

October 2010 Newsletter Articles

President's Message

Hello,

I am Linda Barton, city manager of Livermore, the newly elected City Managers' Department president. I am honored to be selected and look forward to working with the [Executive Board](#): Bruce Channing, city manager of Laguna Hills, President-elect; Brad Kilger, city manager of Ceres, Vice President; Immediate Past President Ken Pulskamp, city manager of Santa Clarita; Director Jeff Kolin, city manager Beverly Hills, and the At-Large and Area Group Representatives; an excellent team of experts in our profession.

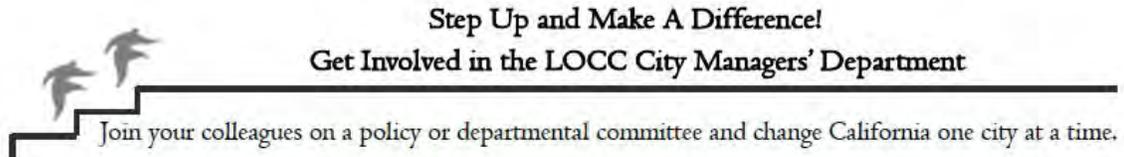
We definitely have some large issues on our plate for this year. Over the last months we have been part of a state-wide effort to respond to the city of Bell issues. Kevin O'Rourke has done an excellent job as the Compensation Task Force Chair, and Ken Pulskamp and Chris McKenzie have been excellent spokespersons for our profession. Dave Mora, our West Coast ICMA representative, was an invaluable resource in gathering salary information for the survey. Hopefully, you are all aware that the Executive Committee has worked with the League on proposed legislative reform, and has developed compensation guidelines and a salary survey of all city managers and county managers in the state. The compensation guidelines were approved by the Department Executive Committee and the League Board; the guidelines were then presented to the Legislature. The survey and the guidelines can be found on the League website at www.cacities.org/opengovernment. Legislative reform continues, and our goal is to support reforms that promote transparency, disclosure, and salary information reported for all public employees. The State Controller is currently gathering information for a second, more comprehensive salary survey. The Executive Committee continues to focus on legislative reform and new issues as they arise.

There are, however, many additional issues which are extremely important to our profession. In accepting the role as President, I presented a work plan that is supported by the full Executive Board. This plan includes:

1. Support for Proposition 22—A measure which protects our local dollars from state take-always is critical. It is important that all of us discuss the proposition in our communities, fundraise for the campaign and provide personal financial support. We cannot count on others to make this happen—we need to do our share!
2. Support for pension reform—The cost of pensions is unsustainable, and as leaders in our organizations we need to work diligently for reform. Many groups throughout the state have developed policy papers that establish their reform goals. This year, our department's goal is to monitor the policy developments, track local community and county successes, and continue our work with the League, our employee organizations and the Governor's Office for long-term reform.

3. Compensation reporting—As discussed above, governmental transparency is extremely important. We will work with the Controller to develop processes to assure regular updating of salary information, and we will continue to work for legislative reform in partnership with the League.
4. Diversity—This is a key issue in a state with such a diverse population as California. This year we would like to establish diversity as a priority, have Presidential appointees to the Diversity Committee, and work with the committee to clearly define the roles and activities.
5. Last year the area representatives (two representing cities in Northern California and two representing cities in Southern California) worked with the executive board to define roles and responsibilities and worked closely with the Area Manager Groups to develop common practices. We want to continue the excellent work of this group this year.

I am very interested to involve as many of you as possible in furthering these goals by serving on a committee:



The League Police Committees are:

Administrative Services/ Community Services/ Employee Relations/ Environmental Quality/ Housing, Community and Economic Development/ Public Safety /Revenue and Taxation/ Transportation, Communication, and Public Works

You may also serve on the two Departmental Committees: Pension Reform Committee and the Diversity Committee.

Please email me at imbarton@ci.livermore.ca.us about your interest.

Finally, be sure to put **February 2-4, 2011** on your calendar for the City Managers Department meeting in Monterey. Bruce Channing and his committee have put together a very timely program for us.

