



201 Central Valley Highway, Shafter, CA 93263
Meeting Held In-Person.

**AGENDA
SPECIAL MEETING
SHAFTER CITY COUNCIL
SATURDAY, MARCH 9, 2024**

NOTICE TO THE PUBLIC:

Any documents produced by the City and distributed to a majority of the City Council regarding any item on this agenda will be made available in the City Clerk's Office during normal business hours at City Hall located at 336 Pacific Avenue, Shafter CA. In addition, such documents will be posted on the City's website at www.shafter.com.

CALL TO ORDER: 9:00 AM

ROLL CALL: Mayor Givens
Mayor Pro Tem Prout
Council Member Alvarado
Council Member Espinoza
Council Member Olvera

APPROVAL OF AGENDA:

PUBLIC COMMENT:

Those persons wishing to speak on any item included on the agenda, or on any matter within the subject matter jurisdiction of the City Council, are invited to speak from the podium and address the City Council. Speakers are limited to five minutes unless additional time is needed for translation. Please state your name and address for the record before making your presentation.

MANAGEMENT REPORT:

- 1. STRATEGIC PLANNING WORKSHOP:** Update of the City of Shafter Strategic Plan 2024-2027. No action is requested. (City Manager Gabriel A. Gonzalez)

ROLL CALL

ADJOURNMENT:

Pursuant to the Americans with Disabilities Act, if you need special assistance to participate in a City Council Meeting, please contact the City Clerk at (661) 746-5000 at least three (3) days prior to the meeting or time the special services are needed to allow City staff in making reasonable arrangements to provide you with access to the

meeting. Any public record, relating to an open session agenda item, that is distributed within 72 hours prior to the meeting is available for public inspection in the City Clerk's Office at Shafter City Hall, 336 Pacific Ave., Shafter, CA 93263. This is to certify that this Agenda notice was posted at City Hall and Police Dept. by 5:00 p.m., March 7, 2024. Yazmina Pallares, S/S, City Clerk

REMOTE PUBLIC PARTICIPATION IS ALLOWED IN THE FOLLOWING WAYS, SEE BELOW FOR INSTRUCTIONS.

1. You are strongly encouraged to observe the City Council meetings live via YouTube <https://www.youtube.com/user/CityofShafter/>
2. If you wish to make a comment on a specific agenda item or public comment, please submit your comment via email by **9:00 AM on March 9, 2024** to the City Clerk at CityClerk@shafter.com
3. If you wish to make a written comment to the City Clerk, 336 Pacific Avenue, Shafter, CA 93263.
4. If you wish to make a comment during the live meeting, callers must first register with the City Clerk at 661-746-5012 before the meeting begins to receive instructions and the call-in number and code. Please call by 5:00pm on the Monday prior to the City Council meeting to allow ample time for sign up. You will need to provide your name, phone number and the item number you wish to address.
5. All public comments are provided to the City Council and applicable Staff, for review and consideration by the Board prior to taking action on any matters listed on the agenda and are incorporated into the official record of the City Council meeting.



201 Central Valley Highway, Shafter, CA 93263
Meeting Held In-Person

**NOTICE OF
SPECIAL MEETING OF THE SHAFTER CITY COUNCIL**

NOTICE IS HEREBY GIVEN that a special meeting of the City Council of the City of Shafter will be held on **March 9, 2024**. The meeting will convene at **9:00 AM**, in the Conference Room at the Shafter Police Department, 201 Central Valley Highway, Shafter, California. Said special meeting shall be for the following purpose:

MANAGEMENT REPORT:

1. **STRATEGIC PLANNING WORKSHOP:** Update of the City of Shafter Strategic Plan 2024-2027. No action is requested. (City Manager Gabriel A. Gonzalez)

Yazmina Pallares, City Clerk

Affidavit of Posting Special Meeting Notice

This is to certify that this Special Meeting Notice was posted at City Hall and the Police Department by 5:00 p.m., March 7, 2024. Further information regarding this Agenda Notice is available at City Hall, 336 Pacific Ave., Shafter, CA.

Yazmina Pallares, S/S, City Clerk

Dated: March 7, 2024



CITY OF SHAFTER CITY COUNCIL REPORT

MEETING DATE: March 9, 2024

FROM: Gabriel A. Gonzalez, City Manager

PREPARED BY:

SUBJECT: STRATEGIC PLANNING WORKSHOP

RECOMMENDATION

Update of the City of Shafter Strategic Plan 2024-2027. No action is requested.

BACKGROUND

In February 2023, City Staff engaged with the Institute for Local Government (ILG) to facilitate the development of a Strategic Plan. ILG assisted with the following:

- Surveyed the City Council and Executive Staff to gather an initial list of priorities
- Identify goals for the workshop and develop an agenda in conjunction with City leadership
- Facilitate a 4-6 hour session for the Council and Executive Staff that meets City objectives
- Develop meeting summary

Council, Staff, and ILG participated in two Strategic Planning and Goal-setting sessions on March 4 and May 18, 2023, to develop the city's vision further. A SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) was conducted during the first session and was a great team exercise and helped facilitate everyone on the same page. ILG provided a Strategic Planning and Goal Setting Report in late June 2023. Council and Staff developed four strategic initiatives: Economic Development, Public Safety, Community Services, and Housing and Infrastructure.

ANALYSIS

The proposed Plan identifies 30 separate objectives to support the four core initiatives consistent with Council goals and direction and 112 specific action items with key performance indicators to assist in achieving these objectives in the next three years. The City engaged with ClearGov to streamline the process of the Strategic Plan and implementation process. Council can monitor progress toward achieving the goals outlined in the Plan through the ClearGov website. Additionally, the Council and Staff

will review the Strategic Plan document, discuss progress toward strategic initiatives, and make necessary revisions annually.

FISCAL IMPACT

None.

CEQA ANALYSIS

None.

APPROVED BY THE CITY ATTORNEY**ALTERNATIVES****NEXT STEPS**

Adoption of at future city council meeting of the City of Shafter Strategic Plan 2024-2027

ATTACHMENTS

1. City of Shafter Strategic Plan FY24_FY27
2. City of Shafter Workshops Summary Final

City of Shafter, CA
FY2024-2027 Strategic Plan
Implementation Action Plan



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Introduction Letter

Welcome to the strategic plan for the City of Shafter for the fiscal period 2024-2027. This comprehensive document describes our mission, vision, and strategic direction for the upcoming years, providing a clear roadmap to guide us toward the achievement of long-term goals and positioning our city for greater success.

Within this strategic plan, we conducted a thorough examination of our current state, identified areas requiring improvement, and established specific objectives and goals that will serve as the foundation for our decision-making and resource allocation. Employing a collaborative and forward-thinking approach, our intention is to leverage our strengths, address weaknesses, and seize opportunities in order to adapt to the dynamic and evolving environment around us.

Our commitment to excellence, innovation, and the communities we serve is encapsulated in this strategic plan. Through collective efforts, an openness to change, and remaining faithful to our mission and vision, we are confident in our ability to realize our objectives and leave a lasting positive impact on Shafter.

As we embark on this transformative journey, we express our vast appreciation to all our stakeholders. Your support and dedication are vital for our success. Together, we will navigate the path ahead, emerging as a stronger, more resilient organization.

This strategic plan marks Shafter's 1st formalized strategic plan process ending with public distribution. We welcome any and all suggestions on how we can improve our transparency with our communities and our efforts to make Shafter better. The plan is dynamic and will be continuously reviewed and updated to remain relevant and responsive to change.

Shafter City Council 2023/2024



City Council 2023/2024

Shafter Council (Left-Right): Mayor Pro Tem Cathy Prout, Gustavo Olvera Jr., Mayor Chad Givens, Pete Espinoza, Gilbert Alvarado

Cathy L. Prout

- Appointed Mayor Pro Tem December 2022
- Term Expires December 2024

Gustavo Olvera Jr.

