources*

TACTICS, IMPLEMENTATION, TIME TABLE

- Short-term:
 - Plan projects with multiple improvements to more efficiently use the available funds. Establish nexus for utility projects to offset costs of surface improvements over the utility trench limits.
 - Grants
 - State SRF – low interest rate loan requires revenue stream
 - Bonds – debt service costs require revenue stream
- Long-term:
 - Federal and State grants
 - Measure O funds – use to leverage bonds
 - Tax revenue – assumes economy picks up

13. PARKS – PRIORITIZE AND COMPLETE (CM GENERAL SERVICES)

- **College Park Phase I:** Will be completed on 12/2012
- **Campus Park:**
Plans and specifications funding request to City Council 4/2013
Master Plan to Planning Commission on 6/2013
Master Plan to City Council on 9/2013 asking:
 - a. Approval of Campus Park Master Plan.
 - b. Approval to begin preparation of plans and specifications.*Plans and Specifications* will take 9 months (7/2014)
Bidding process will take 4 months (10/2014)
Construction will take 15 to 18 months (5/2016)
- **Sports Park:**
Construction Funding Request to City Council 4/24/2013
“Approval to go out to Bid” to City Council 5/15/2013
“Award of Bid” to City Council 9/11/2013
Construction Starts 12/2013
Construction Complete 12/2014
- **East Village Park:**
Construction Funding Request to City Council 4/2013.
Approval of Joint Use Agreement to City Council 6/2013.
“Approval to go out to Bid” to City Council 7/2013.
“Award of Bid” to City Council 10/16/2013.
Construction Starts 11/2013
Construction Complete 12/2014

13 Parks...(continued)

TACTICS, IMPLEMENTATION, TIME TABLE

- Return to City Council for each new step of the process for each park.
- Identify sources of funding for Operations, Maintenance & Programming.
- Finalize Joint Use Agreement with the Rio School District for East Village Park.
- Develop Master Plan Schedule for listed parks, new parks and new park facilities

14. PLAN TO CLEAN / REMEDIATE HALACO (CITY MANAGER/DEVELOPMENT SERVICES)

- *City Council adoption of the 2011/12 Legislative Program, which includes specific language to clean and remediate the former Halaco site:*
 - *Under I, General Government section, item #12 "Support legislation and seek funding for the complete remediation of the EPA Superfund Site located on Perkins Road in Oxnard (former Halaco site)."*

TACTICS, IMPLEMENTATION, TIME TABLE

- The City Council's stated position on Halaco remediation includes on-going advocacy.
- Visit Washington DC and meet with EPA staff, including Jim Woolford, Director of the Office of Superfund Remediation and Technology Division.
- Invite EPA Superfund Director and his staff to visit the Halaco site in May, 2012.

15. SUPPORT FOR SMALL BUSINESS (FINANCE AND CDCSA)

- *Create opportunities to expand or preserve business by providing low cost loans and other support in cooperation with other agencies by July 2012*
- *Increase employment opportunities for City residents through regional cooperative efforts to attract new business and expand existing businesses by July 2013*

TACTICS, IMPLEMENTATION, TIME TABLE

- Grow Oxnard fund
- Support Chamber job growth plan
- Identify and disseminate information through education/support
- Explore additional legislation to remove barriers
- Develop a comprehensive/regional economic development strategy
- Survey small businesses to determine needs and concerns
- Establish Fee waivers for target areas, i.e. downtown or South Oxnard
- Internet-based matrix of business resources

16. TAKE ADVANTAGE OF ENVIRONMENTAL RESOURCES IN S. OXNARD

- *Foster additional land acquisition for the purpose of restoring historic wetland areas.*
- *Evaluate and promote the eco-tourism potential of the Ormond Beach area*

TACTICS, IMPLEMENTATION, TIME TABLE

- Foster continued dialogue between Ormond Beach area property owners and Coastal Conservancy staff.
- Insure that any development proposals in the Ormond Beach area address the issue of land acquisition and resource protection issues.

19. MODIFY THE AGENDA PROCESS (CITY MANAGER/CITY CLERK)

- Agenda packet Councilmembers can get through in a timely fashion
- Provide an agenda that meets Council's needs re: amount of information provided
- Meet contractual and regulatory timeframes

TACTICS, IMPLEMENTATION, TIME TABLE

- Reinventing and/or Tweaking the process
- Large documents {finalized} – provide them as early as possible
- Staff meeting where everyone that has an item on the next agenda is available to answer Council's questions
- Move agenda for distribution to Wednesday p.m.
- Alternate meetings with contracts on Tuesday, hearings following Tuesday
- Schedule afternoon meetings for routine items
- Move meetings to morning
- If item is more than 12 pages long-give document to Council one week before it is agendized
- Pilot Program where we move the agenda to a two week timeframe before item actually appears on agenda {agenda date}
- Changes might lead to more addendum items and more ratifications
- Study session with Council regarding problems and solutions

CITY COUNCIL STRATEGIC INITIATIVES

PROGRESS TO DATE JANUARY 2013

Following the City Council Strategic Workshop, the City Manager's Executive Board held a Tactical Planning Workshop to review City Council's 18 strategic initiatives and to Create draft tactical plans for each initiative.

Once identified, City staff followed a two-pronged approach: ongoing implementation of tactics already underway and begin the process of developing and employing additional tactics to enhance the implementation of ongoing and new initiatives.

