



**City of Carson
City Council Workshop
Held February 4, 2021**

February 2021

**Management
Partners**



Table of Contents

| | |
|--|----------|
| Workshop Report..... | 1 |
| Workshop Overview..... | 1 |
| Opening Comments | 4 |
| Context for the Workshop | 4 |
| Vision and Mission | 6 |
| Council Priorities | 7 |
| Staying on Course with the Priorities..... | 8 |
| Wrap Up and Next Steps..... | 8 |
| Attachment A: Priority Categories and Work Plans..... | 9 |

Workshop Report

The City of Carson held a City Council workshop on Thursday, February 4, 2021 via Zoom, from approximately 9:30 a.m. to 2:00 p.m. The workshop provided an opportunity for the City Council to reach consensus about a vision and mission for the City, understand each other's perspectives, review the City's financial outlook, establish top priorities, and strengthen teamwork. This report contains a summary of the results of the workshop.

Jan Perkins and Gloria Hurtado with Management Partners facilitated the workshop. Ashley Garcia with Management Partners served as recorder.

Workshop Overview

Objectives

- Create a City Council vision and mission
- Understand Councilmembers' interests and staff perspectives
- Establish City Council priorities for the coming year
- Strengthen teamwork

Agenda

- Welcome by the Mayor
- Public comments
- Comments from the City Manager
- Agenda review
- Discuss context for the day's discussions
- Discuss mission and vision
- Discuss Council priorities
- Discuss reporting and staying on course with the priorities
- Wrap up and next steps

Participants

City Council

Mayor
Lula Davis-Holmes



Mayor Pro Tempore
Jim Dear



Councilmember
Jawane Hilton



Councilmember
Cedric Hicks



Elected Officials and Staff

- City Clerk Donesia Gause-Aldana
- City Treasurer Monica Cooper
- City Manager Sharon Landers
- Assistant City Manager John Raymond
- Assistant City Manager David Roberts
- Director of Finance Tarik Rahmani
- Director of Human Resources and Risk Management Faye Moseley
- Public Works Director Eliza Jane Whitman
- Director of Community Services Robert Lennox
- Director of Community Development Saied Naaseh
- Information Technology Manager Kevin Kennedy



Workshop Ground Rules

At the start of the workshop, the facilitator suggested several ground rules to help the group have a successful workshop.



of view

- Listen to understand each other's point
- Seek consensus
- Assume good intent
- Stay focused

Bike Rack

The facilitator explained that items that were raised but would not receive immediate attention would be recorded on a "bike rack." The following items were added to the bike rack during the workshop for staff follow up.

- Research best practices among other cities to help us achieve our vision and mission.
- Determine how to address aesthetics of walls along our city corridors
- Identify potential areas for single family home development in the City.
- Identify funding sources for transitional housing
- Further develop the City's Emergency Operations Center and conduct staff training including updating the City's emergency response plans. Also explore inviting LA County and other partners to conduct disaster drill in the City.
- Report back on accomplishments of the City's grant consultant
- Provide an update on City's Lyft program ridership
- Fire Station – triangular shaped frontage road parcel near Figueroa and Main. Staff to consider approaching the owner to study the site.
- Explore strategies for the City to remain resilient in all aspects following the COVID-19 pandemic.

Workshop Preparation

In preparation for the workshop, the facilitators held individual interviews with each Councilmember, met with the City Manager and executive team, and prepared an agenda, slide deck and other materials.



Opening Comments

The workshop began with a welcome by Mayor Davis-Holmes. She thanked the group for participating in the day's discussions. The Mayor then invited public comments.

City Manager Sharon Landers then offered some opening comments about the day's discussions. Her key points were:

- It is important to understand the Council's collective vision,
- We need to have a clear set of priorities to guide the management of our resources, and
- Ongoing day-to-day operations require continued attention and focus.

Following the City Manager's comments, Jan Perkins provided an overview of the day to help develop a shared understanding of the workshop's purpose and objectives. She reviewed the ground rules, agenda, and the purpose of the "bike rack."

Context for the Workshop

To provide context for the day's discussions, the facilitators reviewed some of the City's recent accomplishments and challenges. The slides presented are shown below.

Highlights of City Accomplishments

Good things happened in a challenging year



- Effectively managed the **pandemic**
- Affordable **housing** developments
- Union South Bay and Evolve Projects
- Set the plate for development **157-acre site**
- Passed **Measure K**, Pension Obligation Bond, Enhanced Infrastructure Financial District (**EIFD**), community facilities district
- **Reduced** crime
- Progress in filling potholes, **street** improvements
- Greater **internet access** to the public in the parks
- Created development **impact fees**
- Transition to **Corporate Yard**
- Lease for 10 acres from sanitation district for **future park**
- Transition of **executive team**


Management Partners

11



Key Challenges Facing the City

- Financial sustainability – revenue retention and growth
- Environmental issues
- Transforming from bedroom/industrial to destination
- Land available for development
- Maintaining the City's infrastructure
- Housing for middle-income
- Homelessness
- Attracting grocery, high tech
- Shopping center development




