

City of Artesia

Goal Setting Report



Report Assembled By:



Authors:

Mike Egan, Director

Kylie Sun, Senior Business Analyst

Emma Totaro, Junior Business Analyst

March 2025

Table of Contents

Table of Contents..... 1

Executive Summary..... 2

 Purpose.....2

 City of Artesia Background..... 2

 Goal Setting Process.....3

Early Action Goals..... 4

 Goal #1: Enhance Public Safety..... 5

 Goal #2: Implement Capital Improvement Projects..... 7

 Goal #3: Invest in Staff Development..... 9

Long-Term Goals..... 10

 Goal #1: Enhance Public Safety..... 10

 Goal #2: Implement Capital Improvement Projects..... 10

 Goal #3: Invest in Staff Development..... 10

 Goal #4: Expand City Offerings and Facilities.....10

 Goal #5: Increase Economic Development..... 10

Executive Summary

Purpose

Voters in the City of Artesia solidly approved Measure AAA on the November 5, 2024, municipal ballot. The Measure implemented a three-quarter cent sales tax increase to enhance local services. The Measure is expected to produce a 20% increase to the City's General Fund, or a little more than \$3 million per year.

On March 5, 2025, Tripepi Smith facilitated a public goal-setting session with the Artesia City Council and members of the City's executive team. The Council discussed a broad range of overall goals and developed an early action plan to address the community's most pressing needs. That early action plan focuses resources on public safety, infrastructure projects and staff development for the immediate future. Additional goals will be developed as staff capacity and revenues continue to grow.

City of Artesia Background

The City of Artesia is a small, vibrant community celebrated for its rich cultural diversity, thriving small business sector, outstanding restaurants, quality parks programs and innovative public education system.

The City initiated this goal-setting effort to quickly focus resources on important community projects and to enhance organizational capacity, aiming to maintain its positive trajectory in service delivery.

In recent years, Artesia has made significant strides. In late 2021, the City faced serious financial challenges, including insufficient revenue, inadequate financial reporting and high staff turnover in critical positions. However, over the past few years, Artesia has successfully addressed many of these issues.

The City expanded its revenue base by implementing voter-approved cannabis sales and securing voter approval for Measure AAA. In August 2024, Artesia's Finance Department received a clean audit report for the 2022-23 fiscal year, marking the completion of a backlog in financial reporting that spanned multiple years — an important achievement. Additionally, the City received a clean audit report for the 23-24 fiscal year in February 2025, demonstrating Artesia's commitment to responsible financial management and transparency.

Furthermore, Artesia is currently conducting a class and compensation analysis to establish a competitive compensation structure that will attract and retain top local government talent.

Goal Setting Process

The City of Artesia engaged Tripepi Smith to lead its goal-setting process to guide the upcoming 2025-26 fiscal year budget. The process included the following:

Deliverable	Date
Goal Setting Facilitation Proposal	February 10, 2025
Kick-Off Call <i>with the City Manager and Deputy City Manager</i>	February 24, 2025
City Council Goal Setting Workshop <i>to discuss goals and objectives</i>	March 5, 2025
City Council Meeting <i>to review and adopt the Goal Setting Report</i>	March 17, 2025

Following a strategy call with the City Manager and Deputy City Manager, Tripepi Smith identified consolidated concerns and priorities and presented five general goals at a special meeting of the City Council the City's executive staff held on March 5, 2025. The City Council discussed and elaborated on the general goals, agreeing upon three goals for immediate action with revised objectives.

From the March 5 meeting, Tripepi Smith created a work plan for each goal, as seen in the Tactical Steps columns below. The report is based on the City Council's consensus around the goals and expanded objectives.

Early Action Goals

CITY OF ARTESIA GOAL SETTING



ENHANCE PUBLIC SAFETY

- Address deputies' needs
- Hire private security for patrol support
- Coordinate private patrols with LASD for maximum effect
- Increase security cameras
- Address gang issues
- Boost community engagement

IMPLEMENT CAPITAL IMPROVEMENT PROJECTS

- Complete outstanding projects
- Resurface City streets
- Repair sidewalks
- Complete concrete alleyways
- Beautify the City
- Repair and remodel restrooms at Artesia Park
- Introduce more trash cans

INVEST IN STAFF DEVELOPMENT

- Invest in current staff
- Update outdated software
- Hire and attract new staff

Goal #1: Enhance Public Safety

Artesia will be a safe and secure City.

