



SPECIAL MEETING KERMAN CITY COUNCIL Goal Setting Workshop

Kerman City Hall
850 S. Madera Avenue
Wednesday, May 5, 2015
8:30 AM

AGENDA PACKET AVAILABLE FOR
REVIEW 72 HOURS PRIOR TO
THE CITY COUNCIL MEETING AT
THE CITY CLERK'S OFFICE AND
ON THE CITY WEBSITE
ITEMS RECEIVED AT THE
MEETING WILL BE AVAILABLE
FOR REVIEW AT THE CITY
CLERK'S OFFICE

Stephen B. Hill – Mayor
Gary Yep – Mayor Pro Tem
Rhonda Armstrong – Council Member
Nathan Fox – Council Member
Bill Nijjer – Council Member

AGENDA

ALL MEETING ATTENDEES ARE ADVISED THAT ALL PAGERS, CELLULAR TELEPHONES AND ANY OTHER COMMUNICATION DEVICES SHOULD BE POWERED OFF UPON ENTERING THE COUNCIL CHAMBERS, AS THESE DEVICES INTERFERE WITH OUR AUDIO EQUIPMENT.

OPENING CEREMONIES

- Welcome and Call to Order – Mayor
- Roll Call

1. AGENDA ITEMS

A. **SUBJECT:** City Council Goal Setting Workshop

RECOMMENDATION: Council to conduct goal setting workshop facilitated by Cindy Merzon, Merzon Consulting

Attachments: [2015 Planning Meeting](#)

REQUEST TO ADDRESS THE COUNCIL

This portion of the meeting is reserved for members of the public to address the Council. Speakers shall be limited to three minutes. It should be noted that the Council is prohibited by law from taking any action on matters discussed that are not on the Agenda. Speakers are provide their name and address.

2. ADJOURNMENT

In compliance with the American with Disabilities Act (ADA), if you need special assistance to participate at this meeting, please contact the City Clerk at (559) 846-9380. Notification of 48 hours prior to the meeting will enable the City Clerk to make reasonable arrangement to ensure accessibility to this meeting. Pursuant to the ADA, the meeting room is accessible to the physically handicapped.



City of Kerman

2015 Strategic Planning Meeting

May 5, 2015, 9:00 a.m. – 3:00 p.m., Kerman Council Chambers



CITY OF KERMAN 2015 PLANNING MEETING AGENDA

| <u>Time</u> | <u>Topic</u> | <u>Discussion Leader</u> |
|-------------|--|--------------------------|
| 9:00 a.m. | Welcome and Meeting to Order | Mayor Stephen Hill |
| 9:05 a.m. | Meeting Purpose and Agenda Review | Cindy Merzon |
| 9:15 a.m. | Review Departments Accomplishments/Goals/Challenges | Luis Patlan |
| 9:30 a.m. | Review the City's Motto, Mission, Vision Statement | Cindy Merzon |
| 10:00 a.m. | Conduct a Strength, Weakness, Opportunity and Threat Analysis (SWOT) | Cindy Merzon |
| 12 Noon | Break for Lunch | All |
| 12:30 p.m. | Identify Strategic Goals, Objectives and Implementation Plan | Cindy Merzon |
| 2:30 p.m. | Wrap up discussion and finalize next steps | Cindy Merzon |
| 3:00 p.m. | Adjourn | All |

Note: Breaks will be taken as needed.



CITY OF KERMAN

REVIEW OF DEPARTMENTS ACCOMPLISHMENTS/GOALS/CHALLENGES

- ◆ City Manager
- ◆ City Clerk
- ◆ Administrative Services
- ◆ Police
- ◆ Planning & Development
- ◆ Public Works
- ◆ Parks & Recreation

City Manager

The City Manager is the Chief Executive Officer of the City of Kerman. The City Manager oversees the day-to-day operations of all City departments. The City Manager reports directly to the City Council and provides direction to department heads based on Council goals and priorities.