1. BALANCE THE BUDGET WITH MINIMAL IMPACT (FINANCE /CITY MANAGER)

The objectives of this initiative are to achieve budgetary stability for the Fiscal Year 2013 Budget where expenditures are supported by new or increased revenues or offsetting expenditure reductions and establish baseline service levels while implementing efficiencies and new methods to provide existing services. Over the last four years, the General Fund budget has been reduced from \$119.4 million to \$106 million through hiring freezes, retirement incentive, reductions in capital expenditures, training, and other expenditures. While services have not been eliminated, the quality of services has been impacted. The slow economic recovery makes growing revenues a challenge and at the same time, Federal and State budget tactics such as the dissolution of the Community Development Commission have added to the challenge of increasing revenues through economic growth. In spite of the economic situation or as a result of it, demand for City services continues to grow.

The Fiscal Year 2013 Budget was balanced by Council through a combination of expenditure reductions similar to those incorporated in past years and several revenue enhancements; however, Council expressed an interest in continuing to evaluate budget balancing opportunities. This continuing effort can be advanced through the use of existing employee committees which should be reevaluated as to make-up and focus. Second, reports to Council on potential threats and opportunities related to the budget at regular intervals. Finally, enhanced budget education programs to inform the Community of issues related to the budget should be developed that would provide multiple opportunities for the community to participate in the budget process.

2. ETHICS IN GOVERNMENT (CITY ATTORNEY/CITY MANAGER)

During the Strategic Planning Workshop, Council articulated three goals for ethics in government: 1. achieve more ethical government; 2. establish greater public trust; 3. improve transparency in process. Implementation of these goals included: establishing and bringing a City Council Procedures Manual to City Council on September 11, 2012 (a final draft will be adopted in early 2013); reviewing and revising current ethics policy, and confirming compliance with state and federal law; including ethics related consideration in employee orientation and performance reviews; identifying an ethics consultant to advise the City on ethics issues (on September 11, 2012 Council reviewed proposals from three noted ethical consultants).

3. REDEVELOPMENT AGENCY - CHALLENGES, TRANSITION (CDC SUCCESSOR AGENCY)

An analysis is underway on how best to respond to the most recent letter received from the State Department of Finance (DOF) on December 18, 2012. The DOF has denied as enforceable obligations the \$15.3 million dollars for Wagon Wheel affordable housing; \$150,000 for the Laundromat Project; housing related items in the amount of \$293,480; administrative costs that exceed the allowance by \$501,473; HERO Facade Program Funding in the amount of \$178,500; and, HERO and Ormond Beach street reconstruction in the amount of \$4.5 million dollars. The letter also addresses how the use of the Redevelopment Property Tax Trust Fund (RPTTF) is limited to the amount of funding available to the successor agency in the RPTTF.

Staff is working with the City's/Oxnard Community Development Commission Successor Agency's (SA) Special legal counsel and The Oversight Board to the Oxnard Community Development Commission Successor Agency (OB) legal counsel to address issues raised at December 19, 2012 meeting regarding the Administrative Services Agreement. The agreement was approved by the City and Successor Agency on December 11, 2012. The OB members want to know if City reimbursements are limited to \$250,000 every six months as stated in Section 34171 (b) of AB 1484. OB comments indicate a concern that the agreement as written is an open ended agreement for the City.

CDC Successor Agency (SA) Staff have responded to the most recent State Department of Finance's (DOF) denial of the SA's Affordable Housing Funds. SA Staff met with DOF Staff in Sacramento to provide documentation to identify that the funds in question have been deposited appropriately, per the current law. An official response from DOF is expected this week (ending January 25, 2013).

On December 18, 2012, the DOF Staff denied, among other things, the Wagon Wheel Affordable Housing Project, totaling \$14.3 Million. The developer/owner, Carl Renezeder, of CRFL Family Apartments, initiated litigation against the DOF.

On Thursday, January 18, 2013, Judge Timothy M. Frawley, in Sacramento Superior Court, issued a final judgement and ruling that the project is in fact an Enforceable Obligation, and will be funded. This judgement will allow the 120-unit affordable housing project to move forward with construction, and allow the individuals and families which currently occupy units in the Wagon Wheel Mobilehome Park to relocate, when the construction of the new apartments are complete.

4. CONTINUE BRANDING PROGRAM INCLUDING INTERNATIONAL MARKET PLACE AND DOWNTOWN (CDCSA AND CITY MANAGER)

In the fall of 2010, the Community Development Commission (CDC) began to explore the feasibility for establishing a year-round public international market place in Downtown Oxnard. The creation of a year-round public international market place was a key recommendation and goal of the Community Development Department in 2010.

Several working groups including City Staff, Conventions Visitor's Bureau and the Branding Team investigated the concept. Staff found that a public international market place could be an exciting addition to downtown, becoming a destination attraction that provides a unique and authentic experience for residents and visitors. A City of Oxnard Branding Report prepared and presented by Mr. Roger Brooks of Destination Development International, reaffirmed the importance of this concept.

On July 12, 2011 the Oxnard City Council approved the Oxnard brand of "A Destination That Creatively Celebrated International Culture" and adopted a new City logo with a phased implementation plan.