CITY OF ARTESIA GOAL SETTING



ENHANCE PUBLIC SAFETY

- **Address deputies' needs**
 - Seek input from the Sergeant and deputies about necessary resources to address crime more effectively
- Hire a **private security company** for patrol support, similar to the efforts of neighboring cities
- **Coordinate private patrols** with LASD for maximum effect
- **Increase security cameras** in the Civic Center, parks, streets and neighborhoods
- **Address gang issues**
 - Establish ongoing communications with neighboring cities to address evolving issues
 - Educate the Council and staff through a Roundtable about gang history and culture to better understand the situation and prevent further gang violence
- **Boost community engagement**
 - Mailers, safety checks, neighborhood watch program

Objectives		Tactical Steps
1.1	Address deputies' needs.	Seek input from the Sergeant and deputies about necessary resources to address crime more effectively.
		Fund additional safety programs and resources for deputies to increase public safety.
1.2	Hire a private security company for patrol support, similar to the efforts of neighboring cities.	Explore local private security companies.
		Discuss and hire a private security company to aid current deputies and Sheriff's Department staff.
1.3	Coordinate private patrols with LASD for maximum effect.	Create a patrol plan with deputies and private security to ensure that all areas of Artesia are regularly patrolled.
		Ensure each patrol grouping has a regular section to create familiarity with community members.
1.4	Increase security cameras (general video monitoring, fixed Automated License Plate Readers (ALPRs) and ShotSpotter cameras)	Add security cameras to the Civic Center (City Hall, Community Center and Artesia Park), City streets and local neighborhoods.
		Regularly maintain and monitor security cameras.
		Create a maintenance and replacement plan to ensure cameras continue functioning as intended.
1.5	Address gang issues.	Establish ongoing communications with neighboring cities to address evolving issues.
		Educate the Council and staff through a Roundtable about gang history and culture to better understand the situation and prevent further gang violence.
1.6	Boost community engagement and resident relationships with local law enforcement.	Invest in signage and materials to expand the reach and awareness of the neighborhood watch program.
		Create a standard of regular deputy safety checks for patrolled neighborhoods.
		Invest in mailers that promote Artesia's public safety efforts and how to get more involved.

Goal #2: Implement Capital Improvement Projects

Artesia will complete standing projects and improve residents' quality of life with future projects.

CITY OF ARTESIA GOAL SETTING



IMPLEMENT CAPITAL IMPROVEMENT PROJECTS

- **Complete outstanding City projects**
 - Finish the walking trail
- **Resurface City streets**
 - Accelerate repairs, fill potholes, introduce traffic-calming measures, improve street drainage, utilize rubberized asphalt
- **Repair sidewalks**
 - Not just grinding, but reparation
 - Increase streetlights or LED illumination
- **Convert remaining alleys to concrete**
- **Beautify the City**
 - Focus on the area near the 91 Freeway, a critical entry point into the City
 - Introduce foliage veils and murals
- **Repair public bathrooms** at Artesia Park
- **Introduce more and upgrade trash cans** and maintenance

Objectives		Tactical Steps
2.1	Complete outstanding City projects.	Finish any current Capital Improvement Projects, such as the walking trail.
2.2	Resurface and improve City streets.	Accelerate street repairs, both main and neighborhood streets.
		Fill potholes in a timely manner.
		Introduce traffic-calming measures on main streets to enhance vehicular and pedestrian safety.
		Improve street drainage.
		Consider utilizing rubberized asphalt when repairing streets for environmental sustainability.
2.3	Repair sidewalks.	Fix sidewalks to increase walkability and safety in Artesia.
		Increase the number of streetlights or illumination with LED on select City streets to enhance brightness and improve safety.
2.4	Convert remaining alleys to concrete.	Finish pouring and laying concrete in the remaining Artesia alleys.
2.5	Beautify Artesia.	Focus on the area near the 91 Freeway, a critical entry point into the City.
		Introduce foliage veils and murals to decrease graffiti.
2.6	Repair public restrooms at Artesia Park.	Remodel and repair the public restrooms in Artesia Park to increase public safety and resident satisfaction.
2.7	Introduce more trashcans and increase trashcan maintenance.	Introduce more trashcans around the City and in City parks.
		Upgrade existing trash cans.
		Implement a maintenance plan to ensure trash cans are emptied on a timely basis.

Goal #3: Invest in Staff Development

Artesia will be a City that regularly invests in current and future staff development.

CITY OF ARTESIA GOAL SETTING



INVEST IN STAFF DEVELOPMENT

- **Invest in current staff**
 - Based on the results of the Class and Compensation Study and labor negotiations, modify the salary tables to increase staff retention and loyalty
- **Update outdated software**
 - Invest in new software that is user-friendly
- **Hire and attract new staff**
 - Administrative support in the Finance, Community Development and HR Departments

Objectives		Tactical Steps
3.1	Invest in current staff.	Based on the results of the Class and Compensation Study and labor negotiations, modify the salary tables to increase staff retention and loyalty.
		Implement regular staff development and bonding to ensure staff satisfaction and regular learning.
3.2	Update outdated software.	Invest in new software that is user-friendly.
		Explore AI programs to help expedite City processes.
3.3	Hire and attract new staff.	Hire new staff that will enhance Artesia and add necessary roles to expedite City Processes in multiple departments.