- Term Expires December 2026

Chad Givens

- Appointed Mayor December 2022
- Term Expires December 2024

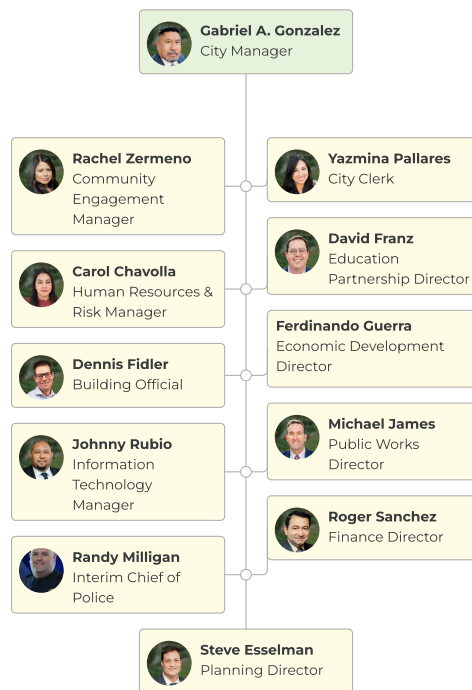
Pete Espinoza

- Term Expires December 2024

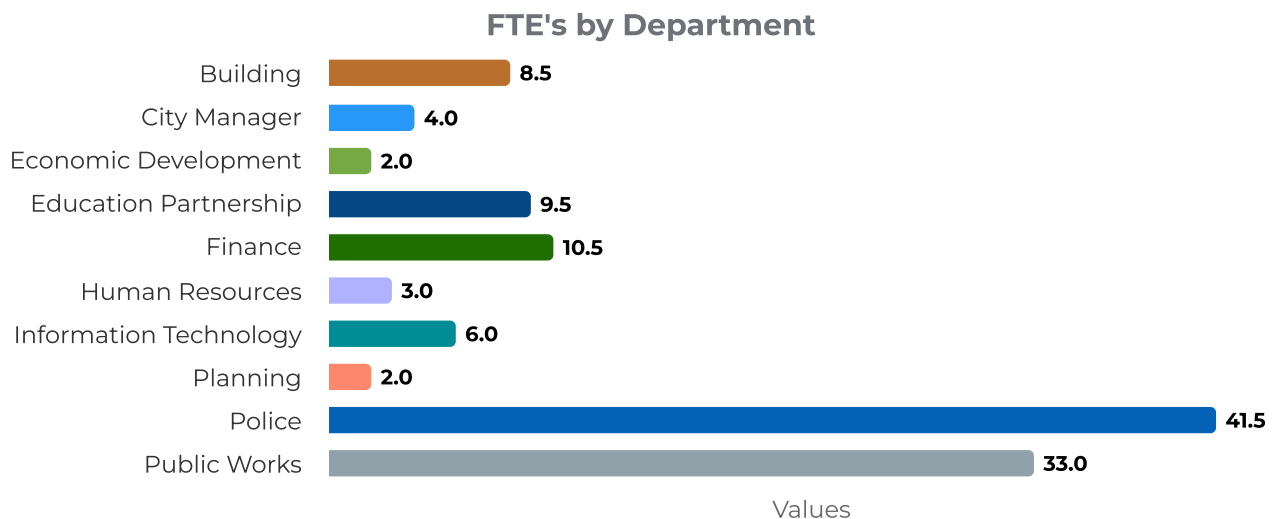
Gilbert T. Alvarado

- Term Expires December 2024

Executive Leadership Team 2023/2024



Staffing by Department 2023/2024



SWOT Analysis

Strengths

- Strong community and active civic engagement
- Robust agricultural and industrial sector
- Safe environment with low crime rates
- Quality educational initiatives
- New Developments, like Housing
- Proactive and approachable community and city government
- Business-friendly and affordability
- Proximity to Bakersfield

Weaknesses

- Perceived isolation
- Limited retail diversity
- Limited dining options
- Limited nighttime activities
- Walkability/biking
- No hotels or visitor centers
- Limited sources of sales tax
- Disconnect of core city and new development areas on 7th Std Rd

Opportunities

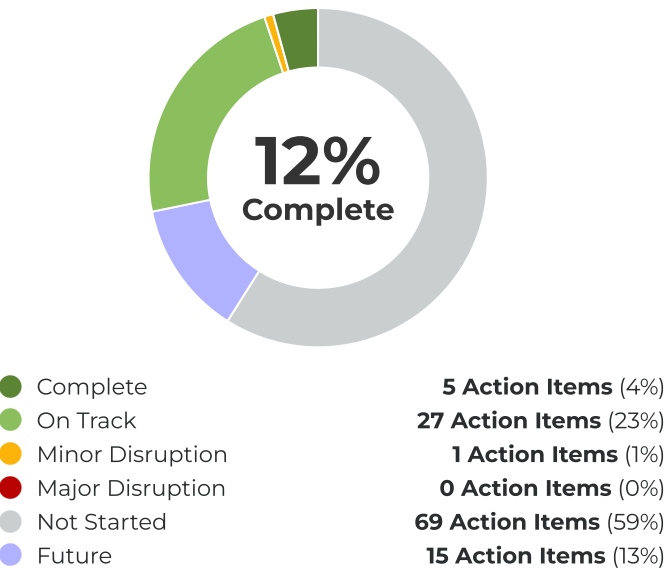
- Embrace new technology, possibilities, and globalization
- Downtown Revitalization
- New amenities and facilities
- Lerdo Hwy Development
- Build and leverage partnerships
- Affordable, Mix-Income, Multi-family Housing
- Growth in Tourism through events and programs
- Better Connection between all areas around Shafter
- Improvements in school performance

Threats

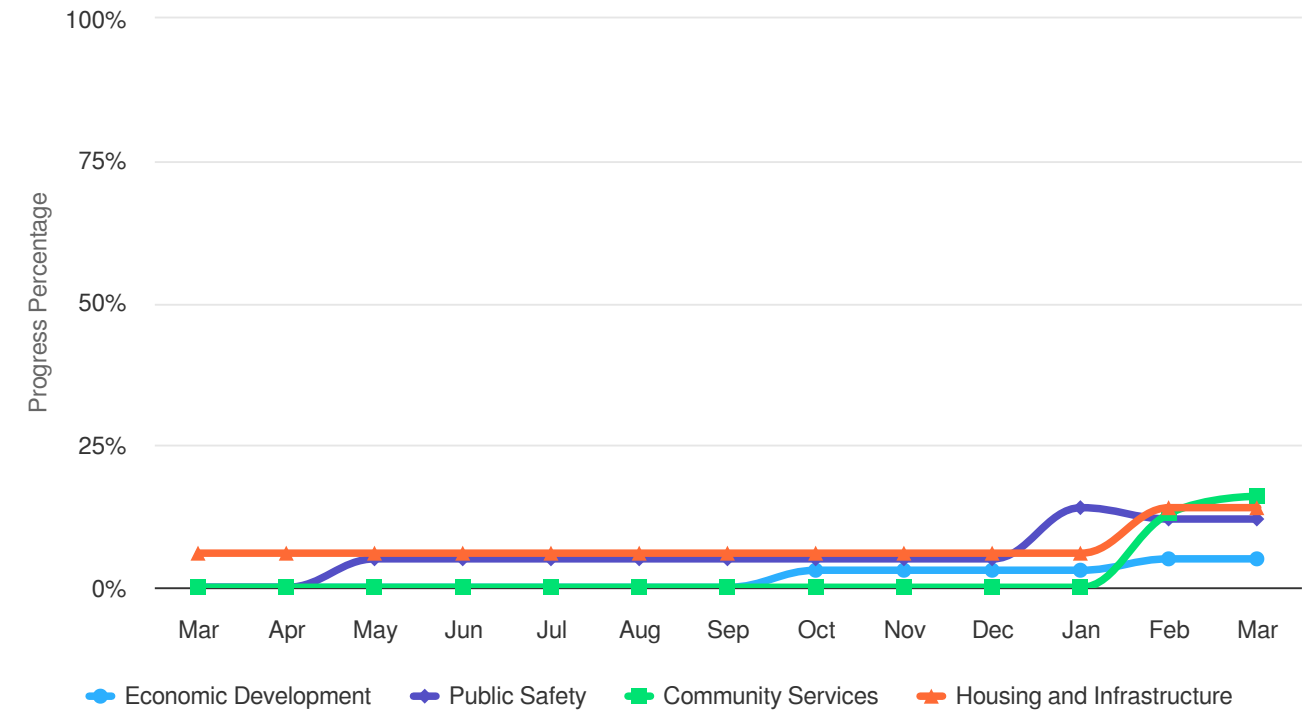
- Proximity to Bakersfield
- Potential competition with neighboring cities for resources, investments, and business prospects
- Growth outpacing city government's ability to serve
- Time and resource availability to best strategize and use all grant funds
- Potential Loss of Momentum in City being proactive with meeting future demand

