



City Hall, 336 Pacific Avenue • Shafter, CA 93263

**AGENDA
SPECIAL MEETING
SHAFTER CITY COUNCIL
THURSDAY, APRIL 16, 2020**

CORONAVIRUS DISEASE (COVID-19) ADVISORY

To protect our constituents, City officials and City staff, the City requests all members of the public to follow the California Department of Health Services' guidance and the County of Kern Public Health Officer Order for the Control of COVID-19 restricting group events and gatherings and maintaining social distancing. Additional information regarding COVID-19 is available on the City's website at.

Consistent with Executive Order N-29-20, in-person participation by the public will not be permitted and no physical location from which the public may observe the meeting will be available. Remote public participation is allowed in the following ways, please see attached supplement for instructions.

TELECONFERENCE NOTICE

Pursuant to Executive Order N-29-20 Issued by Governor Gavin Newsom on March 17, 2020 and, to the extent applicable, Government Code Section 54953(b), the April 16, 2020 City Council Meeting may include teleconference participation by the City Council Members and City staff. Consistent with Executive Order N-29-20, teleconference locations utilized by City Council Members shall not be accessible to the public and are not subject to special posting requirements.

CALL TO ORDER: 4:30 p.m.

ROLL CALL: Mayor Alvarado
Mayor Pro Tem Lopez
Council Member Garcia
Council Member Givens
Council Member Prout

APPROVAL OF AGENDA:

PUBLIC COMMENT:

This portion of the meeting is reserved for persons wanting to address the Council only on matters listed on this agenda. 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:** a request to present information for discussion purposes only. No action requested. (City Manager Gonzalez)

ADJOURNMENT:

Should anyone challenge any proposed action which is the subject of a public hearing listed on this agenda, that person may be limited to raising those issues addressed at the public hearing described in this notice, or in written correspondence delivered to the City Council at or prior to this public hearing. 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 prior to the meeting or time when 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 24 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 the Police Dept. by 4:30 p.m., April 15, 2020. Yazmina Pallares, S/S, City Clerk



Council Chamber, 336 Pacific Avenue • Shafter, CA 93263

**AGENDA SUPPLEMENT
SPECIAL MEETING
SHAFTER CITY COUNCIL
THURSDAY, APRIL 16, 2020**

**THE APRIL 16, 2020 MEETING WILL BE CONDUCTED PURSUANT TO THE PROVISIONS
OF THE GOVERNOR'S EXECUTIVE ORDER N-25-20**

In order to minimize the spread of the COVID 19 virus, please do the following:

1. You are strongly encouraged to observe the City Council meetings live via Zoom (instructions below).
2. If you wish to make a comment on a specific agenda item, please submit your comment via email by **4:00 P.M. on Thursday, April 16, 2020** to the City Clerk at CityClerk@shafter.com

The City of Shafter thanks you in advance for taking all precautions to prevent spreading the COVID 19 virus.

Public Instructions

Meeting ID: 829 9113 5711

One tap mobile

+16699009128,,82991135711# US (San Jose) 13462487799,,82991135711# US
(Houston)

Dial by your location

+1 669 900 9128 US (San Jose)

+1 346 248 7799 US (Houston)

+1 301 715 8592 US

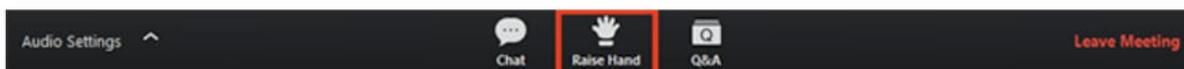
+1 312 626 6799 US (Chicago)

+1 646 558 8656 US (New York)

+1 253 215 8782 US

Meeting ID: 829 9113 5711

1. To provide public comment during designated period you must raise your hand. You will be called on by the name displayed or the last 4 digits of the phone number you are calling in from.
 - a. On computer click "Raise Hand"



- b. From mobile app. Click More and then Raise Hand



- c. From phone press *9 to raise or lower hand



336 Pacific Avenue • Shafter, CA 93263

**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 Thursday, April 16, 2020. The meeting will convene at 4:30 p.m., via teleconference. Said special meeting shall be for the following purpose:

MANAGEMENT REPORT:

1. **STRATEGIC PLANNING WORKSHOP:** a request to present information for discussion purposes only. No action requested. (City Manager 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 4:00 p.m., April 15, 2020. Further information regarding this Agenda Notice is available at City Hall, 336 Pacific Ave., Shafter, CA.