Linda Barton

Director's Message

How many of us have groaned internally when that well meaning citizen came up to podium and announced how much money the City Manager was making after a change to your contract was placed on the regular meeting agenda of the City Council? I certainly am one of those who grinned and bared it when every year the local newspaper ran the salaries of all of the City and County Managers in my region. I worked for a Charter City whose charter required changes to the City Manager and City Attorney contracts to be approved by ordinance so that two readings on separate regular meetings of the City Council were conducted. That same charter also limited City Council salaries to those provided for General Law cities. I don't think that I fully appreciated the importance of these provisions at the time, but the last two months have demonstrated their importance and the wisdom of the individuals who crafted that charter. It reminds of this quote:

Some luck lies in not getting what you thought you wanted but getting what you have, which once you have got it you may be smart enough to see is what you would have wanted had you known. ~ Garrison Keillor

Transparency and citizen involvement have taken on increased importance in recent weeks as we in local government have condemned the transgressions that have occurred in Bell and Vernon. We will be dealing with the loss in faith and credibility for many years to come. Yet, as in many times in the past, adversity often brings out the best in us and creates opportunities for important improvements. The City Manager's Department has taken the lead in working with the League staff and representatives of ICMA, Cal-ICMA and CCMF to respond to the hundreds of media inquiries. The four organizations have worked together to complete a survey or 2009 City Manager and County Administrative Officer compensation so that we can voluntarily disclose compensation before State requirements take effect. Our President Ken Puskamp took that lead to draft recommendations for compensation guidelines that received approval from the Executive Committee and the League Board of Directors. The guidelines will become League Policy and a valuable resource for governing bodies.

Challenge and opportunity for our profession lies ahead! We may be working with new State legislation that will impose reporting requirements and create new regulations and limitations on City Manager and County Executive contracts. The Governor's veto's aside, it is likely that there will be continued efforts to institute legislation that will prevent another "Bell" type abuse from occurring. We certainly will have increased visibility in our communities and with the media for any matter that impacts compensation or benefits. This will be an opportunity for us to involve our citizens in their local communities and increase the understanding of how the Council – Manager form of government works. How many times in our careers have we been asked "What does a City Manager do?" Making sure that our communities know the responsibilities and duties of a City Manager and their importance to the long term health of the community should be a priority.

Public service motivated many of us to enter the profession and keeps us focused on creating improvements to community life in our Cities. The economy has made this extremely challenging in almost every city in the country. City and County managers have demonstrated over and over again their leadership by volunteering pay reductions or benefit changes to help make ends meet for the communities in which they work. As leaders we are held to a higher standard and must continually recognize that the public expect us to be stewards of public resources, particularly when they themselves may be without a job, without benefits or without a home.

City Manager's are called upon to make extraordinary commitments to our communities when disasters occur. The recent San Bruno natural gas line explosion is the most recent example of the importance of our role in a disaster. Connie Jackson, City Manger of San Bruno, went into action, managing the disaster response as she waited to learn that her own family and how were safe. It's what we do and why we entered public service. Thanks to individuals like Connie we have example after example of the kind of commitment and excellence that is the hallmark of professional City Managers.

We have a great opportunity before us to invite the public and citizens to become involved in their local governments. Invite them in to meet you and ask questions about how their City works. Welcome questions about your role and your compensation. Share information about how your role compares to other City Managers in the region and how your compensation compares. Provide them with information about how salaries and benefits are established in your City. Take the risk to make them a more active part of your governance and management process and I think that you will find that it will be a rewarding experience. It may be uncomfortable and frustrating but remember the alternatives and this quote from Winston Churchill.

If you're going through hell, keep going. ~Winston Churchill

Public Service in an Age of Cynicism

by Rick Cole

We've come a long way since John F. Kennedy challenged "a new generation of leadership" to "ask not what your country can do for you, ask what you can do for your country."

Like many in my generation, I heeded his call to public service. I still find inspiration in words chiseled in marble, like "equal justice under law" or "neither snow, nor rain, nor heat nor gloom of night stays these couriers from the swift completion of their appointed rounds."

We live in a far more cynical age today. Assassinations, wars, scandals and fiscal meltdown have disillusioned Americans about politics and government. The recent pay scandal in Bell, feeds the worst perceptions of those who claim that public service is all about self service.

Of course, there was no "golden age" when leaders were all statesmen and government was free of corruption. In fact, there've been far worse times. A century ago, in his book *Shame of the Cities*, Lincoln Steffans exposed endemic corruption far worse than our recent scandals.