Internal

- Training, performance management
- Outdated website, technology
- Need for process improvements
- Succession planning
- Labor negotiations
- Organization development

Management Partners

13



In addition, the City's initiatives pertaining to COVID-19 were also highlighted, which included:

- Disaster Small Business Loan Program
- Helping small business navigate COVID-19 by providing grants and loans from the Federal government
- Drive-through COVID-19 testing
- Food distribution to seniors and families
- Employee work-from-home arrangements
- Employee mandatory COVID-19 testing
- Emergency rental relief program



Financial Outlook

The City Manager provided a review of the City's financial outlook. She highlighted the impact of COVID-19 on the City's major revenue sources, reviewed the General Fund reserve, bond rating, and the recent pension obligation bond. She noted that staff's preliminary forecast indicates the City is in a strong financial position to adopt a structurally balanced budget for the coming fiscal year. Councilmembers commented that they were pleased to hear about the City's financial position, including the AA- bond rating.

Vision and Mission

Next, the discussions focused on reaching consensus on a new vision and mission for the City. Facilitator Gloria Huratdo presented the vision and mission concepts that had been provided by Councilmembers and executive staff prior to the workshop. She then reviewed two options created by Management Partners based on the prior input as a way to begin discussions.

After modifications to the options presented, the City Council agreed on a new vision and mission to be confirmed (or modified as needed) at a future Council meeting.

Vision

Carson: A thriving, diverse, destination city – a great place to live, work and play with an unlimited future.

Mission

To serve and enhance the quality of life of residents and businesses through engagement and the efficient delivery of exceptional services.

Discussion of Work Plan Associated with Council Priorities

From Councilmember interviews the facilitators gleaned nine categories of priorities. City staff then provided a work plan associated with each of the priority areas. The nine Council priority categories are listed below.

- 1. Economic development**
- 2. Make progress on development that provides **community benefits** in the long term**
- 3. Housing**
- 4. Quality of life improvements: **infrastructure, maintenance, beautification****
- 5. Increase **public safety** (police and fire)**
- 6. **Advocacy for funds** from county, state, federal government**
- 7. Maintain quality **City programs and services****
- 8. Increased **outreach and information** to the community**
- 9. **Governance** policies and procedures pertaining to districts**

Each of these priority categories was reviewed to seek City Council interests, and to confirm or seek clarification of the work plan identified by City staff.

Attachment A contains the work plans for each of the nine categories along with City Council's key interests and comments.

Consensus on Work Plan

After this discussion Councilmembers were asked if they concur with the proposed work plan. All replied in the affirmative.

Priorities

After discussing the work plans associated with each priority category, Councilmembers participated in a voting exercise to ascertain their top priorities. Each Councilmember selected their top three priority categories.

Upon reflection of the categories, the City Council determined that the first two categories (economic development and community benefits) were too closely related to be separate. Therefore, it was agreed they would be combined.

The results of the voting exercise are shown in Table 1 below. These were the top three categories:

- **Economic development/community benefits (categories 1 and 2 combined)**
- **Quality of life improvements (infrastructure, maintenance, beautification) (category 4)**
- **Governance policies and procedures pertaining to districts (category 9)**

Table 1. Priority Voting

| Category | Votes |
|--------------------------------|-------|
| 1. Economic development | XXX |

| | |
|---|------|
| 2. Development – Make progress on development that provides community benefits in the long term | X |
| 3. Housing | |
| 4. Quality of life improvements: infrastructure, maintenance, beautification | XXXX |
| 5. Increase public safety (police and fire) | X |
| 6. Advocacy for funds from County, State, Federal government | X |
| 7. Maintain quality City services | |
| 8. Increased outreach and information to the community | |
| 9. Governance policies and procedures pertaining to districts | XX |

Staying on Course with Priorities

The facilitator reviewed what will be needed for the City Council and staff to achieve the priorities. A Council-staff partnership is required to focus on the priorities and achieve results. The key points were:

- City Manager will operationalize these priorities, including identifying additional resources needed;
- Staff will provide progress updates; and
- City Council will focus on these priorities and defer new initiatives to future goal setting sessions

Wrap Up and Next Steps

To conclude the workshop, each Councilmember offered a comment on something that was useful to him or her from the day's discussions. Highlights are shown below.

- We were able to agree on so many things. Will make it a reality. Now need a plan of action to implement.
- Great that we agreed on what we want the house to look like, now agree on how to build the house. Further steps to reach the goal and consider the consequences. Work lies ahead to implement.
- Let's figure out how to build it. Be the architects to implement. We have a shared vision, now let's accomplish it.
- Teambuilding with the new regime. We have put the bones together, now let's put meat on the bones and make it work.

The City Manager said she appreciated Council's reactions about the day's discussions and she and staff will move forward with implementation.