Plan Status and Progress

Overall Plan Status



Strategic Initiatives Progress Over Time



Strategic Initiatives



Economic Development

Overall Progress

5%



Objectives

11



Public Safety

Overall Progress

12%



Objectives

7



Community Services

Overall Progress

16%



Objectives

8



Housing and Infrastructure

Overall Progress

14%



Objectives

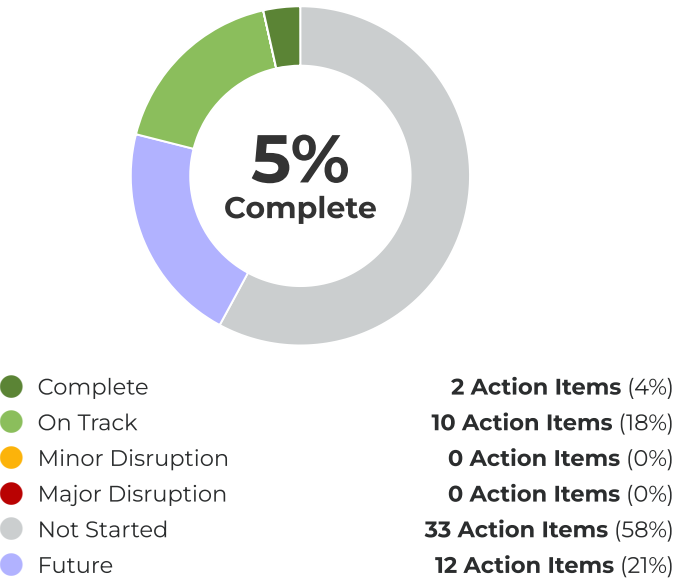
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Economic Development

Cultivate the expansion of local businesses by building stronger relationships, fostering a business-friendly environment, boosting the local economy, and attracting nationally recognized businesses.



Overall Progress



Objectives

Complete On Track Minor Disruption Major Disruption Not Started Future

Approve a General Plan Update, Development Regulations Update, and Programmatic Environmental Impact Report	Action Items 11	Progress 0%	Status Future
Workforce Development	Action Items 3	Progress 0%	Status Not Started
Sales Tax Dashboard	Action Items 3	Progress 2%	Status On Track
Revitalization of the City Core	Action Items 4	Progress 3%	Status On Track

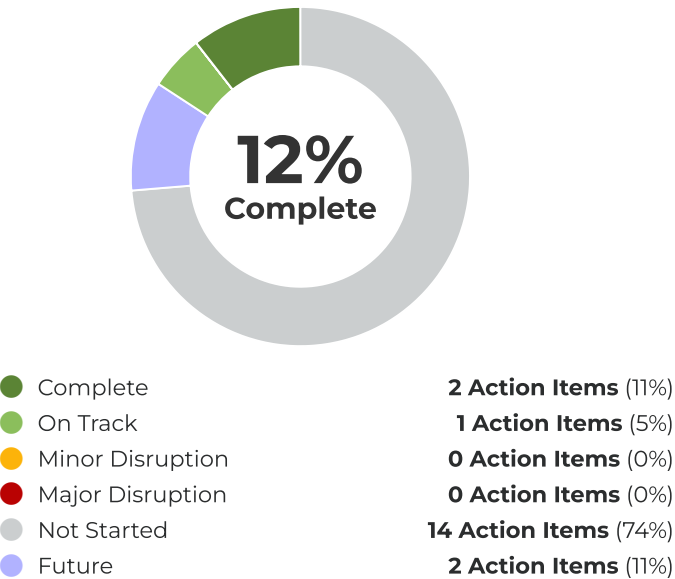
Master Plan Lerdo Hwy Corridor	Action Items 4	Progress 0%	Status
Identify Growth Industries to Target	Action Items 5	Progress 0%	Status
Create shovel ready city owned properties	Action Items 5	Progress 1%	Status
Create Retail Strategy	Action Items 3	Progress 3%	Status
Attract at least five national, or well-known, businesses.	Action Items 10	Progress 17%	Status
Branding the City	Action Items 5	Progress 33%	Status
Create an Economic Development Specific Website	Action Items 4	Progress 1%	Status

Public Safety

Safeguard the city's security by upholding a vigilant and forward-thinking law enforcement agency, surpassing industry benchmarks in the recruitment and retention of police officers, fostering community trust through exceptional customer service and robust communication, and ensuring that the built environment enhances the safety of residents.



Overall Progress



Objectives

	Complete	On Track	Minor Disruption	Major Disruption	Not Started	Future
Enhance Community Trust and Interaction through Social Media						
Action Items	6					
Progress					0%	
Status						
Public Safety Security Cameras						
Action Items	3					
Progress					83%	
Status						
Crime Data Analyst						
Action Items	2					
Progress					0%	
Status						
Establish College Cadet Program						
Action Items	2					
Progress					0%	
Status						

Flock (LPR)	Action Items 2	Progress 0%	Status
UAS - Drone	Action Items 3	Progress 0%	Status
Gossamer Grove Substation	Action Items 1	Progress 0%	Status

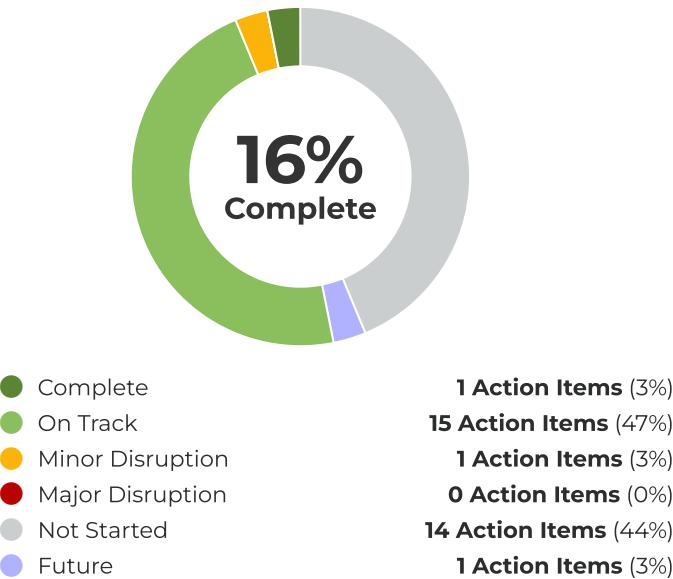


Community Services

Provide exceptional community services to residents by offering upgraded facilities and services, leveraging partnerships with both public and private entities. Additionally, work towards creating and maintaining city parks and facilities that attract both residents and organizations.

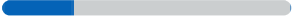


Overall Progress



Objectives

Complete On Track Minor Disruption Major Disruption Not Started Future			
Laserfiche Document Management Services - expansion of digital services	Action Items 3	Progress 0%	Status
Modernize the permitting system to accept online payments and permitting process	Action Items 5	Progress 24%	Status
Increase Library Use	Action Items 2	Progress 0%	Status
Increase SLLC Participation of Local Schools	Action Items 4	Progress 29%	Status

Improve customer service experience for utility billing online payments.	Action Items 1	Progress  40%	Status 
Citywide Compensation Study	Action Items 1	Progress  5%	Status 
Recruitment and Training	Action Items 14	Progress  6%	Status 
Increase the availability of park/pool permits for all users	Action Items 2	Progress  25%	Status 

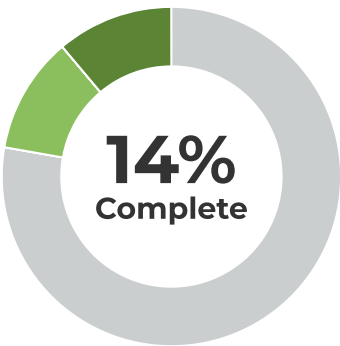
Strategic Initiatives

Housing and Infrastructure

Promote the smart growth of Shafter through the implementation of a comprehensive community plan. This plan will encompass diverse housing options for all families and generations, encourage healthy lifestyles, and expand infrastructure to effectively accommodate future growth.