American history runs in cycles. Periods of cynicism always give rise to movements for reform. Out of the "shame of the cities," the city manager system was born, which aimed to professionalize local administration.

Today's public sector professionals are naturally defensive about the rising tide of anger and distrust we encounter from citizens. To restore public trust, the strength we need to draw on is not our professionalism, but our idealism. Now is the time to refocus on the values that make public service truly worthwhile and rewarding. What public service today needs is "leadership at the core of better communities"—the motto of the ICMA.

As city managers we are naturally perplexed and defensive about the rising tide of anger and distrust we encounter from citizens. We make a very good living, but we hardly feel overcompensated. Comparisons to private sector CEOs may be problematic, but we need only to match W2s with our counterparts in, say, nonprofit hospitals to feel that, if anything, we are underpaid for the level of challenge and public scrutiny that we face every day. Now we find ourselves the object of uncomfortable and unwanted attention, with our salaries on newspaper front pages. The annual retreat of our executive committee, an earnest and wonky chore of those willing to "serve the profession" was transformed this summer into a media event with reporters from California's major media feverishly taking notes on how we would react to the unfolding scandal in the city of Bell.

It wasn't supposed to turn out this way. We were busy "preparing the next generation" to take our places – trying to persuade them that it was worth the personal sacrifices and risks to take on the role of city manager. We acknowledged the rigors of the job, but insisted that public service at the highest levels of local government was both worthwhile and rewarding.

That doesn't change just because times are tough. In fact, difficult times demand more of us. Facing a far sterner test, Tom Paine rallied his fellow colonial patriots with these words: "These are the times that try men's souls. The summer soldier and the sunshine patriot, will, in this crisis, shrink from the service of their country; but he that stands by it now, deserves the love and thanks of man and woman . . . we have this consolation with us, that the harder the conflict, the more glorious the triumph."

Let's face it. Bell City Manager Robert Rizzo's \$1.5 million pay package is a grotesque outlier, but some of our fellow public servants enjoy pay and perks that are out of place in the "new normal." Generous compensation may have been appropriate when times were better and councils sought to lure the "best and brightest." But not when more than half of the workers in America have lost their job or had their pay or hours reduced. Yes, some private sector executives continue to defend top-heavy compensation. But they're a poor example to emulate.

At a time when the Bell city manager has become a poster child for mercenary greed in the public sector, we can lead in the other direction.

California's city managers have embraced transparency. In fact, I now joke that if I get any more transparent, I'll be invisible. Virtually every city has scrambled to post compensation information on our websites and the League has assembled a statewide database listing pay for nearly every city manager. We've crafted a set of guiding principles for setting executive salaries – that if adhered to can prevent scandals like the one in the city of Bell.

Yet I'd argue we should go further.

Let's start with retirement security. Guaranteed annual pensions of half a million or even a quarter of a million dollars aren't justified in the public sector. Nor should pension costs be borne entirely by taxpayers – an equal sharing would be more equitable.

Excessive leave time is indefensible. Vacation and leave time accruals that become backdoor pay days undercut the very work ethic we expect of our entire workforce.

Bonuses awarded without criteria for objectively measuring performance fail the test of accountability and look like rewards for pleasing our elected employers.

Minor perks and special privileges grate on both citizens and our employees. Such things as reserved parking slots, city-paid club memberships, free sporting or entertainment tickets to city-owned venues and “business lunches” on city credit cards are not venal – but are out of sync with the “new normal.”

Public sector executives needn’t take a vow of poverty. But the right standard isn’t “What could I make in the private sector?” or “What could I make in the next town over?” It should be Tenet Three of the ICMA Code of Ethics: “The highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.”

I adopt no “holier than thou” attitude here, nor do I seek to preach. None of us is above criticism, both fair and unfair. Rather, I speak out of a shared dedication to Tenet Two of the ICMA code: “a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.”

There is much that is misguided and even evil in the current unrelenting attacks on government and public servants. We do not have to apologize or bow to the vitriolic critics who have nothing constructive to contribute and who exploit the public by castigating everyone who serves the public.