In an effort to advance the concept, Community Development Staff had discussions with a Developer who was developing a marketplace project in Santa Rosa, California. The Developer expressed interest in creating a similar project in Oxnard and submitted an unsolicited proposal to CDC for the funding of a project feasibility study.

However, the economics of public markets are challenging, and financial commitments, which the former CDC Redevelopment Agency has been restricted from doing with the passing of AB X 1-26 .

5. ENTERPRISE ZONES, E.G. SAKIOKA FARMS AND "NEW ECONOMY JOBS" (DEVELOPMENT SERVICES)

Staff continues to foster opportunities to attract higher wage jobs focused on emerging economic sectors, such as biomedical and technology.

Staff continues to evaluate the potential for Enterprise Zones at the State level, and create local partnerships with the Port of Hueneme, City of Port Hueneme and other agencies.

On January 18, 2013, Assemblyman Jeff Gorell introduced Assembly Bill 146 which would declare the intent of the Legislature to establish a new enterprise zone for the City of Oxnard, in partnership with the City of Port Hueneme and the Oxnard Harbor District. The Enterprise Zone Act authorizes the designation of certain depressed areas in this state as enterprise zones for purposes of providing specific economic incentives within those areas.

6. PUBLIC SAFETY / NEIGHBORHOOD POLICING (GANG PREVENTION) – (POLICE DEPARTMENT)

In July/August 2012, in partnership with the District Attorney's Office, the Oxnard Police Department removed 80+ names of individuals who have been on the Gang Injunction. After much consideration, speaking with various community members and officers who work the Gang Detail, detectives could no longer attest to the gang involvement of the aforementioned people.

In December 2012, the City of Oxnard successfully competed in a grant process that awarded the City \$500,000 over two years to continue our Gang Reduction/Intervention efforts. With the sunset of the Gang Consultant's agreement, the City will advertise for and select a full-time Youth Safety Coordinator Program Manager. This position will be responsible for coordinating all the efforts in regards to youth safety and gang reduction. The position is expected to be filled by March or April 2013.

7. SAFE HOUSING COLLABORATIVE – HOUSING AND CITY MANAGER

Introduced at City Council in 2012 by Councilman Flynn and placed on hold.

8. TRANSPORTATION – TRANSITION GCT TO AN AUTHORITY - (CITY MANAGER)

Council held a study session to discuss Gold Coast Transit (GCT) transitioning into a District and conceptually supported the idea. Council also supported the Ventura County Transportation Commission's (VCTC) Regional Transit Study, which calls for GCT to become a District.

GCT is seeking State legislation for consideration to become a District in 2013.

9. CONTINUE GRAFFITI ABATEMENT EFFORTS

In January 2012, the Graffiti Action Program (GAP) began a major operational overhaul to more effectively and efficiently address the issues of graffiti vandalism removal and repair in our community. Staffing, accountability, cost and coverage were the areas that were the focus of this effort.

With the implementation of the TAGRS database (Measure O) funded in July 2011, came the ability to tie staffing to accountability and provide more efficient removal efforts throughout the city. The city was divided into four quadrants and a GAP crew was assigned to each quadrant. This allowed the crews to become intimately aware of the issues in that area and substantially cut down on general drive time, thus reducing fuel usage and vehicle wear. The TAGRS system also allows us to gather data on locations, the type of graffiti and the method it was applied. In January 2013, we will begin taking before and after pictures of the graffiti we remove for quality control purposes and to bolster court case evidence.

In the past year, we have been able to reduce our personnel staffing by 17% and increase our productivity by 58%. The crews are held accountable for their assigned areas in the city. We negotiated agreements and pricing with vendors and continue to look for supply cost efficiencies. Through the supply cost reductions, we were able to reduce after hours hotline costs by 50% and the cost of spray paint by 60%.

This year two Memorandums of Understanding (MOU) were put in place with the Oxnard School District and the Oxnard Unified High School District to formalize our relationship and continue our anti-graffiti presentations and educational efforts on school campuses. These MOUs are an indication of the district-wide support for our anti-graffiti outreach efforts. We are working with the individual schools to schedule campus presentations.

The Graffiti Task Force continues to work with youth convicted of graffiti vandalism and owe restitution to the City on a case by case basis. Individual restitution plans are worked out that place youth back on the correct path and progress is monitored. All youth convicted of graffiti vandalism in the city service their court ordered community service hours at City Corps. The overall goal of the Graffiti Task Force is to guide youth into making better life choices and to stop vandalizing our community.

10. EFFORT TO IMPROVE LIVES OF OUR YOUTH “YOUTH MASTER PLAN”
(RECREATION AND LIBRARY)

Youth Master Plan

Next Steps: A Collective Vision For Action

Measuring Progress over time: It is important to conduct a comprehensive review of the previous plan and create a Scorecard for “Indicators of Progress” that tracks efforts to meet the specific goals and action steps in the original plan. This scorecard would help lay the groundwork for the city’s new updated plan.

According to the National League of Cities, Institute for Youth, Education and Families, Five key elements form the backbone of an effective youth

Master Plan:

- 1) Engage key stakeholders throughout the community
- 2) Establish and promote a shared vision for youth
- 3) Assess needs and design comprehensive strategies
- 4) Create a framework for shared accountability
- 5) Coordinate city, school and other community efforts

The process of creating a youth master plan facilitates the development of sustained and coordinated strategies that yield large and lasting dividends and ensures that opportunities to improve outcomes for children and youth are not wasted.