Overall Progress



- Complete

● On Track

● Minor Disruption

● Major Disruption

● Not Started

● Future
- 1 Action Items (11%)

1 Action Items (11%)

0 Action Items (0%)

0 Action Items (0%)

7 Action Items (78%)

0 Action Items (0%)

Objectives

- Complete

● On Track

● Minor Disruption

● Major Disruption

● Not Started

● Future

Expand City's fiber optic broadband capabilities by completing Master Plan and attracting a Public-Private Partnership with an internet service provider (ISP)	Action Items 4	Progress 25%	Status
Goals and Policies of the Housing Element	Action Items 1	Progress 0%	Status
CIP Dashboard	Action Items 1	Progress 30%	Status
Ensure proper funding for utility/infrastructure needs	Action Items 3	Progress 0%	Status



City of Shafter

STRATEGIC PLANNING & GOAL SETTING SESSIONS REPORT

Completed by the Institute for Local Government

June 2023





June 2, 2023

Shafter City Council
336 Pacific Avenue
Shafter, CA 93263

Dear City of Shafter Team:

On behalf of ILG, we appreciate Shafter's selection of our proposal for your city's strategic planning and goal setting sessions on March 4 and May 18, 2023. We enjoyed meeting with and facilitating the two sessions with your Council and staff team. It was an engaging and inspiring conversation, and we are honored that you put your trust in ILG to help with the important step of strategic planning for Shafter's future.

As outlined in our initial proposal response, Team ILG provided planning support ahead of the workshop. We administered a city council and staff strategic priorities survey. We also led interviews with each city council member and Shafter's executive staff team to learn more about the council's dynamic and strategic priorities. All these preparation tasks informed how we structured the agenda and facilitation of the two sessions. Now that the sessions are complete, we have summarized key takeaways and resources for the City's consideration. The following report summarizes the programming, our notes, and additional resources for your Council's consideration. The report is organized as follows:

- Workshop Notes from Session 1 and 2
- Strategic Priorities & Goal Language
- Council & Staff Survey Results Summary
- Council & Staff Assessment Interviews Summary
- Resources List
- Other ILG Programs, Services & Resources

Shafter is a very special City with a bright future ahead. We hope to work with you again in the future. Please do not hesitate to reach out with any questions or concerns.

Sincerely,

Melissa Kuehne
Senior Program Manager

Session 1 Workshop Notes

The following notes summarize the exercises and discussion from the March 4 session.

Welcome & Public Comment

Mayor Givens opened the meeting and called for public comment. The ILG team – Melissa Kuehne, Senior Program Manager and Roberto Carlos Torres, Senior Program Manager introduced themselves and facilitated introductions. Participants were asked to share one thing on their personal bucket list.

Communications Exercise: Councilmembers and staff then responded to a series of prompts gauging their communication styles, learning preferences, and personal dynamics.

Recap of Interviews & Survey Results

The ILG team shared some key themes from the assessment interviews and survey results. Please see full recap of the interview and survey results beginning on page 9.

Setting the Stage

Mayor Givens welcomed the Council and staff and shared why this process is important for Shafter.

The ILG team shared an overview of the strategic planning process, why it is important, and an overview of SMART goals.

Participants were asked to share any cities that they consider to be successful/that they would like to see Shafter emulate.

The Big Picture (Vision)

The ILG team shared some big picture Vision statement guidance and examples of vision statements from other cities.

The team then shared the top results from the survey regarding where the Council and staff see the city progressing in the future including:

- Bring together Shafter and Gossamer Grove communities
- Address housing challenges and support mixed-use development
- The city will continue to grow, potentially doubling its size by 2030
- Supporting economic development in the city and the industrial Shafter/Bakersfield area
- Attracting more state and grant funding to the city

The full survey results are included below.

The Council was asked the question – “In one word, how would you like to describe Shafter in 50 years?” The word cloud below illustrates their responses. Words presented below in larger fonts were listed more frequently. The group discussed each of these words and expanded on their context in preparation for discussing the strategic priorities and goals.

In one word, how would you like to describe Shafter in 50 years?



Strategic Initiatives

Through a facilitated discussion and small group activities, ILG helped Shafter's City Council and executive staff narrow their five top strategic goals to:

- Economic Development
- Public Safety
- Community Services
- Housing and Infrastructure
- Staffing

Some of the main themes discussed for each goal are summarized below.

Economic Development received the most votes by the City Council and executive leadership as a top priority. Some key notes for this goal included:

- Attracting new businesses, jobs, and amenities for residents
- Ensuring that Shafter becomes a destination/place for residents to live, work, and enjoy
- Planning for great opportunities and global recognition.
- Developing a prosperous city where businesses and residents can thrive

Public Safety received the second highest number of votes and includes some of the following key notes:

- Maintaining the safety of the city, for families, individuals, and businesses.
- Building more trust and connection to the community
- Enhancing communication with residents and boosting morale and confidence of the police department

Community Services was identified as the third priority and focused on the following:

- Creating a city that offers a place for dreamers. Where residents can fulfill their ambitions and aspirations, improving their communities and selves.
- Fostering a community, and serving the needs of families and individuals of all ages
- Providing a place to call home, be a safe haven for all through connected communities and prosperity.

Housing & Infrastructure arose as the fourth priority for the city and included the following key highlights:

- Ensuring affordable living and housing options for all residents
- Developing complete streets that offer multimodal forms of transportation options for residents that meets their individual needs.
- Improving proper service delivery through infrastructure, like fiber optic internet service, water delivery, and other utility services that keeps up with growing demand
- Properly funding city's infrastructure to maintain, replace, and expand utilities

Staffing was identified as the fifth priority for the city with the following notes:

- Providing job growth and training opportunities within the city
- Conducting a compensation study to ensure city staff are well compensated and offered competitive and attractive benefits.

Next Steps

The ILG team shared next steps including refining the identified priorities to inform the budget setting process and provide direction to the staff.

Wrap Up

The ILG team asked for final questions and comments. Mayor Givens requested that the Council and staff share responses to the prompt "The City I see..." The ILG team then shared resources and contact information and thanked the Council and staff for their participation.

Session 2 Workshop Notes

The following notes summarize the exercises and discussion from the May 18 session.

Welcome & Public Comment

Mayor Givens opened the meeting and called for public comment. The ILG team – Melissa Kuehne, Senior Program Manager and Roberto Carlos Torres, Senior Program Manager reintroduced themselves and facilitated an ice-breaker question. Participants were asked to share one thing they would like Shafter to be known for.

Setting the Stage

The ILG team revisited the strategic planning process and provided an overview of the role of staff and the role of the elected officials in this process.

The then reviewed the SOAR (Strengths, Opportunities, Aspirations, Results) Assessment Process which served as the frame for the day's conversation.

Recap of Session 1

The ILG team walked the Council and staff through a review of the March meeting. The team provided a recap of the vision conversation as well as the results of the “City I See” exercise (See the PowerPoint slides attachment for a recap of those exercises).

The ILG team invited discussion and additions to the comments made as part of the visioning and the “City I See” exercises. Council and staff affirmed the responses presented and added/underscored the following about their visions for Shafter:

- Efficient
- Iconic
- Setting “best practice”
- Collaborative
- Building partnerships
- Investment in the future
- “Best kept secret”
- Thinking/planning beyond the “ribbon cutting”
- Employer of choice

The ILG team then reviewed the priority setting conversation and reminded the Shafter team of the 5 top strategic priorities:

- Economic Development
- Public Safety
- Community Services
- Housing & Infrastructure
- Staffing

Goal Review Discussion

In Session 1, the city identified five strategic priorities, listed above. After several team meetings between the Mayor, City Manager, and ILG, the decision was made to focus on the top four

goals and ensure that Goal #5: “Staffing” was incorporated into the others as potential tactics. During the second session, the city agreed with this approach and worked to identify the goals and SOAR assessment of the top four.

