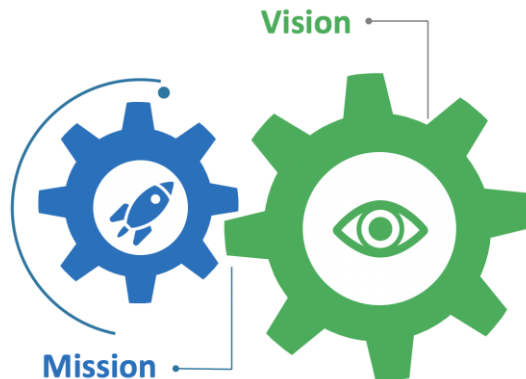




CITY OF CARSON
MISSION AND VISION DISCUSSION MATERIALS
COUNCIL RETREAT – FEBRUARY 4, 2021

AT THE WORKSHOP, THERE WILL BE A DISCUSSION OF MISSION AND VISION. THE FOLLOWING INFORMATION HAS BEEN PREPARED AS A BEGINNING POINT. THE PURPOSE OF THE DISCUSSION WILL BE TO SEEK CONSENSUS OF THE COUNCIL ON A MISSION STATEMENT AND A STATEMENT OF THE COUNCIL'S VISION OF THE FUTURE.



Mission:

Purpose of the City of Carson as an organization

Vision:

Aspiration of where we are going

IN PREPARATION FOR THE WORKSHOP, COUNCILMEMBERS AND EXECUTIVE STAFF WERE ASKED FOR THEIR IDEAS ABOUT VISION AND MISSION. CONCEPTS ARE SHOWN BELOW.

Vision Concepts	
Councilmembers	Executive Staff
<ul style="list-style-type: none">✓ Grow and develop from a bedroom community to a destination city – live up to our potential✓ Transform Carson from a bedroom/industrial city to a destination city with high-tech businesses, jobs that allow young residents to live here, with restaurants and shopping that attract people to our <u>community</u> so we become the jewel of the South Bay✓ Economic opportunities with businesses, retail and amenities that generate tax revenues✓ Creating a destination city with opportunities in all facets – health, financial, education, housing and leisure	<ul style="list-style-type: none">• Future unlimited• Utilize resources and undeveloped land to harness benefits for the community, business and public safety• Future vision generation• Create a prosperous future through diversity, equity and opportunity for residents and businesses• Thriving community of sustainability and well being with a future unlimited• Green city with diverse economic base and secure finances• Carson welcomes the world. Our diversity is our strength.• Creating a safe attractive environment for residents and businesses

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Mission Concepts

Councilmembers

- ✓ Provide for a well-rounded community with **amenities** for residents for a **good quality of life**
- ✓ To **serve** residents, enhance quality of life, protect residents
- ✓ To serve residents, have a **safe environment** with their **voices heard**, and sharing a common mission with the **business community, residents** and council
- ✓ Provide quality of life and **financial opportunities** for residents in a healthy, clean and safe environment

Executive Staff

- Respond to the needs of the residents and businesses in Carson by **professionally** delivering **quality services**
- Efficiently and effectively **serve** the residents, neighborhoods and businesses of Carson
- Provide **exceptional** public service and safety
- Enhance **quality of life** by delivering quality programs, services and facilities
- **Build a City** that the residents enjoy and that is also a place for businesses to thrive
- Embrace the future while respecting our past by leading and partnering with our neighbors throughout the region

AS A BEGINNING POINT, MANAGEMENT PARTNERS HAS DEVELOPED TWO OPTIONS EACH FOR MISSION AND VISION. THEY ARE SHOWN BELOW.

For Discussion: Draft Mission and Vision Options

Mission

Purpose of the City of Carson as an organization

1. To enhance the quality of life of residents and businesses by delivering outstanding public services.
2. To serve our residents and businesses through the efficient delivery of exceptional services.

Vision

Aspiration – what we want to become

1. The jewel of the South Bay – a great place to live, work and visit.
2. A thriving destination city, serving a diverse community, with an unlimited future.





CITY OF CARSON
City Council Priorities & Current Projects-Work Plan
For City Council Workshop – February 4, 2021

This table contains City Council priority categories, and places the projects as shown in a document prepared for the City Council dated December 29, 2020 into each of the categories. This is to aid in discussions of the Council's priorities on February 4, 2021.

Priority Area		Work Plan Projects Underway in FY 2020-21
1. Economic development <ul style="list-style-type: none">Attract new local job-producing businesses that will provide revenue to the City (e.g., high-tech, e-commerce, health care industry)Attract businesses providing local amenities to more fully serve our residents (grocery stores, sit-down restaurants)Develop a “full service” City in terms of amenities, retail, restaurants, and activities for residents		<ol style="list-style-type: none">1) Effort to Bring Grocery Store to Carson2) Implementing the Enhanced Infrastructure Financing District (EIFD)3) Seeking City Council approval to hire an economic development manager
2. Make progress on development that benefits the community in the long term		<ol style="list-style-type: none">1) General Plan Update Project2) Development of the 157 acres3) Develop mechanism for City to obtain community benefit (parks, buffers with adjacencies, place making features) as part of new developments