The benefits of a youth master plan are greatest when cities, schools, young people, and other key stakeholders work together to lay the foundation of success not only for children and youth, but for the community as a whole.

Young people who grow up with the requisite skills and social attributes for success in school, work, and life form the backbone of communities that strive for an educated, high-wage workforce, vibrant local economy, safe and stable neighborhoods, and strong, healthy families.

Next Steps:

1. Commit or not commit to a comprehensive planning process -

Recreation and Community Services and Library Services have met and plan to bring in Oxnard Housing and Police to the table and come up with a preliminary plan of action. Staff estimates this planning process will take from 18 to 24 months to complete.

Recreation and Community Services and Library Services are currently working on:

- Research on other community YMP models
- Comparing costs of different YMP models
- Connecting with the City of Oxnard’s Blueprint Action plan
- Tapping into different available data to generate a base line and a record of what has or has not been effective
- Create a scorecard/progress report for YMP

10. EFFORT TO IMPROVE LIVES OF OUR YOUTH "YOUTH MASTER PLAN" (continued...)

2. Based on research on other community models, and City's priorities, decide the type of update the City wants to move forward with then come up with a plan of action and timeline.
3. Work collaboratively to develop a coordinated effort with school leaders, youth based organizations, churches, etc.
4. Effectively engage young people.
5. Envision a plan that can guide future action creating S.M.A.R.T. goals
6. Lay the groundwork for sustainability from the beginning

Current Services provided to youth throughout the year

YOUTH DEVELOPMENT	Description/Performance Outcomes	Approximate Number Served Per Year
After School Program	The City of Oxnard, through its partnership with the Oxnard Elementary School District and Star, Inc. provides after school programming to 16 elementary school sites and 3 Junior High School sites. The City provides the Fun for All Program, which offers structured recreation, skill building and health promoting activities to approximately 80-85 children daily.	1,400
Preschool To You Program	The Preschool to You Program is a "portable" preventive strategy in which a mobile unit, staffed with preschool teachers, visits 8-11 park sites weekly within the Oxnard Plains. Over 700 children and their caregivers have been served since its inception. The Preschool to You also provides to parents information about family issues such as domestic violence, pediatric diabetes and child safety.	250
Bedford Pinkard Skateboard Program	The Skateboard Program provides a place for local youth and adults to exercise and safely practice their sport of in-line skating or skateboarding. The mobile skatepark is available for special City events. The Skateboard Program serves approximately 75 participants daily and is open 7 days a week.	75
Colonia Pool	The Colonia Community Pool is open during the summer months free of charge. The pool offers free supervised swimming for 70-80 participants daily. Senior aerobics classes are also offered.	600
Colonia Recreation Center	The Colonia Recreation Center offers youth enriching activities including homework help, a computer lab, excursions, and youth sports in flag football, basketball & soccer. The center serves over 75 children as part of the Summer Lunch Program. The center is open 5 days a week.	300
Colonia Veteran's Memorial Gym	The Colonia Veteran's Memorial Gym provides prevention youth development programs that target at-risk youth. These programs will help youth gain confidence and develop a positive self-image. Youth basketball and volleyball leagues are held throughout the year. In addition, clinics in basketball, soccer, and t-ball are held for youth. The gym also holds Special Olympics basketball training and open play for mentally disabled adults. Open play is also held for youth and adults daily.	3,500
Police Activities League	PAL provides crime prevention and intervention programs by providing youth enriching activities (educational, athletic and recreational) creating a safe environment for positive change. Activities include: Youth Council, All City Band, Mid-City Boxing, Multi-Media Production Projects, Jr. High/High School Dances, a	6,500

Teen Center, and athletic leagues. PAL also partners with the Ventura Unified School District to provide the free summer lunch program. PAL has also increased fundraising efforts through various events and projects.

Oxnard PAL's Youth Director's Council (Y.D.C.) program provides leadership, mentoring and community service opportunities to youth ages 11 to 18. Youth and mentors participate in a minimum of one community service project and leadership workshop each month. Our local youth took full advantage of each educational field trip and state and national leadership events opportunities. In May, Oxnard PAL hosted the 2nd Annual Adidas National Boxing Tournament. The 3-day tournament provided a national platform for local youth and drew more than 500 competitors from Ventura County and across the country.

During the summer months, Oxnard PAL and the Ventura County Unified School District worked together to provide a nutritious meal to approximately 800 youth daily. The program helps to support the more than 80% of Oxnard School District students who receive free or reduced priced meals during the school year.

Each year, Oxnard PAL, together with local businesses, residents and community organizations, work together to brighten the holidays for local families and youth in need. In November, Oxnard PAL served approximately 700 Thanksgiving meals at several locations throughout Oxnard and distributed more than 800 presents to boys and girls ages 0 to 13.