Long-Term Goals

The Artesia City Council's long-term goals are outlined in the following links. These goals are ambitious and forward-looking, and they will help to ensure that Artesia remains a vibrant and thriving community for years to come.

Goal #1: Enhance Public Safety

Goal #2: Implement Capital Improvement Projects

Goal #3: Invest in Staff Development

Goal #4: Expand City Offerings and Facilities

Goal #5: Increase Economic Development

Artesia City Council Long-Term Goals

Enhance Public Safety

- **Develop a survey or status review** of vacant properties
- Ensure that residents know **the City is keeping track of the open lots** with current projects
 - Address public safety issues with open lots - examples:
 - Abandoned lots on Artesia Boulevard
 - Icehouse behind Stater Bros
- **Hold a community meeting in Padelford** to address safety issues in North Artesia
- Implement additional and uphold current **public safety ordinances**
- Expand the **alarm system rebate program**
 - Give away Ring systems to low-income residents and renters
 - Advertise the existing rebate program
- Get regular updates on **the effectiveness of public safety programs**
 - Automated License Plate Readers (ALPR) program
 - Catalytic converter ordinance
 - Holding guardians responsible for property damage caused by minors
- Discuss **additional public safety programs**
 - Sky Knight Helicopter program
 - Drone program
 - Shot Spotter

Implement Capital Improvement Projects

- **Assess City trees**
 - Explore other options for more attractive and environmentally friendly trees
 - Keep Tree City USA designation
- **Make the City aesthetically pleasing** for residents and visitors
- Discuss priorities for **the botanical garden**
 - Including, public safety, beautification and a timely project completion
- **Set goals for each major project** to keep projects on task and timely

Invest in Staff Development

- Discuss how to **bring City staff up to market rate**
- Provide an **intern opportunity for local youth**
- **Invest in new software** that is easy for people to use
 - Invest in an **AI model** to enhance City work
- **Hire for staff needs**

- Introduce **full-time employees in departments based on operational needs.**
- **Reassess the code enforcement department** for expansion and success
- **Improve and expedite the business licensing** and permits process
 - Explore offering **business licensing solutions** out of City Hall
 - Explore outsourcing the building permits
- **Do a survey about employee satisfaction** and bring it up to at least 80%

Expand City Offerings and Facilities

- **Improve Artesia Park**
 - Discuss the future of the splash pad and old memorial flag pole
 - Update landscaping
 - Revive the rose garden
 - Upgrade and increase trash cans
 - Revamp bathrooms
 - Potentially replace with a modern modular unit
- Conduct a **cost analysis on Artesia events** to figure out event value and resident attendance
 - Ask residents about what events they would like to see or what events they enjoy
 - Ensure the offered events hit a variety of demographics
 - Have more inclusive events catering to resident interests
- **Explore Future events**
 - India Independence Day (8/15)
 - Be more open to hosting other possible cultural events
 - Explore closing down Pioneer Boulevard for numerous events
 - Farmers market
 - Pioneer days
 - Cultural events
- **Increase budget transparency and City Council meeting awareness**
- **Invest in mailers and quarterly printed newsletters** to increase resident knowledge and engagement
- **Hold more town halls** to increase public awareness and resident comments
- **Implement a monthly e-magazine**
- **Create a City app** for services
- **Create a business improvement district** on downtown Pioneer Boulevard
 - Make the area a true destination for merchants and residents
 - Have formal discussion regarding “Little India”
 - Will be good for revenue, the City and residents
 - Promote for the Olympics, World Cup, the opening of the Metro Train, etc.
- **Capitalize on visitor attractions**
 - Food District
 - Jewelry District
 - Little India
 - Arts and Culture District

- **Invest in the downtown**

Increase Economic Development

- **Implement Strategic Economic Development Plan** with Kosmont
- **Secure revenue** for the City through:
 - Billboards
 - Business licensing
 - Business license sweeps (by code officers)
- **Establish connections** between top businesses and the City
 - Offer staff and services to build the relationship
- **Create a database of commercial business property owners** and property managers for internal use
 - Connect tenants with property owners and managers to fill empty lots
- **Create an economic development support position**
- **Create an ad hoc committee** to function as an economic development sounding board
 - Role: To review and work with staff on the implementation of the economic development strategic plan
 - Mayor Pro Tem Trevino and Councilmember Manalo appointed