- Provides leadership and direction in the implementation of all policies set by the City Council
- Supervises the City Department heads to ensure high quality, cost-effective services
- Provides transparency into the City's operations
Promotes and support employee excellence
- Manages labor negotiations with all employee bargaining groups



Planning &
Development



Parks, Recreation &
Community Services



Public Works



Police



Finance



City Clerk

Major Accomplishments/Notable Highlights

- Structurally balanced budget the past three fiscal years (FY 12/13, FY 13/14, FY 14/15)
- Healthy General Fund Reserves (\$2.6 million as of June 30, 2014)
- Finance Director recruitment
- Reformatted City budget document in FY 13/14
- Received excellence in budget awards from CSMFO (FY 13/14 & FY 14/15) and GFOA (FY 14/15)
- Comprehensive redesign of City website
- Developed General Fund Reserve Policy
- Comprehensive update of Purchasing Policy
- Installation of solar array at WWTP and negotiated amended PPA to expand solar field
- Several new commercial projects (Panda Express, Taco Bell, Walmart, Dialysis Clinic)
- Industrial expansion projects (Panoche Creek, Mid Valley Disposal)
- Hiring of one-full time recreation coordinator
- Participation in the HERO and FigTree/PACE Program
- Negotiated agreement with CRES and RJ Hill for new single-family home construction
- Negotiated sale of city-owned property to Panoche Creek for major expansion
- Participating in Multi-Jurisdictional Housing Element Update
- Awarded DOJ COPS Grant to hire one full-time police officer
- Negotiated three year Memorandum of Understanding of three bargaining groups (effective through June 30, 2017)
- Streamlined purchasing and equipping of police vehicles
- New roof at modification to HVAC system at Police building
- New accounting software system
- Implemented employee Summer Barbecues

Goals

- Implement Council's goals and objectives
- New Animal Shelter
- Sphere of Influence (SOI) boundary change
- Downtown improvements
- Ongoing economic development projects (30-acre commercial, Phase II Kerman Neighborhood Center, Tractor Sales)
- Gateway sign in roundabout at Jensen and Madera Avenue
- Workforce Needs Assessment
- Facilities Master Plan
- Implement Employee Recognition Program
- Conclude agreement with FID for Purple Pipe System

Short and Long-Term Challenges

Short-Term

- Ongoing drought and mandatory 36% water reduction target
- Water quality requirements for Chromium 6
- Preparation of Groundwater Sustainability Plan
- Financing new animal control facility
- Staffing in planning department
- Managing legal expenses