Seasonal Day Camp	Camp Serendipity provides a safe and fun environment for youth ages 5-12 during the summer and winter school breaks. Camp is offered at two sites, PAC Youth Center & Santa Clara Elementary School. It operates from 7 a.m. to 6 p.m., Monday through Friday. Campers participate in a variety of enriching activities including a reading program in partnership with the Oxnard Public Library, outdoor physical activities, water days, arts & crafts, guest speakers, and educational field trips. Partners include City Corps, the Oxnard Public Library, and the Santa Clara Elementary School.	800
SOC Youth/Senior Center	The South Oxnard Activity Center provides a dedicated space for seniors during the morning hours and open for the youth in the afternoon. The SOC Senior Center provides numerous senior related activities and special events. The South Oxnard Youth Center offers youth enriching activities to local youth. Activities include indoor games, homework assistance, arts & crafts, excursions and much more.	125
Southwinds & Durley Center	The Southwinds and Durley Youth Centers offers youth enriching activities including indoor games, athletic leagues and homework help to local youth in the area 5 days a week. The free Summer Lunch Program is also offered at Southwinds in the summer.	650
Youth Enrichment Program	The Youth Enrichment Program, through a bid process, allocates CDBG Public Service funding to community based organizations to provide a variety of services and programs including education enhancement; youth employment/vocational education and training; youth's health and safety; parent/family intervention and support to youth that come from very low, low and low to moderate-income homes.	2,500

CITY MANAGER'S OFFICE



Youth Sports	Youth Sports provides elementary and junior high boys and girls an opportunity to participate in organized team leagues in football, basketball, volleyball, soccer and softball. Games are held at local high schools, City gyms and local parks.	2,094
City Corps	The City of Oxnard's experiment with the Oxnard City Corps enters its 18th year in 2013. Its mission of engaging youth in building up their lives through an intensive menu of work training, service learning and community building projects and activities has yielded impressive outcomes. Employing a continuum of work-alongs, work tryouts and work practice last year, City Corps provided approximately 8,000 opportunities for participation in over 2,600 projects by approximately 700 Oxnard youth from 12 through 26 years old. An activity addition to City Corps is its involvement with citywide GIS (Geographic Information System) mapping with the IT and GIS and Survey units of the City. City Corps leaders have recently mapped sewer laterals for the College Estates neighborhood as wellwater valves in various areas of the city prior to creating a digitized map. A promising outcome is the enrollment of four (4) City Corp leaders in GIS and GPS (Global Positioning System) courses at Ventura College to further education and on-the-job training. The City's Townkeeper Program continues to show very promising outcomes. In addition to its primary mission of taking care of service and action gaps within the Oxnard community, its integration with all other City Corps components has given the City of Oxnard and the youth development system more effective tools and options for transformation especially from among those in need of intervention and healthy growth. The Townkeeper Program has completed training for twelve (12) townkeeping leaders and hosted over 150 area youth in its citywide activities. One "organic" outcome of townkeeping is City Corps' current involvement with "greening" activities on vacant walls that are normally tagged with graffiti. In partnership with elements of Public Works, City Corps townkeeping teams are at the initial stages of using ivy plant species to cover up these wall surfaces for green beautification as well as eliminating potential graffiti sites in the city. The planting of more ivy species for this use is being integrated with City Corps' garden partnerships with schools, community gardening groups and other governmental agencies. City Corps works with the local school districts and community based youth organizations to address the needs of at-risk youth by providing a variety of social services, recreation, and service learning opportunities. City Corps also works closely with neighborhood councils in the distribution of information and neighborhood cleanups. City Corps planned and implemented 2,714 projects and partnered with 83 agencies and organizations.	420 regular members & 5,197-area youth

CITY MANAGER'S OFFICE



Colonia Boxing Center	The Colonia Boxing Center develops young people's capacity to engage in positive behaviors and set personal goals to live successfully as adults. Participants are given the opportunity to compete in boxing shows throughout Southern California & Arizona. The Center is home to World, National and Olympic Champions. Trainers in the Center are former professional boxers that serve as positive role models for youth. The Center is open 5 days a week, serving 40-50 youth daily.	230
Grad Night	For the 36th consecutive year, the department will organize "Grad Night 2011" which is offered to intermediate school students from the Oxnard, Rio, Hueneme and Oceanview School Districts.	1,200
Oxnard Tennis Center	The Oxnard Tennis Center is a full service tennis club. Its eight fully lighted championship tennis courts are complimented by a clubhouse, pro shop, and a locker room facility. Club members take part in weekly tennis activities including leagues, challenge ladders, club tournaments, doubles nights and other fun social events. The Center also offers professional tennis instruction for players of all ages and abilities by PTR/USPTA certified professionals.	250
Recreation Classes	A variety of Recreation Classes are offered year round to preschool aged children, youth and adults. Preschool Classes include Smart Start Kids classes, which are designed to give students a jumpstart into school. Last year approximately 250 students attended preschool classes. In addition, classes such as parent 'n me, zoo camp, pirate camp, little chefs, cartooning, cheer, dance, sports of all sorts, guitar, music and more are offered to youth. Over 1,500 registered for youth classes. Adult classes include zumba, ballroom dancing, Tai Chi Chin, Jazzercise, guitar, belly dancing, yoga, CPR/First Aid to name a few. Over 800 registered for adult classes in the past years.	2,550
Recreation Facilities	Various youth/adult community groups utilize our facilities for seasonal play in youth soccer, adult soccer, baseball, softball, girl's slow pitch and fast pitch softball, and youth football. The department has 16 facilities available for rent including: Community Center West-Adair Field & Clark Field, Driffill Field, O'Brien Field at Beck Park, Del Sol Stadium, Southwest Community Park. Future River Park facilities include a gymnasium and six lighted youth ball fields.	927 Youth & Adult Soccer Teams
Events	The department collaborates with agencies in bringing in special events throughout the year including Santa Claus Float Tours, Breakfast with Santa, Strawberry Triathlon, Oxnard Film Festival, Dallas Cowboys Training Camp, Fun Fest, Multicultural Festival, Tamale Festival, Amigo Baby Christmas, Senior Softball-USA World Championship qualifiers, Amateur Softball Association "C" Western District Championship, Southern California Municipal Athletic Federation "C" Flag Football Championship & Adult Softball Spring "Recreation" Divisional Championship and many more.	
Partners	Some of Recreation's partners include: Rotary Club, Kiwanis Club, Rusty's Pizza Parlor, Boy's & Girls Club, Oxnard Unified School District, Santa Clara Elementary School, River Ridge Golf Course, Ventura County Probation Agency, CARE-VC, Sam's Club, Wal-Mart, McDonald's, Seaside of Oxnard Girls Fast-Pitch Softball, Mermaid PONY Slow-Pitch Softball, Northside Youth PONY Baseball, Sunset, Eastside & South Oxnard Little Leagues, Youth football leagues, Youth Soccer Leagues, Oxnard Adult Soccer Leagues, Jr. NBA/WNBA Skills Basketball Challenge, USA Jr. Olympic Skills Competition, Major League Baseball/Aquafina Pitch, Hit & Run Competition, Aquafina Punt, Pass & Kick Skills Competition, Southern California Municipal Athletic Federation and more.	