What we do owe ourselves and those we serve is our best work and highest commitment to the ideals of public service. We need to decisively distinguish ourselves from the Rizzos and Malkenhursts who have been exposed as shameless mercenaries. We know that public office is a public trust. We’ve all worked long and hard to earn that trust. At a time when that trust has been eroded, it’s time to step up and earn it back for ourselves, for our successors and, most of all, for the benefit of the communities and citizens we serve.

The California City Management Foundation is Working for You

The California City Management Foundation is a nonprofit membership organization dedicated to foster council-manager relations and the well being of city managers to ensure stable and successful communities. On your behalf, the Board of Directors pursues a variety of projects to enhance the profession and local government.

The 2010 Work Plan includes 18 Strategic Initiatives ranging from training opportunities for Council Members, Managers and aspiring Managers, to model information packets for new Council Member orientation, Assistance Kits for specific programs, and informational articles on relevant topics.

The top priorities for this year's work plan are:

- Participate in the 2010 ICMA Conference
- Create a welcome packet for new City Managers
- Create a City Manager model evaluation form and program
- Create a political strategy and program for dealing with attacks on the City Manager Plan
- Create a model packet for Council candidates and newly elected Council Members

If you would like to be involved in any of these efforts, please contact one of your CCMF Board Members and we will get you connected.

CCMF is working in concert with ICMA and the League's City Manager's Department regarding the issues coming from the City of Bell. We joined with others to send a letter to the LA Times noting our outrage at the actions of the Bell officials and reminding everyone that there are many great professional managers in California. Bell is by no means the rule. CCMF continues to participate in the public discussion regarding city manager compensation. Look for editorials from our Executive Director Bill Garrett in regional publications across the State in the next few weeks. We are also working on tools to help managers in their local community; please feel free to call on us for assistance.

We anticipate having much of our work plan accomplished in the next two months. We will announce the new tools as they become available and members will be able to retrieve them from our website www.cacitymanagers.org. We anticipate an informational packet for managers and council members on a model city manager evaluation program, and handbooks for council candidates and new council members.

In November, we will again be hosting the New and Future City Manager Seminar, for City Managers who have been hired in the last three years or people anticipating becoming a City Manager in the next three years. Please pass along this information to those who may be interested.

Again, the CCMF Board is here to support your efforts in making California Cities great.

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Bill Lewis: A Great Friend to the Profession

By Steve Wright, Wheatland City Manager

In September we lost a great friend to cities and the profession with the passing of Bill Lewis. As an employee, Bill grew up through the ranks of the Pasadena Police Department and moved across into the Pasadena City Manager's Office, becoming the Assistant City Manager. Educated through the USC School of Public Administration, Bill subsequently transitioned into the consulting role quite naturally; ultimately having over 200 municipal clients in addition to formulating the now highly recognized City Manager – Police Chief Team Building workshops.

Bill was best known in the Pasadena area for his role not only with the Police Department and City Managers office but also because of his involvement with the Tournament of Roses organization and as the manager of the annual Rose Bowl football game. His memorial service on August 19, 2010 in the courtyard of the Pasadena City Hall reflected that city's sincere appreciation of all that he had done for the community.

But for those of us in the profession, Bill Lewis represented a quiet guiding hand that allowed us to bring our council/management teams together for the betterment of each of our cities. Because of his police background, law enforcement organizations sought him out to enhance communications between middle and upper management; analyze and modify organizational structure to improve operations; and even start up new police departments as the need arose. Because of his city management background Bill worked well building City Manager / Department Head teams as well as City Manager / Council teams.

Over 25 years ago Bill recognized the potential "power conflict" that could arise between a city manager and a police chief in a municipal organization. Working with the California Peace Officers Standards and Training (POST), Bill crafted the City Manager/Police Chief Team Building Workshop that lives on today. It is a program that brings together multiple City Manager / Police Chief teams to discuss issues of the day, explore differing management styles, and create working personalized programs to take back to one's own organization. It has stood the test of time.

Bill Lewis was a consummate professional, a mentor to many of us in the profession, and a good friend. He will be missed.

LYNWOOD ADVANCED SURVEILLANCE AND PROTECTION PROGRAM

A.S.A.P.

For more than 10 years, the city was plagued by prostitution and drug dealing on Long Beach Boulevard, the city's busiest thoroughfare. Fed up with no visible resolution in sight, the city in late 2007, met with residents, business owners, School District personnel and parents, several times to discuss the problem and what we collaboratively could do to address the problems. At one of the City Council meetings a concerned resident suggested an anti-prostitution march on Long Beach Boulevard.