The following section includes the four strategic goals, along with draft language and potential tactics that arose from the SOAR assessment.

Strategic Goal #1: Economic Development

Draft Goal Statement: Foster growth of local businesses by building stronger relationships with business leaders, becoming a more business-friendly city, expanding the business footprint, and attracting national brand stores.

Notes/Tactics to Measure Success:

- Attract at least two well-known/nation-wide businesses
- Increase the number of better-paying jobs by diversifying the various economic sectors
- Develop ways to increase amount of sales tax and fee revenue
- Promote further development of mixed-use development and commercial to build out city core
- Streamline and simplify the permitting process for businesses
- Leverage communications channels, like social media, to elevate Shafter’s business-friendly environment

SOAR Assessment Notes:

Strengths • Industrial facilities • Public safety, businesses are more inclined to invest • Model that produces enough revenue for the city to operate • Starbucks, build on momentum • Business friendly culture • Ability to grow/available land • Effective multi-modal • Established residential planning • One stop shop (staffing)	Opportunities • Shopping centers, entertainment • Serving community, what they want, important to know what the community wants, more engagement • Working with the chamber • Hotel and grocery store • Outreach and effective communication • Senior housing, affordable housing • Master planning and economic development strategies • Build and leverage partnerships • Grant funding to expand capacity • Development on entry to the city • Parks and rec
Aspirations • Growth and financial wellbeing • Connecting retail to residential growth • Job growth, survey the community • Bring in more retail • Focus on city core • Economic activity/sales tax • High paying jobs	Results • Attracting a well-known business • Quality job growth – better paying jobs, more levels of employment • Economic diversification – sectors • Sales tax and fee revenue • Building out the core of the city • Areas for continued investment

• Notable brands coming in • Are we truly business friendly? • Diversification	• Stable general fund, good reserves • Groundbreaking on business development in 2 years • Increase of multifamily housing • Increase in social media presence around business recruitment • Attracting good staff and playing to their strengths • Economic sustainability • Reduce sales tax leakage • Streamline permitting
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Strategic Goal #2: Public Safety

Draft Goal Statement: Ensure the City remains safe by maintaining a responsive and proactive law enforcement agency, recruiting, and retaining police officers above industry standards, building trust in the community with high standards of customer service and high levels of communication, and ensuring the built environment enhances the safety of residents.

Notes/Tactics to Measure Success:

- Hire and retain more police officers
- Maintain low criminal activity
- Reduce the number of fatalities and victims of crimes through higher levels of enforcement
- Increase the rate of closed cases
- Invest in building relationships between police officers and residents through community engagement and communication
- Assess the safety of residents and forms in which the built environment can maintain resident safety, through adequate street lighting, bike and pedestrian infrastructure, etc.

SOAR Assessment Notes:

Strengths • Proven record, known in the area • Safest in the state • Partnership with other agencies for recruitment • Community policing has paid off, have respect • Officer initiated calls • Response time and proactivity • Cameras supporting PD • Graffiti/vandalism removal response • Pedestrian and biking infrastructure • Knowledgeable staff/officers • Can maintain PD with current staff levels	Opportunities • Presence in substation, more officers increase patrol • Community involvement and encourage recruitment • Retain officers • Infrastructure and grants in road safety, pedestrian access • Automated traffic enforcement • Career long employment • Technology can be used to our advantaged • Regional partnership, create joint emergency responses • Increased grade separation
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Aspirations	Results
• Continue being safe and dependable • Become more complete, well trained • Safer roads • High morale among first responders • Regular and consistent traffic enforcement • Retaining officers • Positive and consistent social media presence • More emphasis on bike/pedestrian infrastructure	• Hire and retain more officers • Low criminal activity • More officers, fewer fatalities, more enforcement • Rate of closed cases increased/improved • Have an experienced department that is connected to the community • Increase officer safety in community • More engagement in community • Further limit liability risk to city • More training

Strategic Goal #3: Community Services

Draft Goal Statement: Provide exceptional community services to residents by offering modernized services and amenities, leveraging public and private partnerships, and making city parks and facilities attractive to residents and organizations.

Notes/Tactics to Measure Success:

- Modernize the permitting system to accept online payments and permitting process
- Invest in the recruitment and training of city staff to provide high-quality customer service
- Enhance the amount of information available online and better direct residents via the website
- Increase the availability of park permits for all users
- Improve the level of community participation at events
- Conduct a community satisfaction survey to better understand what residents would like to see from the city
- Conduct a survey of city staff to ensure proper compensation and benefits are offered that meet their needs

SOAR Assessment Notes:

Strengths	Opportunities
• Learning center • Library • Code enforcement • Social media engagement – continue to increase • Central location of facilities • A lot of interest • Online council & commission meeting information and participation • Customer service – problem solving	• Sports complex • Train staff to operate safely and efficiently and engage with the community • Grants • Partnerships to help with staffing • Use technology to city's advantage • Mobile app • Events • Customer satisfaction survey – staff availability, information accessibility • Online permitting

	Partnerships, understand city strengths and where the city should focus and know where to identify and recruit partners to deliver services e.g. aquatics center
Aspirations - Youth programs - Community events - Revenue to support services - New amenities and facilities responsive to community - Family friendly/youth friendly - Explore parks and rec dept and/or identify partners	Results - Improve building online permit system and online payments - More qualified and high performing staff - More web traffic - More park permits - Event attendance - Library circulation - Community satisfaction survey

Strategic Goal #4: Housing and Infrastructure

Draft Goal Statement: Facilitate the smart growth of Shafter by ensuring an overall master community plan that provides varying types of housing for all families and generations, promotes healthy lifestyles, and expands infrastructure to adequately support future growth in an interconnected city.

Notes/Tactics to Measure Success:

- Maintain high standards, adequate levels, and safe drinking water for all residents.
- Increase the availability of housing and commercial offerings that meet the housing needs of residents and amenities.
- Ensure proper funding for all utility needs/infrastructure to support current residents and future demands.
- Assess the need for fee increases to support future development and demand
- Explore methods to guide development of Shafter as a whole, consistent with the general plan and vision of the city.

SOAR Assessment Notes:

Strengths - Institutional knowledge with building, engineering & planning team - Expansion of water plant - Staff well versed on needs and working with developers - Have a lot of land and working track maps - Business friendly, one stop shop - Robust growth rate - Willing developers who have capital - Technology, WFH & Affordability	Opportunities - Grant funding - Multi-family (like duplexes), mix-income housing - Affordable housing that meets demands and responsive to staff capacity - Fees increase from development - Thousands of housing projects on the books - Partnerships with state agencies and special districts
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City-owned properties	- Grants - Increase housing in core city and improve infrastructure to meet need
Aspirations - Better plan for improving roads/capacity in industrial park - Company looking to develop in NE corner - General Plan update, with vision for growth - Regional circulation - Create a better jobs/housing balance, live and work in Shafter - Better connectivity with Core City, Gossamer Grove infrastructure - Senior and low-income housing, city planned - Increase in mid- and market-rate	Results - Have safe drinking water - Keep up water quality and quantity - More housing, more retail/commercial - Meeting goals of Housing Element - Housing numbers - Utility operations properly funded - Fee increases - City more hands-on with growth/development

Next Steps

ILG shared that they will work with staff to refine the draft goal language and add suggested strategies/tactics for implementation.

Reflections & Wrap Up

The ILG team shared resources, ways to stay in touch with ILG and contact information and thanks the Council and staff for their participation.