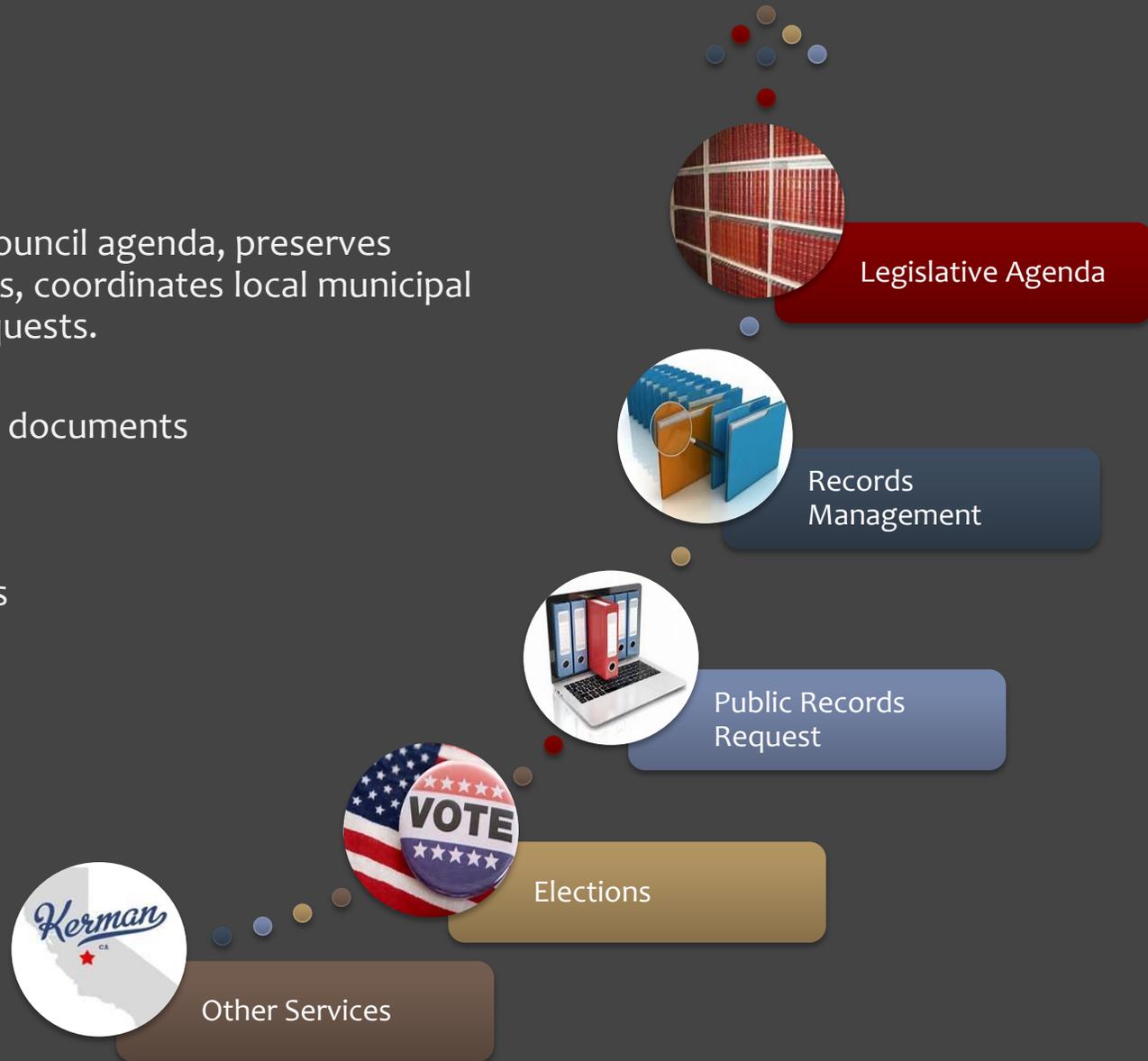
Long-Term

- Sustainable water supply
- New police and senior center facilities
- Funding for ongoing maintenance of streets
- Funding for new parks and ongoing maintenance
- Police fleet replacement
- Impact on tax revenues with transition to alternative fueled vehicles
- Impact on sales tax revenues with transition to on-line/internet sales
- Succession planning as workforce retires
- Health care costs
- Economic uncertainties

City Clerk

The City Clerk prepares and posts the City Council agenda, preserves minutes, maintains custody of public records, coordinates local municipal elections, and respond to public records requests.

- Manage City Council legislative agenda and documents
- Custodian of City records
- Local filing officer for Economic Statements
- Coordination of local municipal elections



Legislative Agenda

- Prepare the bi-monthly agenda for the City Council meetings & post agenda consistent with state law
- Work with department heads on scheduling items for agendas
- Attend bi-monthly City Council meetings
- Prepare official minutes of City Council meetings
- Certify proclamations and resolutions approved by the City Council
- Liaison to City Council on scheduling meetings with the public
- Work with the public on requests to be added to agenda

Records Management

- Ensure agreements and other documents are executed and electronically stored
- Electronic storage of all official documents as prescribed by law
- Provide records as requested to the City Council, departments, and the public in a timely manner
- Assist other departments with electronic records retention efforts