As a show of solidarity, two anti-prostitution marches were held on May 16th and June 4th of 2008 on Long Beach Boulevard. More than 100 committed citizens participated in each march. This proved to be a short term solution to the problem, and a feel good effort for those who participated, as soon as the marches were over, it was back to business as usual on Long Beach Boulevard.

In August 2008, the Captain of our Lynwood Century Sheriff's Station shared with the City Council information about a new pilot program they were participating in with a local vendor using video surveillance cameras in problem areas. Like many cities suffering from budget constraints, the consensus was that this was a priority issue that needed immediate resolution. In October 2008, the city council approved the allocation of \$250,000 for a video surveillance camera project.

The community believed that, with this news, their concerns were finally being addressed and there may be some resolution coming soon. The city along with the Sheriff's Department, with community input, developed an aggressive plan to address ongoing crime and strengthen public safety.

The plan included a targeted gang strategy, video surveillance, youth leadership programs through the Sheriff's Department, as well as an expansion of neighborhood block watch groups, and a community awareness campaign. These efforts were to keep the community united and working together as a team to take our community back. As a result of this ongoing effort, by the end of 2008 Lynwood's Advanced Surveillance and Protection Program (A.S.A.P) was born.

The Lynwood Advanced Surveillance and Protection Program includes video surveillance cameras; acoustic gunshot detection; automatic license plate recognition scanners; and "Bluecheck", the newest mobile device that allows deputies to scan thumbprints out in the field for immediate identification of individuals. All of this new technology implemented facilitates crime fighting while also providing deputies with real time intelligence that enhances their safety.

Signs were purchased for the project and installed throughout the City that read "Smile....You're in Lynwood" to let residents, businesses, and visitors know their safety is being enhanced through video surveillance. Although the signs have a lighthearted message, Lynwood Sheriff Baca at our first

surveillance camera unveiling made it clear to everyone that prostitution, gang activity, tagging and drug dealing will no longer be tolerated, and if you bring that type of activity to Lynwood you “will” be arrested.

Monitored 24 hours a day at the Century Sheriff’s Station to date, 12 video surveillance cameras have been installed in problem locations throughout the city. With funding from the American Recovery and Reinvestment Act 11 additional cameras have been purchased. By the end of 2010, 27 cameras will be installed. One small business owner on Long Beach Boulevard stated “it’s wonderful to have cameras here watching my business.” A resident in an area where the first video surveillance camera was installed, commented in a television interview about the surveillance video cameras. He stated “if you’re not doing anything wrong you have nothing to worry about.”

Lynwood held a grand opening in September 2009 for a much anticipated and needed new city park on Atlantic Avenue. Within 24 hours of the park’s opening, the marquee in front of the park was vandalized right below a newly installed video surveillance camera. Two adult graffiti vandals were identified on the video by law enforcement, arrested, convicted of vandalism, and ordered to pay restitution to the city.

These aggressive efforts, according to the Sheriff’s Department, have resulted in the lowest number of homicides in the city since 1985. In 2005 Lynwood had 21 homicides. As of June 2010, there was just one this year. As a result of the success of the ASAP program, city was awarded the coveted All America City award in June 2010 with ASAP as one of our premier programs initiated to improve the quality of life for Lynwood businesses, residents, and visitors. The city, Sheriff’s Department, Block Watch, community residents and businesses continue to work together to keep Lynwood an “All America City.”