Shafter City Council & Staff Strategic Priorities Survey Results

(Notes from written survey of Council and Staff)

1. What are the three things Shafter has done very well in the last year (internally/operationally)?

Council

- Public safety
- Social Media and community information
- Invested in IT Security
- Infrastructure (streets & sidewalks)
- Added positions to the police force
- Shafter Library & Learning Center and programming.
- Balance Budget & Strong Finances.
- Strong Police Force.
- Help in education
- Created higher paying positions

Staff

- Build a solid council/staff working relationship-council places a great deal of trust on staff and staff strives to meet Council's expectations.
- Great customer service
- Improve communication with the community. We have expanded our social media footprint with growing number of followers/subscribers.
- Focus our efforts to preparing COS to meet the planned growth- for example, new PD substation, ongoing discussions with KC Fire Dept for new fire station, established own municipal library, conducted employee comp study which resulted in one-time pay increase for employees, formalized EOC capabilities
- Employee retention (except PD)
- More in-depth in Budget and Project Planning
- Provide COLA's Employee Survey update and listening to staff through surveys and attempting to respond to issues raised.
- Restored order on the financial side, catching up on reporting, recovering from staff turnover, software changes, and Covid.
- Becoming more digitized in various departments
- Increased employee recognition
- Cross-training and succession planning
- Improved interdepartmental communication.
- Streamlining workflow (MUNIS, GIS, CivicClerk, etc.)
- Employee functions and teambuilding

2. What are the three things Shafter has done very well in the last year (externally/for the community)?

Council

- Recreation (volunteer leaders in all seasonal sports)
- Starting a new City park and improving the existing parks
- Continued safety and security response
- Grant management/obtaining for parks and facilities
- Community engagement
- Continued to attract big businesses with Wonderful Partnership, (Amazon/Walmart/Smuckers)

- Development Impact fees
- Learning Center
- Road work improvements.
- Adding street lights in north Shafter.
- More jobs

Staff

- Continue to be a one-stop, business-friendly city for new tenants at WIP
- Improved public service and communication (i.e. social media)
- Work in partnership with local civic organizations to support community events to create a sense of community, i.e. Día De Los Niños
- Public Safety
- Permits and inspections
- Streets and PW maintenance
- Speed in approving projects
- The IT Dept. has updated many of the PD systems which are of benefit to both our staff and the public.
- Community events seem to have a high turnout, increased outreach efforts
- Smooth transition to the American Refuse trash service
- Professional public safety response to challenging circumstances in neighboring communities and Shafter.
- Assessing residents' needs via workshops or surveys
- Invested ARPA money in recreation infrastructure
- Continued development of Library & Learning Center
- Secured grants and other funds to complete infrastructure and quality-of-life projects.
- Made public safety a priority-increased patrol officers (challenge is attracting candidates)

3. What are Shafter's greatest strengths? List as many as you wish.

Council

- Strong financial position (conservative practices)
- Bakersfield College partners with City owned Library and is fully staffed.
- Learning Center is functioning well and always expanding classes and events.
- Public safety and policing
- Community relations, ability to act and react to situations in a timely manner
- Ability to make adjustments midstream to be able to resolve issues or improve quality
- Low density, available land... high opportunity
- The ability to move construction projects quickly through the process
- A strong growth plan for the last 20 years.
- Loyal city employees

Staff

- Strong community support
- Dedicated long tenure staff sense of community
- Reputation (business friendly, good pay, long-term employment).
- Strong General Fund Reserves
- Community involvement and pride.
- Commitment to making Shafter better
- Many subject matter experts with years of experience.
- Financial Stability
- Focus on Public Safety and Education

- Bringing in Business and Jobs.
- Focus on education
- Focus bringing in distribution centers
- Economic base
- Genuine civic spirit - residents want to work together for the good of their community and neighbors
- Long-term focus on the things we can control and will matter over time.
- Collaboration between departments
- Safest community in Kern County
- Strong emphasis on education
- Wonderful Industrial Park jobs and national presence
- In geographic center of state for business opportunities

4. What are the three things you know Shafter needs to improve on (internally/operationally)?

Council

- Fiber network for residential customers.
- Housing opportunities for everyone.
- Citizen participation and involvement
- Staff retention and backfill
- Police Officer Recruitment & Retention
- Jobs with sustainable wages
- Increase salaries.
- Recruiting experience personnel

Staff

- Succession planning
- Revenue diversification
- Branding itself-what is Shafter known for? Outside of Kern County, we always get "where is Shafter at?"
- Hire and retain PD officers
- Implement permitting solution
- Not enough staff for all work
- Automating application process
- City Hall building needs improvements which will benefit staff/citizens
- Perhaps more training in several different areas. Example: EOC, Cyber Security training, etc.
- Consistency/clarity in processes and structures - So much change in short amount of time.
- Efficiency and increased capacity to respond to growth.
- Increase depth management bench
- Base salary for law enforcement personnel
- Internal Equitable compensation
- Information Technology (increase staffing levels and provide updated technology trends)
- Provide opportunities for career and personal development
- Regain trust of staff by actions other than salary increases, focus on retention
- Continue to drive training and higher education

5. What are the three things you know Shafter needs to improve on (externally/for the community)?

Council

- More community engagement
- Graffiti control and removal
- Economic development outside the downtown corridor, but small to mid-size retail/food/entertainment in a controlled environment
- Affordable housing and forecasting for services
- Managing expectations and meeting customer (residents) needs
- Ensuring a project does not get locked up/stalemate in government bureaucracy. Don't always look for the no, find the yes
- Bringing in more Businesses
- Recreation
- Addressing homelessness issue
- Keep pressuring the crime element.
- Continue the city beautification.
- Attracting new businesses to Shafter.
- Outlook of downtown

Staff

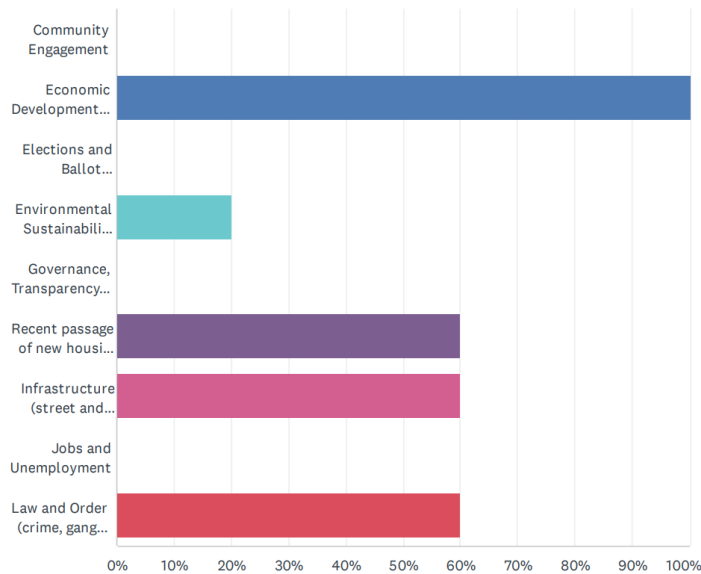
- Meeting service demand for when city is at full buildout, 10,000 additional homes or 30-35,000 more residents
- Create a destination zone, an area for people outside of city to come see.
- Expand services (PD & Fire building)
- Attract PD candidates
- Updating New Website (Coming Soon)
- Providing a digital way to rent parks and facilities (Coming Soon)
- Affordable Housing
- New Businesses in the Core
- Continued Public Safety
- Park updos
- Economic Development
- Create more community engagement opportunities
- Provide small business assistance
- Create brand and strategic plan to market city to businesses
- Optimize service request response times.

Questions continued on the next page.

6. What are the biggest policy challenges facing Shafter right now? Council

Q8 What are the biggest policy challenges facing Shafter right now?
Please select your top three.

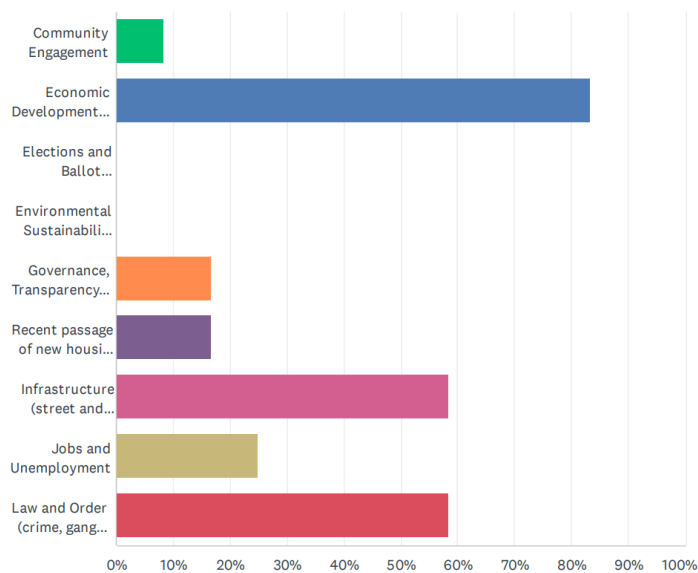
Answered: 5 Skipped: 0



Staff (next page)

Q8 What are the biggest policy challenges facing Shafter right now?
Please select your top three.