Public Records Request

- Receive and document Public Records Requests (PRR)
- Consult with City Attorney as needed on PRR
- Respond to PRR in a timely manner as prescribed by law
- Work with departments on Public Records Requests

Elections

- Disseminate candidate nomination papers
- Assist candidates complete nomination papers
- Provide information on the city's web site regarding elections
- Monitor elections with Fresno County Registrar of Voters
- Agendize certification of elections results for City Council
- Administer the oath of office to newly elected Council Members
- Serve as local filing officer for Statement of Economic Interest (Forms 700)

Other Services

- Follow-up with departments on citizens complaints
- Administer the oath of office to newly appointed Chamber of Commerce Board of Directors
- Created the annual Mock Student Council Meeting program
- Resource for all City departments

Major Accomplishments/Notable Highlights

- Effectively administered and coordinated the 2012 and 2014 Municipal Elections
- Assisted newly elected Council Members in completing and submitting campaign finance disclosure reports and statement of economic interests (Form 700)
- Maintained and preserved City Council proceedings and related documents allowing for quick and easy access by other city departments, residents and public
- Fostered an excellent working relationship with department heads and staff
- Successfully archived in electronic format all permanent records from 1946 to present for easy access and retrieval
- Implemented conversion to a paperless agendas through the use of tablets for City Council Members
- Established the Mock Student Council meetings with Liberty Elementary and Kerman Floyd Elementary

Goals

- Explore a possible sales tax initiative to expand public safety and parks staffing and services
- Work with Planning and Development on electronically archiving documents
- Provide a computer at City Hall for the public to access information
- Establish an on-line citizens' request for service and/or complaint process
- Explore new agenda manager software
- Add overhead projector with new screens for Council Chambers

Short and Long-Term Challenges

Short-Term

- New agenda manager software

Long-Term

- Keeping up with advanced technology and new software compatibility
- Wireless technology and security issues
- Audio/visual upgrades in Council Chambers

Administrative Services

The Administrative Services Department provides various accounting and business services including preparation of the City's annual budget.

- Prepares and manages the City' budget
- Oversees citywide purchasing consistent with adopted policy
- Insures proper and accurate financial reporting
- Responsible for human resources & information technology
- Handles all utility billing and collections



Financial Reporting



Budgeting



Audits



Utility Billings



Human Resources, Risk Management, Payroll and Other Services

Financial Reporting

- General Ledger maintenance
- Accounts payable
- Accounts receivable
- Investments
- Fiscal responsibility
- Administer City policies and insure compliance

Budgeting

- Monthly analysis
- Mid-Year budget analysis
- New-Year budget development
- Submittal of balanced budget

Audits

- Preparation of annual working papers
- Submittal of completed audit for FYE June 30th by the following November
- Continuation of clean audit report from auditors

Utility Billing

- Administer utility billing for approximately 3,300 accounts
- Prepare monthly billings
- Assist customers in person, by telephone or email
- Accept utility payments by mail, electronically or in person
- Set up service on new accounts
- Terminate service on closed accounts
- Lien releases on property sales

Human Resources

- Assist departments with recruitment process
- Enrollment of new employees
- Employee benefit administration
- Handle and resolve employee grievances
- Administration of MOU with both employee bargaining units
- Maintain personnel files

Risk Management

- City board member of the Central San Joaquin Valley Risk Management Joint Powers Authority
- Processing liability claims through risk management authority
- Present claims settlement to the City Council
- Administration of workers compensation claims

Payroll Processing

- Tabulation of employees time, data entry for bi-weekly payroll processing
- Record accrued vacation and/or sick leave used
- Prepare bi-monthly City Council payroll report
- Prepare quarterly and annual reports; 941, W2's etc.