3. Housing <ul style="list-style-type: none"> ▪ Attract housing for middle income/workforce residents ▪ Advocate for mobile home reimbursement at market rates 	<ol style="list-style-type: none"> 1) Identify funding sources for affordable housing (EIFD will provide some funds) 2) City has joined two JPAs with goal to purchase property in Carson and convert to middle-income housing; one JPA has purchased its first Carson property
4. Quality of life: Improve infrastructure, maintenance and beautification <i>(additional items are listed in the “Capital Improvement Projects” section below)</i> <ul style="list-style-type: none"> ▪ Entryways, medians, trees, parks ▪ Sidewalk and road improvements ▪ Enforcement of dumping trash, debris on streets 	<ol style="list-style-type: none"> 1) Updating Tree Management Program 2) Addressing Long Beach Airport Noise 3) Citywide Sidewalk and Asphalt Repair Program including budget increases for on-call PW contracts and maintenance 4) City Bike Path Development including Dominguez Channel Bike Path Project 5) Updating Pavement Management Plan 6) Conducting the Asset Review of City Facilities 7) Updating Traffic Signal System 8) Addressing dumping of trash on streets 9) Developing Parks and Recreation Master Plan 10) Preparing Prop. 68 Grant Applications for Foisia Park and Carriage Crest Park 11) Project No. 1656: Community Center Bathroom Upgrades and replacement of carpeting in City Hall Public Areas 12) Introduction and roll out of an updated public-facing portal/application for reporting lights being out, pot hole locations, sidewalk and curb defects, etc.
5. Increase public safety (police and fire)	<ol style="list-style-type: none"> 1) Public Safety Crime Deterrence - Upgrading & new installations of cameras on Carson and Avalon 2) Implementation of the Everbridge system to provide alerts, information and notifications to community during emergencies and disasters 3) Disaster Planning and Hazard Mitigation Plan Update 4) Traffic accident analysis to identify problem locations and develop action plan 5) Seeking a location for a new fire station
6. Advocacy for funds from County, State, Federal government	<ol style="list-style-type: none"> 1) Review proposals for state legislative advocates for the City whose scope will include identifying and pursuing grant and funding opportunities. Staff continues to identify and pursue funding opportunities particularly related to COVID-19 (Emergency Services Manager)

7. Maintain quality City services	<ol style="list-style-type: none"> 1) Community events and programs reenvisioned during COVID-19 pandemic includes limited onsite kids programs, aquatics, virtual drive thru holiday events and virtual programming 2) Programming for adults, seniors and children to be reinstated post-pandemic 3) Streamlining and improving processes within Building and Planning Divisions to help homeowners and small businesses with property improvements 4) Designation as a potential location for COVID-19 vaccine distribution 5) COVID-19 Task force: Testing and Food Programs 6) Updating Carson Community Center Marketing Plan 7) Maintaining a work environment that is compliant with health orders during pandemic 8) Online Program Registration and Reservation Software Implementation 9) Partnering with Long Beach Transit to provide improved Fixed Route Transit Service 10) Ongoing Employee Professional Development and Training 11) Recruiting for and maintaining staffing in High Priority Positions 12) Implementing WiFi in the Parks (internal and external)
8. Increased outreach and information to the community	<ol style="list-style-type: none"> 1) Providing regular City publications, press releases, website, mailers and other outreach strategies 2) Implementation of the Everbridge system to provide information and notifications to community 3) City Website Redesign
9. Governance policies and procedures pertaining to districts	<ol style="list-style-type: none"> 1) Working with consultant to draft principles for governance under district model for City Council consideration 2) Redistricting (if required by new Census data) and hiring consultant to assist

Other Projects Listed in December 29, 2020 Report

Completed Items:

- Corporate Yard Transition (land exchange)
- Pension Obligation Bond
- City of Carson Measure K (sales tax)

Capital Improvement Projects:

- HVAC Project – Air Filter Upgrades
- Project No. 1515: Carriage Crest Park Stormwater Capture Facility
- Project Nos. 1393-2 and 1411-2: Sepulveda Blvd. Rehabilitation from Figueroa Street to Main Street
- Project No. 1606: 223rd Street Improvement from Wilmington to East City Limit
- Project No. 1393-3: Citywide Annual Overlay Program (Victoria Street from Figueroa to Avalon) and Project No. 1411-3 Citywide Annual Concrete Program
- Project No. 1422: Broadway Traffic Signal Upgrades
- Measure M Projects (Carson Street Intelligent Transportation System, Sepulveda Blvd. Widening, and Avalon Blvd. Traffic Signal Synchronization)

Other Projects:

- WRT Prop 218 Rate Hearing
- FEMA Reimbursement
- Developing and Tracking of 5-Year Capital Improvement Plan
- Budget, Purchasing, and Accounts Payable Process Improvement
- Comprehensive Fee Study and Overhead Analysis
- Utility User Tax Sunset Removal
- Procurement Card (P-Card) Launch Program (for employees)
- City Hall Network Failover
- Office 365 Deployment
- Security: Internet Web Filter
- Labor Negotiations with Bargaining Groups (MOUs expiring)
- Closing out old Workers Compensation Litigation to reduce liability (also, PW is taking steps to quickly repair potholes and sidewalk defects)