11. FORM A SENIOR ADVISORY GROUP

The Senior Services Commission has recently established its 2013 meeting calendar and has formed subcommittees in order to actively pursue goals for the upcoming year.

The issues / projects the subcommittees will be addressing are:

1. The Rose Garden at Wilson, opening it up with volunteers' supervision.
2. Commissioner Info / Bylaws, a binder with all information needed to help commissioners better understand their responsibilities
3. Annual Report to City Council
4. 2013 Goals
5. Senior Survey

The following Commission goals for 2012 have been met:

- Purchase of a Senior Services van,
- A new sound system at Wilson Senior Center
- A senior vegetable garden at Wilson Senior Center,
- Acquisition of new computers for all three senior centers (already installed at South Oxnard and Wilson Senior Centers, with Colonia Senior Center ready to be installed)
- Acquisition of Automated External Defibrillators (AEDs) for each of the three centers (operational as soon as staff is trained)
- A vegetable sink at Wilson for the Senior Nutrition Program.

12. IDENTIFY FUNDING SOURCES FOR STREET IMPROVEMENTS

Public Works Capital Projects Division has updated standards to require utility trenches to match existing lane lines and lane widths. This will maximize the benefits of resurfacing work done on utility pipeline projects.

The Tierra Vista project currently under construction has combined the Sanford Storm Drain Phase- 2 Project with the Tierra Vista Neighborhood Resurfacing Project to more efficiently use the available funds.

Staff is pursuing storm water grants for the La Colonia Green Streets Demonstration Project. The next opportunity is to submit a proposal for an Urban Greening Project Grant due in March 2013.

The City has received a \$250,000 grant from the State of California Strategic Growth Council through Prop 84 to develop a Green Alleys Master Plan for the restoration of alleys throughout the city to improve stormwater management, water quality/ pedestrian safety, and neighborhood cohesion. It will include specific alley improvement plans and a plant palette for demonstration areas.

The design of an alley reconstruction project for Terrace Estates, Blackstock South and Fire Station 3 is 60% complete.

Concept designs for the La Colonia Green Streets Demonstration Project are complete.

Plans for the South Oxnard Crack Seal Global Preventative Maintenance Project are 80% complete.

Construction on the Tierra Vista resurfacing project has begun.

Projects for calendar year 2013 include: Hueneme Rd Widening, Del Norte Blvd Resurfacing, and Wooley Rd Resurfacing.

13. PARKS – PRIORITIZE AND COMPLETE (CM GENERAL SERVICES)

College Park Phase IC:

The Project was completed at the end of 2012, currently the sports field are in the grow-in period and will be ready for play in the Summer 2013. This phase consisted of developing 5 lighted soccer fields, enhancing the existing wetland area, a maintenance yard, concession building, restrooms, completing the entire perimeter road, installing lights to the skate park and a new attendants' booth, BBQ picnic shelters, and improvements to the existing BBQ pavilion area.

Sports Park:

The Plans are completed and are awaiting direction and funding. This project will consist of 5 Soccer fields, a concession building, restrooms, and storage rooms, a tot-lot, and parking lots.

Campus Park:

The project received approval from the Planning Commission this past year to move forward with the design of the 4 soccer fields, 2 baseball fields, a skate park, basketball courts, tot-lot, a synthetic football field and all-weather track, a dog park and parking lots. The next step is to bring this project to City Council for approval to move forward with the design.

East Village:

This Project is 95% designed and is awaiting a joint agreement between the City and the Rio School district to complete the design. This park will consist of open space, bathrooms, tot-lot, exercise station and accessories.

Projects completed:

Community Center Park West Concession Renovation

This project was completed this past summer and was funded through Measure O. The project consisted of renovating the entire snack bar in order to bring it up to the current health requirements. In addition the entire roof of the structure was replaced and had improvements to the existing restrooms and exterior hardscape.