Other Services

- Receipt and record City revenues
- Administer Internal Service Funds; Information Technology and Vehicle Equipment replace fund ensuring City staff have the necessary tools to perform their job duties
- Business license processing, annual billings and collection of fees
- Dog license processing, annual billings and collection of fees
- Grant reporting as required
- Various State and Federal reporting required
- Resource for all City departments to assist in anyway

Short and Long-Term Challenges

Short-Term

- Staffing levels
- Rising health care costs and the Affordable Care Act
- Pension costs and unfunded liabilities
- Drop in water revenues as conservation efforts reduce consumption

Long-Term

- Increased liability claims due to aging infrastructure
- Maintain fiscal discipline and be prepared for economic uncertainties
- Prepare plan to address aging building needs (Police, Senior Center, Animal Control Shelter)

Major Accomplishments/Notable Highlights

- Worked with City Manager's office on reformatting budget document in FY 2013/14
- CSMFO (California Society Municipal Finance Officers) Budget Award – Fiscal year 2013/2014 and 2014/2015
- GFOA (Government Finance Officers Association) Distinguished Budget Presentation Award Fiscal year 2014/2015
- Timely completion of annual audits with unqualified (clean) audit and no management points for the past four (4) years
- Structurally balanced budgets the past three fiscal years with a healthy General Fund Reserve
- City's debt rating with Standards and Poor's upgraded from "A-" to "A" in 2013
- Participated in negotiating a three (3) year MOU agreement with all three bargaining groups
- Revamped the information technology & vehicle/equipment replacement Internal Service Funds
- Selection, integration, and training on new financial accounting system
- Assisted with developing: Purchasing Policy, General Fund Reserve Policy, and Personal Protective Equipment Policy
- Successfully recruited for an Account Clerk and Senior Accountant to back fill vacancies

Goals

- Ensure expenditures are consistent with adopted policies
- Continue to provide excellent customer service to the residents of Kerman
- Restore staffing levels
- Explore outsourcing utility billing
- Explore alternatives to expand on-line payment of utilities by customers
- Analyze funding opportunities for new animal control shelter
- Ongoing evaluation of police fleet replacement program
- Close-out all activities of the former Kerman Redevelopment Agency
- ADA improvements to front counter and public restrooms
- New telephone system

Police Department

The Police Department provides public safety through routine patrol, special investigations, records management, animal control, and special community programs.

- Utilize proactive policing
- Resolve investigations in timely manner
- File cases with DA & maintain files
- Community engagement through special programs



Patrol



Special Investigations



Records Management



Animal Control



Special Programs

Patrol

- Traffic enforcement
- Subject checks
- Field interviews
- Probation/parole
- Arrests
- Avoid the 21 DUI enforcement

Special Investigations

- Electronic storage of all official documents as prescribed by law
- Provide records as requested to the City Council, departments, and the public in a timely manner
- Assist other departments with electronic records retention efforts

Records Management

- Receive and document Public Records Requests (PRR)
- Consult with City Attorney as needed on PRR
- Respond to PRR in a timely manner as prescribed by law

Animal Control

- Enforce animal laws
- Educate the public on humane treatment of animals
- Impound stray animals
- Dispose of deceased animals
- Placement of animals for adoption

Special Programs

- School Resource Officer
- Citizens on Patrol
- Youth Explorer Program
- Crime-Free Multi-Family Housing Program
- Neighborhood Watch Program
- National Night Out
- Child Seat Belt Safety Training
- Harvest Festival/Pageantry of Lights Parade
- Fourth of July Fireworks
- Relay for Life Fundraiser

Major Accomplishments/Notable Highlights

- Overall, total Part I Crimes down 31% since 2010
- Key crime reduction stats:
 - Robbery down 36% since 2010
 - Burglary down 23% since 2010
 - Theft-Larceny down 36% since 2010
 - Auto Theft down 49% since 2010
- Hired one full-time officer through a four-year DOJ COPS grant
- Increased Level 1 Reserves from 2 in 2010 to 7 today (4 filled)
- Increased officer self-initiated activity
- Retained an in-house Crime Analyst under a multi-jurisdictional grant
- Upgraded weapons capabilities by purchasing a rifle & shotgun for each officer
- Upgraded to high security handgun holster for all officers and reserves
- Increased the number of Tasers that we have available for patrol officers
- Updated handheld radios for officers
- Property & evidence room is up to date
- Case filing and processing is current