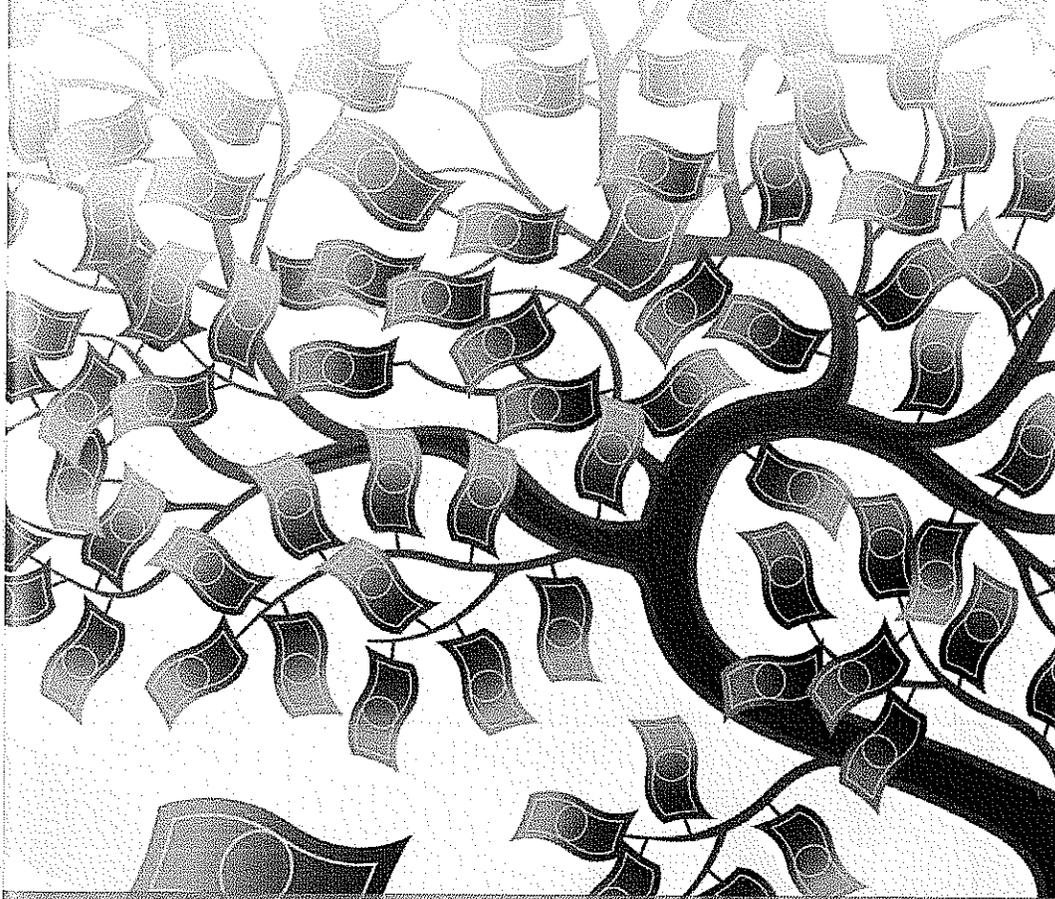
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Photos attached to email



ECONOMIC DEVELOPER BULLETIN

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HERE'S *the* MONEY!



**ACCESS TOOLS & STIMULUS
\$ FOR RECOVERY**

HILTON LONG BEACH

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CITY OF TAFT EMBRACING SUSTAINABILITY

by Robert T. Gorson

BACKGROUND:

Sustainability has many definitions depending upon the author and his intended audience. For the City of Taft, we have defined Sustainability as aligning our built environment and socioeconomic activities with the natural systems that support life.

Sustainability is the term we use to show how Taft will balance the various interests and needs of our existing and future residents and maintain or enhance our quality of life. The City of Taft's "Vision for the Future" reflects our core community values and identifies the guiding principles to guide our growth.

In adopting our General Plan, the City of Taft is making a clear and definitive statement that good planning is crucial to the City's success. Our General Plan Guiding Principles include:

- Conserve agricultural and natural resources
- Create a vibrant, healthy and active downtown
- Incorporate green and sustainable principles through the General Plan
- Encourage growth in existing developed areas with limited new growth in undeveloped areas of the Planning Area
- Promote attractive residential and aesthetically appealing commercial development
- Create a positive business environment for new and existing businesses to locate and expand
- Provide mobility, housing and job options for all residents of Taft
- Diversify the local economy while remaining a leader in energy production and maintaining a strong petroleum-based industry

CURRENT STATUS:

More and more communities are embracing sustainability and not just because they are trying to save the planet or do the right thing. Communities across the country are improving their financial well-being as a result of reducing their consumption of energy and water, or as Mayor Mary Hamman-Roland of Apple Valley, Minn. put it, "Green keeps the green in your pocket."

Some of the leading innovative communities are also finding that sustainability initiatives not only "save" money through energy and water conservation strategies but that sustainability measures can be economic engines. For example, Palo Alto, California has worked hard to embrace sustainability and has found that their image as a "Green City" has attracted business. Some green projects have created many new high-wage jobs. Phoenix, AZ is becoming known as friendly to solar energy providers.