Attachment A: Priority Categories and Work Plans

The following table contains each of the nine priority categories presented at the workshop along with the associated work plan priority projects, Councilmembers' key interests as shared in their interviews prior to the workshop, and Councilmember's comments during the workshop.

| Category | Work Plan Priority Projects | Council's Key Interests | Council Comments |
|---|---|---|--|
| 1. Economic Development | <ol style="list-style-type: none"> 1) Effort to bring grocery store to Carson 2) Implementing the Enhanced Infrastructure Financing District (EIFD) 3) Seeking City Council approval to hire an economic development manager | <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 | <ul style="list-style-type: none"> Marketing package Leverage university Economic development consultant Public art as an amenity, maintain lights in the trees, attractive entryway Entertainment, college town feel 2028 Olympics preparations |
| 2. Development Projects | <ol style="list-style-type: none"> 1) General Plan Update Project 2) Development of the 157 acres 3) Develop mechanism for City to obtain community benefit (parks, buffers with adjacencies, place making features) as part of new developments | <ul style="list-style-type: none"> Make progress on development that benefits the community in the long term (e.g., 157 acres, outlet mall site) | <ul style="list-style-type: none"> Coordination of economic development projects so they complement and do not conflict; some sort of master plan Destination site, family entertainment as part of the 157 acres Pick the right partners and right fit for our community We have to decide how we want our City to look |
| 3. Housing | <ol style="list-style-type: none"> 1) Identify funding sources for affordable housing (EIFD will provide some funds) 2) City has joined two JPAs to purchase property in Carson and convert to middle-income housing | <ul style="list-style-type: none"> Attract housing for middle income/workforce residents Advocate for mobile home reimbursement at market rates | <ul style="list-style-type: none"> Mixed-use development, repurpose mall, "work to live" New single-family homes Variety of housing is important, offer something for each income level Include an affordable component Transitional housing (identify funding sources) |
| 4. Quality of Life Improvements: Infrastructure, Maintenance, Beautification | <ol style="list-style-type: none"> 1) Update Tree Management Program 2) Address Long Beach Airport Noise 3) Citywide Sidewalk and Asphalt Repair Program 4) City Bike Path Development including Dominguez Channel Bike Path Project | <ul style="list-style-type: none"> Entryways, medians, trees, parks; sidewalk and road improvements Enforcement of dumping trash, debris on streets | <ul style="list-style-type: none"> Uniformity for wayfinding and monument signs Walls along main corridors to City, including Avalon, Central, Wilmington. Uniform design. Inform homeowner of responsibility. Graffiti abatement |

| Category | Work Plan Priority Projects | Council's Key Interests | Council Comments |
|---|--|--|---|
| | 5) Update Pavement Management Plan 6) Conduct Asset Review of City Facilities 7) Update Traffic Signal System 8) Address dumping of trash on streets 9) Develop Parks and Recreation Master Plan 10) Prepare Prop. 68 Grant Applications for Foisia Park and Carriage Crest Park 11) Project No.1656: Community Center Bathroom upgrades; replace carpeting in City Hall public areas 12) Updated public-facing portal/application for reporting lights being out, pothole locations, sidewalk and curb defects, etc. | | |
| 5. Increase Public Safety | 1) Public Safety Crime Deterrence - upgrading and new installations of cameras on Carson and Avalon 2) Implementation of 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 | <ul style="list-style-type: none"> Continue to reduce crime Focus on community safety – neighborhoods to feel safe | <ul style="list-style-type: none"> On site security at shopping center on Avalon and University Cameras Neighborhood Watch – see something, say something Enhance law enforcement Having people feel safe and be safe is the key to our future Emergency preparedness |
| 6. Advocacy for funds from County, State, Federal government | 1) Review proposals for state legislative advocates for the City -- 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) | <ul style="list-style-type: none"> Additional dollars | <ul style="list-style-type: none"> Leverage sources we have not yet tapped into Go after reachable grants Report back on grant consultant achievements Grant funds for parks, open space Assertive at all levels of government 100,000+ population goal |
| 7. Maintain Quality City | 1) Community events and programs re-envisioned during COVID-19 pandemic | <ul style="list-style-type: none"> COVID-19 services City events; recreation/human services programming | <ul style="list-style-type: none"> Vaccination site Transit service partnership Engage staff in maintaining |

| Category | Work Plan Priority Projects | Council's Key Interests | Council Comments |
|--|---|--|---|
| Services | 2) Programming for adults, seniors and children to be reinstated post-pandemic 3) Streamlining 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) Update Carson Community Center marketing Plan 7) Maintaining a work environment compliant with health orders during pandemic 8) Online program registration/reservation software Implementation 9) Partner with Long Beach Transit to provide improved fixed route transit service 10) Ongoing employee professional development and training 11) Recruit for and maintain staffing in high priority positions 12) Implementing Wi-Fi in the Parks (internal and external) | | quality services, resident service requests and communicating back with requestor ■ Wi-Fi reliability, smart city |
| 8. Increased Outreach and Information to the Community | 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 | ■ Robust communications | ■ Integrate City Council meetings into a Facebook platform ■ Text to join for information ■ Data capturing platform – email/telephone numbers ■ Updated brochure to celebrate successes ■ Build trust through accuracy ■ Keep marquees operational |
| 9. Governance Policies and Procedures Pertaining to Districts | 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 | ■ Working effectively as a governing body within the new election by district system | ■ This is well underway |