Del Sol Walking Track

This Project was completed this past summer and was funded through Measure O. The project consisted of an all-weather track around the entire park, and had minor improvements to the restrooms, and ADA upgrades to the hardscape ramps.

Lemonwood Park Renovation Project

This project was completed this past summer and was funded through Measure O. The project consisted of replacing the play structure, a new all-weather walking track, ADA upgrades to the sidewalks, renovation of the restrooms, a new BBQ shelter, and security lights.

14. PLAN TO CLEAN / REMEDIATE HALACO (CITY MANAGER/DEVELOPMENT SERVICES)

The City Council's position of HALACO remediation includes ongoing advocacy, including visiting the Environmental Protection Agency (EPA) in Washington D.C. This led to the first ever visit to the Halaco site in May 2012 by the EPA Superfund Director and his staff.

15. SUPPORT FOR SMALL BUSINESS (FINANCE AND CDCSA)

The objectives of this initiative are to create opportunities to expand or preserve business and increase employment opportunities for City residents. In addition to regulatory obstacles, both local and State mandated, financing is limited by the current economic realities and business are competing for fewer consumer dollars. Potential tactics to meet the initiative objectives include the Grow Oxnard Fund revolving loan program, support for the Chamber job growth plan, survey small businesses to determine needs and concerns and develop educational and support programs. In addition, a comprehensive regional approach is needed.

16. TAKE ADVANTAGE OF ENVIRONMENTAL RESOURCES IN S. OXNARD

Staff continues to foster additional land acquisition for the purpose of restoring historic wetland areas, and evaluating and promoting the eco/tourism potential of the Ormond Beach area. Additionally, staff continues to promote dialogue between Ormond Beach property owners and Coastal Conservancy staff.

19. MODIFY THE AGENDA PROCESS (CITY MANAGER/CITY CLERK)

Starting with the September 11, 2012 agenda, staff introduced a pilot project for a modified agenda process. This pilot project allows more time for public agenda review before each City Council meeting. The modified agenda timeframe makes the agenda available to the public on the Thursday morning before the City Council meeting. This pilot project has been well received by the community and others who follow the agenda process.

City of Oxnard

City Council Strategic Planning Workshop Report

March 12, 2012

Prepared by

Gary Winters, Senior Consultant

THE CENTRE for Organization Effectiveness
(A California Joint Powers Authority)

Sommer Kehrli, Executive Director

Overview

On February 28-29, 2012, Gary Winters, of The Centre for Organization Effectiveness, facilitated a Strategic Planning Workshop for the Mayor and members of the City Council. The workshop was also attended by the Acting City Manager, members of the Executive Board, other City employees, citizens, the media, and others. The workshop was televised live and could also be seen on streaming video on the internet.

This report describes the process and products of this workshop. Mr. Winters has facilitated similar workshops for the City of Oxnard in 2005 and 2009.

The Process

Prior to the workshop Mr. Winters interviewed the Mayor, each City Councilperson, and the Acting City Manager to gather information needed to design a successful event.

The workshop included three key elements:

1. Tuesday night: Looking back over the past several years to acknowledge the City has made to achieving it's mission:
 - a. *The City of Oxnard will have clean, safe, prosperous and attractive neighborhoods, with open, transparent government.*
2. Tuesday night: Looking at the present to identify the City's "current reality"
3. Wednesday night: Looking ahead and establishing strategic initiatives to move the City forward over the next few years.

With the assistance of City staffers, key input from all participants was captured on flipchart paper.



The Results

The comments in each dialogue (presented in alphabetical order) as captured on flipchart paper. Tuesday night, beginning with a warm-up exercise:

Dialogue #1A: *What are your hopes for this workshop?*

- That it's a useful two evenings
- That the City Council will work as efficiently as possible as a group
- That this process is meaningful
- That we create a "roadmap" for residents (2)
- That we focus on creating a healthy city (structurally, financially, etc.)
- That we'll stay focused

Dialogue #1B: *What are your concerns, if any, about the workshop?*

- Economics, budget RDA issue
- Inertia of government "swallowing up" everything
- Need to restore trust
- That we'll create something useful
- There are issues beyond our control
- There are some challenges beyond our scope (national, etc.)

Dialogue #2: *Looking back, what are some of the accomplishments and successes over the past several years?*

- "Collection" at RP
- Crime rate down (3))
- Getting the Dallas Cowboys and New Orleans Saints to come here to practice
- Good "press" from outside Oxnard
- "Kitchen" featured on "Diners, Drive-Ins and Dives" television program
- GP preserves Ormond
- Improved business opportunities
- Improved graffiti abatement (2)
- Improvements downtown
- More open, transparent government (with room to grow)
- Operation Uplift in neighborhoods
- Overall appearance of the city
- Renewed College Park
- Residents are more involved
- Strawberry Festival
- Success at creating affordable housing



Dialogue #3: *What is the current “state of the city” with regard to each of the five elements of the City’s Mission Statement?*

Clean

- Depends on neighborhood site
- EPA “Halaco” superfund
- Eyesore in vacant buildings
- Impression from town on HWY 101
- Individuals are picking up trash more
- Some areas are not clean
- Streets need repair
- View cleaner than in the 70s
- Waterways have improved and are cleaner
- We take much for granted