Goals

- Continued reduction/suppression of crime
- Increase staffing levels
- Transition to full-time School Resource Officer (SRO)
- Expansion of our Community Programs (Neighborhood Watch, Crime-Free Multi-Family Housing, Youth Explorer Program, Citizens on Patrol)
- Decertify holding facility (not in use)
- Remodel and/or build a new Police Department building
- Video policing program

Short and Long-Term Challenges

Short-Term

- Funding for expanding Police staffing
- Basic repairs to existing building

Long-Term

- Remodel vs. building a new Police facility
- Impact of Prop. 47 on crime (reduction of felonies to misdemeanors)
- Citizens negative perception of law enforcement

Planning & Development

Planning and Development oversees long-range planning for the city, ensuring buildings and development meet code and city standards.

- Implement the City's planning goals and objectives
- Provide technical advice to City Council
- Review and inspect construction projects
- Ensure development meets city standards
- Oversee the City's Capital Improvement Program



Planning

- Current planning (over-the-counter assistance to the public)
- Long-Term Planning (General Plan/Housing Element/Master Plans)
- Process site plan reviews, conditional use permits, temporary permits, tentative tract & parcel maps, etc.
- Conduct CEQA review for all development projects
- Serve as staff to the Kerman Planning Commission
- Advise the Council on all land use matters
- Respond to customers inquiries regarding zoning and land use related questions
- Enforce zoning laws

Building

- Process building plans for plan check
- Issue building permits for minor and major projects
- Conduct inspections to ensure compliance with state building codes
- Ensure projects comply with Construction and Demolition Recycling Program
- Respond to nuisance issues on private property
- Conduct annual weed abatement activities
- Enforce building codes

Engineering

- Prepare and update master infrastructure plans (Sewer, Water, Streets, Storm Drain)
- Prepare annual capital improvement program
- Plan check off-site improvement plans for all private developments
- Review tentative tract maps and parcel splits
- Utilize pavement management system to prioritize street funds
- Submit grants for major transportation-related projects
- Design, bid, and manage public infrastructure projects

Major Accomplishments/Notable Highlights

- Process land use entitlements for Panoche Creek expansions
- Processed land use entitlements for Mid Valley Disposal expansion
- Processed Site Plan Review for Taco Bell, Panda Express and Dialysis Clinic
- Successful transition to new building permit software
- Successful inspections of several new commercial developments
- Increase in single family building permits
- Developed Residential Design Guidelines
- Caltrans grant for the preparation of the Madera Avenue Streetscape Master Plan
- Successful ATP grant awards for bulb-outs at elementary school crossings
- Successful annual weed abatement efforts
- Implementation of new pavement management system
- Implemented Geographic Information System (GIS)
- Grants awarded for major street reconstruction projects (First Street, California Avenue from Del Norte to Madera, California Ave from Goldenrod to Vineland, Vineland Avenue widening)

Goals

Planning

- Expand SOI Boundary as adopted in the 2027 General Plan
- Complete update of 5th Cycle Housing Element (December 31, 2015)
- Downtown improvements
- Gateway signage in roundabout
- Budget for planning consultant
- Review and update planning permit fees
- Amend development standards for all developments to reduce/eliminate turf in landscaping plans and require drip irrigation
- Budget for part-time Permit Technician
- Process entitlement for proposed commercial projects

Building

- Electronic storage of all construction plans
- Review and update building permit fees
- Evaluate building codes to encourage water conservation measures

Engineering

- Complete revised 5-Year Capital Improvement Plan
- Implement Pavement Management System
- Ongoing development of GIS
- Completion of construction of Well #18
- Finalize agreement with FID for purple pipe system
- Complete rail crossing improvement at Goldenrod and California
- Complete installation of traffic signal at Whitesbridge and Vineland