Answered: 12 Skipped: 0

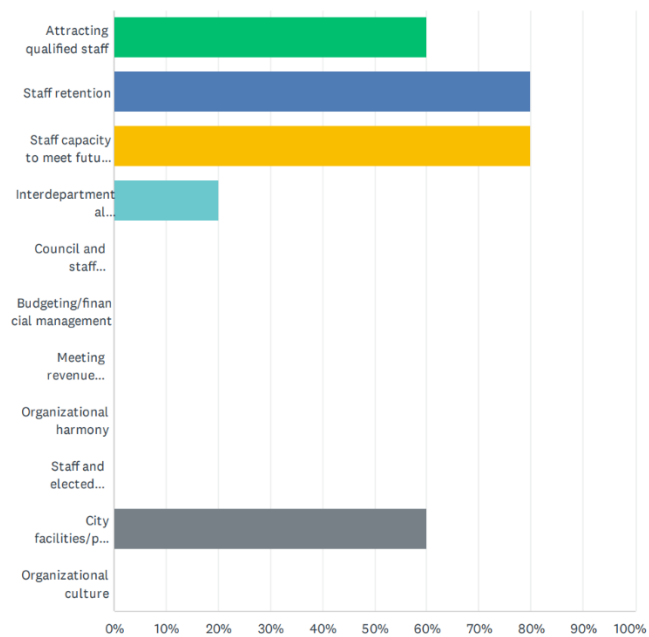




7. What are the biggest operational challenges facing Shafter right now? Council

Q9 What are the biggest operational challenges facing Shafter right now?
Please select your top three.

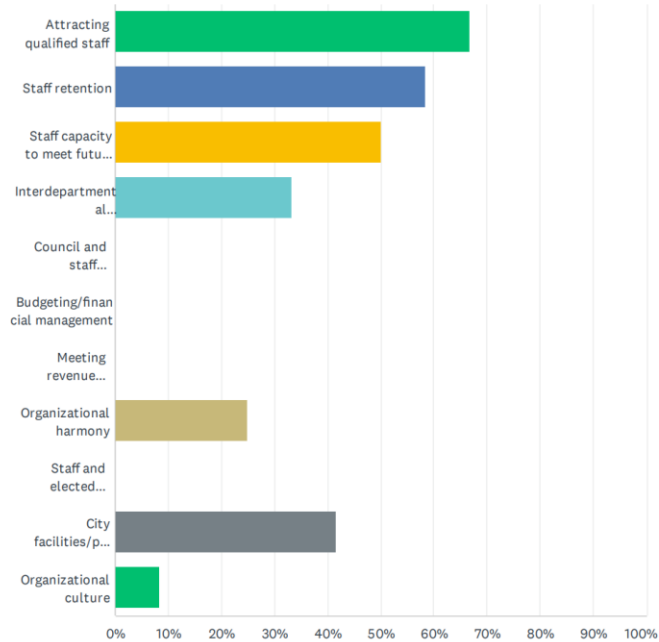
Answered: 5 Skipped: 0



Staff

Q9 What are the biggest operational challenges facing Shafter right now?
Please select your top three.

Answered: 12 Skipped: 0

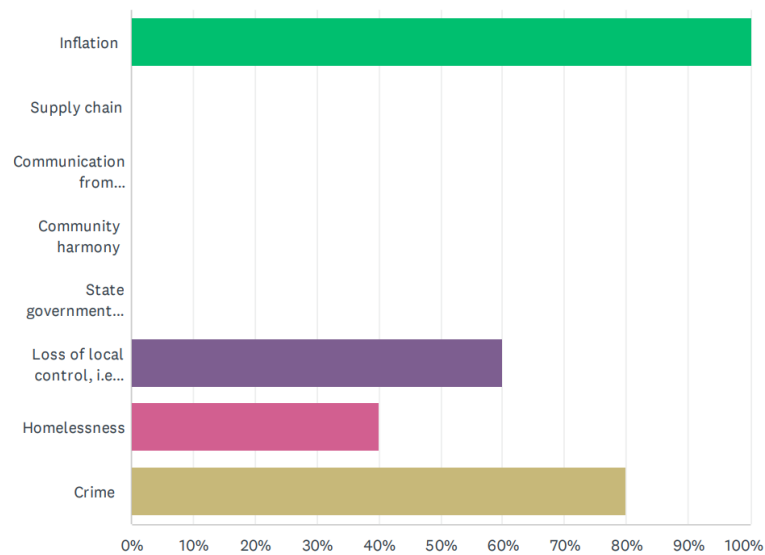


8. What external factors concern you most?

Council

Q10 What external factor(s) concern you the most? Select up to three

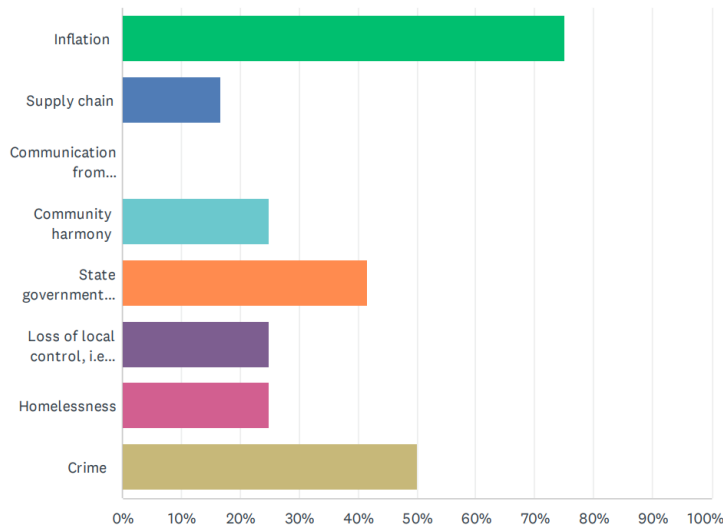
Answered: 5 Skipped: 0



Staff

Q10 What external factor(s) concern you the most? Select up to three

Answered: 12 Skipped: 0



9. Anything else to share?

- Shafter is a solid community with a lot to offer to its residents and posed to capitalize great growth opportunities
- The well-deserved reputation that Shafter has enjoyed was purposely built with an emphasis on internal and external momentum. Evidence of the successes of the external vision are in the diverse and international businesses that dot the industrial park. The internal commitment to improving the educational opportunities for all Shafter Children is a long-term improvement strategy that is already bearing fruit. However, if public safety regresses in any real way, the gains made in the other two areas are at risk. If it is no longer safe to walk the streets of Shafter due to unchecked crime and gangs, businesses will be less likely to commit to Shafter and families will be less likely to relocate to our community.
- Inflation and supply chain are tied together, so technically they should both be a part of this. Which also ties into the next comment.... Our lack of economic diversity and sales tax generation which causes future financial hardships, ultimately hurting our ability to grow and development this community. We're allowing our residents to spend their money in a different zip codes, and we need to resolve that through added businesses that makes sense to our residents and moves it closer to city core and not city edges. We've got to do a better job at getting in front of community relation issues, examples like the pool and trash. General cleanliness and repair of roads and streetscapes including refreshing our landscape and creating a look that will speak to who we are. Planting should add color and "pop" for people who drive in and through our city.