Yazmina Pallares, S/S, City Clerk

Dated: April 15, 2020

April 16, 2020

To Honorable Mayor and Members
of the Shafter City Council

STRATEGIC PLANNING WORKSHOP

Background

The City of Shafter has a track record as being visionary with regards to its growth and development. In the 1990's the City created a vision to be leader among comparable cities in the State in terms of economic development and financial sustainability. In 2011, the City created the Shafter Vision which focuses on four core functions of the City including the Downtown Business District, Economic Development, Education, and Recreation. As a part of this process specific goals and recommendations were developed which were implemented as a part of FY 2019-2020 budget and is supposed to be incorporated into future budgets. Additionally, the 2011 Shafter Vision is about self-governance and is an essential guide to City leadership to help the leadership focus on the long-term goals of the community, regardless of the distractions of the moment.

However, since 2011 to present the economic climate and factors of how cities operate has changed. Along with these changes, the way cities deliver services have also drastically changed. Today taxpayers have an expectation of quality services at the lowest costs. This can result in a misalignment of expectations versus reality between taxpayers and policy decision-makers. The misalignment can be attributed to three factors 1) revenue volatility, 2) peaking of revenues; and 3) operating expenditures of doing business have outpaced revenues.

Revenue volatility is a result of cities' dependency on revenues that fluctuate with the state of the economy. For example, if the local, regional and state economy is doing well and consumer confidence index is high, city revenues too grow and remain constant. But if economic variables change, i.e. unemployment rates increase or spending levels decrease, city revenues also slip downward, perhaps not at a rapid rate like we saw during the Great Recession, but still a dip.

Peaking of revenues can be attributed to cities reaching build out levels. Unlike the 1990s or even the 2000s when cities experienced robust growth rates, today most cities in California have reached their built-out levels. This could for various reasons, no more land available to develop or general fund revenues cannot sustain new growth or city infrastructure is at capacity and the city does not have the financial means for replacement or expansion. Therefore, if a city is not able to develop commensurately revenues will not grow either.

Operating expenditures have outpaced revenues. Like the private sector, cities too have realized increases for service, goods and personnel costs. The cost for fuel, utilities, materials, competitive employee compensation and pensions have incrementally increased faster than revenue growth. These types of operating expenditures are outside of a city's control. Even employee compensation to some degree because if a city is not competitive with their salaries and benefits it will not attract experienced, high caliber employees. In particularly pensions are beyond a city's control simply because the PERS board controls the development and implementation of policies that impact cities.

Current Challenges

Today, cities are again battling another crisis. The COVID-19 pandemic is a devastating situation impacting all our communities and has indirectly or directly impacted all of us. With the safety measures imposed by levels of our governments – local, county, state and national, we are attempting to stabilize this crisis and flatten the curve. While these safety measures seem to be working, we are also experiencing the economic impacts, negative in most cases, as a result of the ongoing crisis.

The one area cities will experience the most significant impact is the loss of revenues in the form of loss of sales tax, transit occupancy taxes, gas tax, just to name a few. The general funds will see the most loss in discretionary revenue.

To this end, city management leadership has reviewed and identified approximately \$500,000 in spending we can reduce in the current FYI 2019-2020 General Fund operating budget. We will be recommending to chill both filling current unfilled positions and defer certain non-essential purchases. Also, we will be proposing to postpone any capital projects that have a general fund contribution or fully funded with general fund revenues. The goal is to preserve the general fund for this year as we begin to prepare the FY 2020-2012 General Fund operating budget. More of this information will be presented to Council at the first budget workshop.

Development of Strategic Goals

The development of concise and precise strategic goals is fundamental to effective management and governance of local government. Today, more than ever, we need to create this roadmap to not only help us get through the COVID-19 pandemic but to continue to maintain our solid financial position now and for the future. The desired outcome of the workshop will be to establish three but no more than five strategic goals to see us through the current battle we find ourselves in.

Gabriel A. Gonzalez
City Manager