Short and Long-Term Challenges

Short-Term

- Staffing levels in planning and building
- Succession planning as employee retire
- Expansion of Sphere of Influence
- Replacing turf in street medians

Long-Term

- Funding for street maintenance, repair and reconstruction
- Meeting stricter water quality requirements
- Traffic synchronization along Madera Avenue
- Approval from Caltrans for implementing improvements on Madera Ave
- ADA compliance issues in existing city facilities
- Rail crossing improvements at California (and May Avenue)
- Infrastructure to serve development north of Whitesbridge

Public Works Department

Public Works is responsible for streets, sewer, water, storm drains and lighting and landscaping maintenance.

- Ensures that the city's infrastructure is maintained
- Up keeps parks and city buildings
- Managers wastewater treatment plant
- Oversees storm drains and fleet operations



Water

- Ensure the city provides quality water to all residents
- Inspect and monitor water lines and meters
- Manage the Supervisory Control and Data Acquisition program

Sewer

- Oversee the operation of the waste water treatment plant
- Ensure that nitrates and biochemical oxygen are removed from sludge
- Supervise the solar system at the waste water treatment plant

Streets

- Maintain street quality by filling potholes and re-stripping
- Oversee the contracted street sweeping
- Work with city engineer to re-grade streets

Storm Drain

- Maintain storm drain infrastructure
- Keep up basins that collect run off water
- Educate public regarding contaminates that will percolate into the water table

Parks and L&LD Maintenance

- Mow and up keep the city's parks
- Provide tree maintenance
- Up keep the city's street lights

Major Accomplishments/Notable Highlights

- Expanded capacity of the Wastewater Treatment Plant by 50% - plant now meets all Department of Water Resources discharge requirements
- Installed water meters on 60% of the Kerman residences
- Applied for and awarded a Prop 84 grant to install another 665 water meters
- Developed a pavement management system with the City Engineer
- Constructed a reclaimed water piping and pump system that provides reclaimed wastewater to irrigate two adjacent farm property
- Coordinated the construction of a solar array at the WWTP
- Equipped approximately 22 Police Department vehicles with three electric release shotgun and rifle racks

Goals

- Drill a new water well and connect to the water distribution system
- Develop new water storage tanks at the north end of town
- Have all water connections on a metered service
- Remove all turf from the City medians and replace with drought tolerant plants and drip irrigation system
- Construct a new animal shelter at the City Corporation Yard
- Enter into an agreement with FID to provide irrigation water for the City's purple pipe system
- Complete reclamation pond #7 at the Wastewater Treatment Plant
- Develop a single point water meter reading system to read meters citywide

Short and Long-Term Challenges

Short-Term

- Meet mandatory target of 36% water savings by March 16, 2016
- Meet lower hexavalent chromium levels in City water system
- Ongoing maintenance of L & L District

Long-Term

- Rising State agency fees
- How to get more accomplished with fewer resources
- Reduce rising power costs
- Utilize surface water to meet the growing demand for potable water
- Funding to replace aging water and sewer lines

Parks, Recreation & Community Development

Parks, Recreation, and Community Services provides quality programs to local residents with well maintained parks, facilities and inviting public places.