Shafter City Council Assessment Interviews Summary

(Notes from phone/video interviews)

1. How would you describe excellence in governance? What does that look like to you?

- Representation of different backgrounds thoughts
- Open dialogue and discussion
- Willingness to talk, get to know each other, building relationships.
- Strong community engagement
- Knowing what residents expect and making decisions that reflect that.
- Trust with residents
- Local control is important.
- Government always striving for improvement
- Providing quality resources that meets the needs of residents without ill effect on integrity and transparency.
- Unity
- Striving for consensus between council members and organized communication with staff
- Balanced budgets and fiscal sustainability with a focus on long term planning
- Keeping the small community values while achieving healthy growth

2. How would you describe your role as a Council Member?

- Doing as much as possible for the city, keeping quality of life for community.
- Focused on listening and connecting with the community, building trust, hearing concerns and needs.
- Set policy, expect that staff from CM down (who manages staff) make sure policy is implemented.
- Working with CM and meeting often to ask questions, share information, and check on policy progress
- Being willing to talk, negotiate, give, try something new.
- Setting long term vision and goals so the city can move forward
- Understand constituent bases, voters
- Clear understanding of resources and financials.
- Ensure integrity of council, trust of community.
- Higher responsibility to make sure that everyone is operating at their best. "How do we do this together?"
- Building and maintaining relationships with agencies, service clubs, schools, churches.

3. What would you say has been a success for the Council and the city?

- City is in a great position for future. Rail opportunity, logistics center, Gossamer Grove
- Focus on the core of the city, financially solid but losing revenue on oil and prison (out of control).
- Unity has been a success. Showing a unified front and being on same page is important.
- City staff is very competent, can rely on their opinion. Make job easy.

- Library operations – learning center. Multi-agency collaboration: large corporations to help fund through donations and Kern County recognizing this accomplishment.
- Strong economic development. There is a lot of activity at the industrial park – Amazon, Walmart, Smuckers
- Building revenues, build reserves. Conservative financial decisions lead to success.
- Building business relationships, setting the stage for future economic development. Reputation coming back.
- Housing, development of new neighborhoods
- Upgrading new parks, better lighting. Football field has been upgraded.
- Police and fire substation land has been procured.

4. From your perspective, where/how have the Council been working well together? How could you perform at an even higher level?

- Changes on council, new leadership and energy
- The key is listening, time for planning, and taking accountability.
- Making decisions for whole community.
- Better communication – maybe need a retreat, build relationships, get to know each other better.
- Working well with all development and expanding business. Council helped get a Starbucks in town and other new businesses.
- Council addresses events that come forward and get support.
- City staff does a great job.
- The unity of the council has been tremendous.
- Council is open and transparent. Hold open discussions for community to share thoughts and ideas. Like when people show up with questions and ideas, not to be mad.
- Everyone in the room are more engaged and willing to participate.

5. What do you see as a major challenge (specifically related to governance or operations) for the Council that you would like to see addressed?

- More housing, single family homes, senior housing.
- Housing element
- Revitalizing downtown, how to draw in more businesses (will create jobs and bring in sales tax revenue)
- Public safety and hiring officers
- Think about impacts of climate change, thinking about community as a whole. Need to provide services for everyone.
- Concern that all new businesses might want to locate in Gossamer Grove. Need to think about integration and how become one city.
- Job opportunities and economic development
- Local control is a major challenge, specifically related to housing and developers
- How to maintain sales tax generation
- Manage expectations for parks and recreation projects
- Better understanding of Shafter's financial position and the role of council and staff in setting the budget

6. How do you see City progressing in the next 5 years, 10 years or even 20 years?

- The city will have a very bright future.
- Core city and Gossamer Grove are almost like 2 different cities, need to figure out how to draw more people to the core city, more families, more housing.
- Building the idea of community is going to be critical.
- On a good path. Want to focus on grant funding, work to attract families, invest in the city
- Need to think about housing and all housing types
- Need whole picture: housing, safety, economic development, education.
- The city will double in size by 2030. School rush hours are bad now, so we need strategic plan to make sure it doesn't get worse then.
- Infrastructure improvements are happening and preparing us.
- Industrial area in between Bakersfield and Shafter where there is a warehouse and distribution center, not a lot of income but a lot of jobs. Opportunity to build and grow careers.
- More state funds, the city could benefit from that.
- Focus on economic development and affordable housing. Think about mixed income development rooftops bring businesses

7. What areas would you rate as being top priorities for your constituents – for example: roads, parks, police, business development, downtown revitalization, employee recruitment and retention, housing or others?

- Housing, no housing stock
- Downtown revitalization
- Want the community to look clean and safe
- Police is most important. Positions are open, but recruitment is challenging. Working to fill positions with limited pool.
- Make sure economy and city helps businesses. Address hurdles and be pro-business, make sure they can be sustainable and provide services to Shafter.
- Infrastructure including improving sidewalks. Aging community members needs not met – mobility challenges
- Senior housing and “age in place” strategies
- Parks, recreation areas for youth, basketball courts, pool
- Need equal standing to other cities.
- Good education, good safety, good parks. making good progress.
- Food pantry, assistance to help keep folks in their homes.
- Grocery stores – more competition to help with pricing. There is a large impact on those with limited transportation
- Small homelessness problem and thinking about ways to be proactive
- Food/restaurant development and attraction to the core city
- Trash complaints
- Need to understand the community, what do they need. There are lots of young families looking for events and services

Resources List

Below are some resources that Shafter may find useful in the context of the workshop. We have included items related to Leadership, Governance, Equity, Public Engagement, and Sustainability.

[League of California Cities](#)

- [Education, Conferences & Events](#)
- [Misc. Written Resources](#)
- [Western City Magazine](#)
- [Advancing Equity](#)

[Institute for Local Government](#)

- [Leadership Resources for Elected Officials](#)
- [Ethics & Transparency Resources](#)
- [Public Engagement Resources](#)
- [Sample Codes of Conduct, Civility & Governance Handbooks](#)
- [On-Demand Webinars & Training for Local Governments](#)
- [Cultural Intelligence Webinar Series](#)
- [Climate & Sustainability Resources](#)

[International City/County Management Association \(ICMA\)](#)

- [Leadership Resources](#) (including Practices for Effective Local Government Leadership, Leadership Before, During and After a Crisis, Leadership in Government, etc.)
- [Diversity, Equity & Inclusion Resources](#)



About ILG's Other Services

The Institute for Local Government (ILG) is a nonprofit organization that has served and supported California's local government leaders for over 65 years. We are committed to empowering and educating public servants by delivering real-world expertise that helps them navigate complex issues, increase their capacity, and build trust in their communities. Together, we work hand-in-hand with local agency staff and elected officials to build a strong foundation of good government at the local level, centered on trust, accountability, responsiveness, and transparency.

In addition to our Leadership & Governance work, we have three additional pillars of work including Public Engagement, Sustainability & Resilient Communities, and Workforce Development & Civics Education.

For Public Engagement, ILG can help build the capacity of your agency to advance equity and public engagement through peer learning and collaboration, training, coaching, technical assistance, and facilitation. ILG's public engagement services include:

- TIERS Workshops (Virtual & In-Person for Individuals and Teams)
- Customized Public Engagement Training
- Strategic Planning & Consultation
- Meeting & Committee Facilitation
- Convenings & Stakeholder Engagement

Work done through ILG's Sustainable & Resilient Communities pillar provides local leaders with capacity building services, technical support, partnership development, and educational resources to make informed policies, plans, and decisions around climate planning, land use, housing, infrastructure, and engagement that results in more equitable, sustainable, and resilient communities. If your agency decides to join our free Beacon program, ILG offers year-round resources and technical support to assist Beacon participants in their journey, including:

- Technical assistance with collecting, reporting, and tracking best practices, energy savings, and greenhouse gas emission reductions
- Opportunities for award recognition
- Access to peer-to-peer networking and educational events, including webinars, conference sessions, and informal information exchanges
- Invitations to showcase climate leadership and agency achievements to a statewide audience

Finally, ILG's Workforce Development & Civics Education pillar demystifies what local government is, why it matters, and how to effectively serve or lead in cities, counties, and special districts. In addition to educating students and the general public on the purpose of local government and how to get involved through civic engagement and robust youth workforce programs, ILG also assists agencies with filling the workforce pipeline with diverse and qualified applicants.

ILG can support your local agency's workforce and civic education goals through a wide range of virtual and in-person services. ILG maintains an online suite of materials and resources and offers in-person trainings and project-support to grow your workforce development program through apprenticeships, youth engagement, partnership development, and next generation outreach. For more information, visit www.ca-ilg.org or email Erica Manuel at emanuel@ca-ilg.org.