Safe

- City safer for bicyclists (3), more children should bike and feel safe
- Downtown safety improvement
- Example of woman who’s moved to Oxnard from Santa Barbara and feels safer here
- Parents feel safer
- Revitalize A Street
- Six years ago, crime was out of control (compared with today)
- We’re part of a 13 city network, which has created a roadmap to ending gang violence
- We’ve had great success in crime reduction (with neighborhoods playing a critical role)

Prosperous

- Challenge of creating good middle class jobs
- Global partnerships
- Haas – largest employer State of CA not helping
- Need a macro / micro economic strategy to create jobs at all levels, and meet the challenge of “new economy” jobs
- Redevelopment challenges
- Synergistic partnerships
- There’s a \$3 million deficit – we need to get into the “black” again (2)
- There’s an opportunity to improve educational opportunities to help people get better jobs
- We have avoided layoffs and are better off than many cities and the state
- We have better tools to tackle critical issues
- We’ve been here before (deficit issues) and we’ve overcome deficits
- Wealth disparity in the City
- Work with Port of Hueneme



Attractive Neighborhoods

- Economic stress is impacting neighborhoods
- Need for more affordable housing / infill – we have more homeless families, including former homeowners
- Recession has exacerbated overcrowding, which is most pronounced in Southside
- “Smart” traffic
- Some are good, some aren’t and need work
- Transportation / transit needs improving
- We have a perception issue
- We’re engaged in a “branding” program; Oxnard is misunderstood by outsiders

Open, Transparent Government

- Better, but a long way to go
- Internet has created expectations of immediacy
- Much more we could be doing
- Spanish language translation would improve information flow (1/3rd of households are monolingual in Spanish)
- We have to reach higher to improve transparency
- We need to do more PR, newsletters, etc. (like Long Beach)
- We’re doing better to improve transparency
- We’ve taken steps on contracts

Dialogue #4A: *What should the City START doing or do more of?*

- Branding
- Build on partnerships with schools, the Port, etc.
- Code compliance / Park Ranger – be more proactive, like Public Safety
- Cultural arts promotion
- Don’t be complacent – look at and be open to new ways of doing things
- Downtown improvements
- Find ways to complete more street improvements
- Harness residents’ initiative and ideas
- Have a City “store” that promotes the City and generates income
- Have a dialogue with schools, become an active partnership communicator with schools
- Improve communication without getting mired down in the minutiae
- Involve the public more through technology, to engage them in the “roadmap.” Use blogs, etc.
- Listen more to seniors
- Recycling
- Refuse (MRF)
- Revisit employee suggestions to do more with less
- Support smaller businesses, e.g. licensing 

Dialogue #4B: *What should the City STOP doing, or do less?*

- Let the downsides overwhelm us
- Make code-compliance more proactive, less penalizing
- Make the permit process easier
- Say “No” less

Wednesday night:

Dialogue 5: *What are some potential strategic initiatives going forward? Which element(s) of the City’s Mission Statement would they address?*

1. Support for small business
2. Ethics in government (City Council policy and procedures manual)
3. General plan to increase civic engagement
4. Plan to clean / remediate Haalaco
5. Public safety / neighborhood policing (gang prevention)
6. Continue graffiti abatement efforts
7. Improve the lives of our youth through a “Youth Master Plan”
8. Safe housing collaborative
9. Take advantage of environmental resources in S. Oxnard (Ormand Beach)
10. Balance the budget with minimal impact of service delivery
11. RDA challenges, transition
12. Enterprise zones, e.g. Sakioka Farms and “new economy jobs”
13. Transportation – transition GCT to an authority
14. Parks – prioritize, finish
15. Identify funding sources for street improvements
16. Form a Senior Advisory Group
17. Continue branding program including the International Market Place and Downtown
18. Protect coast from future invasive projects



Strategic Initiatives

Following the fifth dialogue of the workshops, all members of Council were given worksheets with all 18 proposed strategic initiatives listed. Each participant was asked to allocate six “focus points” each amongst the 18 possibilities. That is, each participant could “spend” his/her six points in any fashion, from one point each for six different initiatives, to six points for just one initiative or something in-between. This process determined the relative importance of each initiative. (Note: nothing “falls off” the list; this process puts more weight on some initiatives and less on others.) The final list with the number of points collectively allocated is as follows:

Five points

1. Balance the budget with minimal impact

Four points

2. Ethics in government

Three points

3. RDA challenges, transition

Two points

4. Continue branding program including International Market Place and Downtown
5. Enterprise zones, e.g. Sakioka Farms and “new economy jobs”
6. Public safety / neighborhood policing (gang prevention)
7. Safe housing collaborative
8. Transportation – transition GCT to an authority

One point

9. Continue graffiti abatement efforts
10. Effort to improve lives of our youth “Youth Master Plan”
11. Form a Senior Advisory Group
12. Identify funding sources for street improvements
13. Parks – prioritize and complete
14. Plan to clean / remediate Haalaco
15. Support for small business
16. Take advantage of environmental resources in S. Oxnard

No points

17. General plan to increase civic engagement
18. Protect coast from future invasive projects

Next Steps

Following the Strategic Planning Workshop, Council has asked Staff to prepare tactical plans to implement these strategic initiatives, with the greatest focus on the first eight.

Council further agreed that a follow-up workshop should be held in a year or two to monitor progress and/or change priorities, as circumstances at that time might dictate.