- Organizes the Recreation Commission
- Oversees a diverse range of quality services and programs
- Develops programs that add to the physical activity
- Provides and maintains safe, pleasing and comfortable facilities
- Develops and maintains partnerships with local organizations and businesses



Recreation



Senior Services



Transit



Parks & Facilities Management



Park Development

Recreation

- Coordinates various events throughout the year for youth and teens (teen lock-in, summit and teen fest events)
- Manages the after school program
- Organizes and directs Kerman's summer day camp
- Guides the aquatic program
- Organizes both adult and youth sports programs
- Manages the Youth Commission

Senior Service

- Plans and coordinates annual senior events
- Oversee the Senior Advisory Board
- Coordinates the senior out reach, companion and nutrition programs
- Organizes the retired and senior volunteer program

Transit

- Oversees the Kerman Dial-A-Ride program
- Coordinates the Westside Transit program with Fresno County Transit Services

Parks & Facility Management

- Schedules and coordinates park and facility rental
- Maintains city facilities in optimal condition
- Maintains ball fields and picnic area
- Provides set up of tables and AV equipment for facility rental

Parks Development

- Explores grant options to fund newly developed parks
- Examine cost-effective options for park upgrades

Major Accomplishments/Notable Highlights

- Public Community Parks Master Planning
- Secured \$200,000 grant from Stewardship Council for Katey's Park, plus various other grants and donations
- Installation of new bus shelters on HWY 180
- Community Center Fire Sprinkler replacement
- New Online registration software for use of recreation, parks and facilities
- Developed Department Recreation Activity Guide
- Kerman Earth Day and Easter Eggstravaganza Event
- Teen Summit, Teen Fest, KYLA Teen Leadership
- Hacienda Heights Afterschool Recreation Program
- Soroptimist Park Playground Rubber Re-Surfacing
- National Playful City USA Award
- Kerman Inn Mural
- First Annual Almond Festival
- S.E.A.R.C.H Teen Scavenger Hunt
- B Street Park Playground Purchase and Install
- Senior Roaring 20s Transits Van Harvest Festival Parade Sweeps Stakes Award
- Holiday Toy & Food Drive

Goals

- New Senior/Youth Center building
- Development of two existing neighborhood parks
- Development of eastside (15-acre) & westside (30-acre) community parks
- Skate park upgrade at Kerckhoff Park
- Expand youth programs & activities (i.e. Mentoring, Health and Fitness)
- Development of Parks and Recreation Master Plan
- Increase park facilities and buildings maintenance and repair
- Incorporate xeriscaping & native planting on grounds & parks
- Replace scoreboard at Coleman Field
- Install new roof over bleachers and Coleman Field

Short and Long-Term Challenges

Short-Term

- Some parks are loved to death (over used) requiring greater maintenance
- Upgrade existing parks and facilities
- Development of a new skate park
- Lack onsite ATM/credit card payments for programs and rentals
- Increasing park safety and reducing vandalism with use of video cameras

Long-Term

- New senior center and offices for recreation staff
- Staffing (secretary, mid-manager, building and facility maintenance)
- Funding for new parks and ongoing maintenance
- Engaging youth to exercise and play outdoors
- Health eating choices



CITY OF KERMAN

MOTTO, MISSION, AND VISION

Motto:

A Place Where Community Comes First

Mission:

- ◆ Service – to deliver the highest quality of service in an efficient and cost-effective manner.
- ◆ Safety – to ensure that the community is a safe place to live, work, raise a family, operate a business and visit.
- ◆ Livability – to focus the organization’s human and capital resources on improving the community’s quality of life.

Vision:

Facilitating progress while preserving the community’s small-town character.



CITY OF KERMAN SWOT ANALYSIS

- ◆ What is a SWOT Analysis?
- ◆ Strengths – Positive Attitude
- ◆ Weaknesses – What You Need to Complete/Succeed
- ◆ Opportunities – Build Upon Strengths/Successes
- ◆ Threats – Contingency Planning



CITY OF KERMAN

2015 STRATEGIC GOALS

- ◆ Identify Strategic Goals
- ◆ Develop Strategic Plan
- ◆ Identify Project Leader/Responsible Person
- ◆ Set Realistic Timelines for Completion
- ◆ Establish Periodic Review of Strategic Plan



CITY OF KERMAN

WRAP UP, DISCUSSION AND FINALIZE NEXT STEPS

- ◆ Final Thoughts
- ◆ Next Step
- ◆ The End!

THANK YOU!