In Kern County, CA the Tehachapi Wind Resource Area will generate \$45 million a year in new taxes and create hundreds of high-paying jobs when it reaches 4,600 MW by 2030. Also, the \$ 2 Billion Hydrogen Energy project in nearby Buttonwillow will generate 250 MW of Clean Energy, 1,500 construction jobs, 100 new operating jobs and several million dollars in annual tax revenues. In short, Kern County is not only the oil capital of California but is also encouraging alternative energy projects that will create significant new revenue streams.

The City of Taft has embraced Sustainability and we are benchmarking to Kern County and other innovative cities like Apple Valley, Minn, Palo Alto, CA and Phoenix, AZ that are turning green initiatives into economic engines.

We are analyzing municipal solar generation proposals that will not only save the City of Taft on our electric utility bill but will also create jobs and assist in showcasing our community as a "Clean Energy" city. We are also encouraging alternative energy and/or renewable fuel providers to consider Taft as a great place to start or expand their business. We already have one alternative fuel (diesel biofuel) company in Taft and another is about to sign a lease agreement. We have a 100 MW Solar Thermal Project and also have several PV solar farms from 20 MW to 200 MW that are locating within our proposed Sphere of Influence (SOI). Our solar initiatives are expected to provide clean energy for the region, reduce or eliminate the City's energy bill and create hundreds of high-wage "Green" jobs. Taft College will offer real-life laboratory experiences to interested students that want to enter the alternative energy or renewable fuel industries.

The City of Taft is on a path to become a national model in regard to sustainable development. Consider the following facts:

- 246 Square Mile Planning Area with a projected population of 68,018 with 86% of the ultimate population within the existing SOI and 91% of the Planning Area is planned for non-urban uses and will remain Agriculture, Natural Resources and Open Space!
- Taft has a popular 1-mile Rails-to-Trail but can you imagine a 58-mile Trail Network that traverses through a 120-square mile "Green" zone that is protected and preserved by the Williamson Act, Habitat Conservation Plan or other land use conservation plans?
- We are planning our first Historic Preservation effort with a ribbon cutting and dedication on March 17, 2010. The Pioneer Mercantile Building was constructed in 1926 and will be the temporary studio for the artist that will create the largest bronze artwork in the State. We expect the Oilfield Workers Monument to be a "Major Landmark" and create a destination for anyone interested in fine art and the beginning of a cultural renaissance in Taft! We also expect several other historic structures to be "retrofitted green" with the adaptive reuse in a mixture of land uses that will create a special sense of place in the Downtown area.
- We have also applied for grant funding to create 5th Street Plaza and other "Green" public gathering places (including a small amphitheater) that will accommodate multiple programmed events at the same time or one or two large events. We hope to have a portion of the public improvements completed in time for the Oildorado celebration on October 14 – 24, 2010 and the city's 100-year anniversary on November 7, 2010!
- Taft was the First ClimateSmart City in Kern County and by joining PG&E's program; Taft neutralizes more than 1 million pounds of carbon dioxide each year (which is equivalent of saving 1,100 barrels of oil). All of our facilities are "carbon neutral" and we believe that Taft may be the "greenest" city in Kern County and one of the greenest in the State in a few years!
- Taft will implement Green Building Policies that comply with the letter and intent of AB 32 and SB 375 including City-led energy audits, energy efficiency and conservation programs, and San Joaquin Valley Air Control District efforts to improve air quality.
- Taft will create and implement water conservation policies and programs and recycling programs and opportunities. For example, Taft already recycles 71% of our municipal waste and we will not stop until we reach "Zero Waste".



- Our wastewater effluent is recycled in a farming operation governed by an MOU. The farm lowers our operating costs, creates a green environment and provides a small revenue stream.
- Taft is implementing other sustainable development practices that promote a healthy lifestyle and improve the overall quality of life of all community stakeholders!

SUMMARY:

We sincerely believe that Taft is a charming, unique community and a wonderful place to work, worship, raise a family and/or retire. New residents are attracted to our city for good reasons – a strong and expanding job market with plans to diversify the local economy by creating 6,000 new jobs, a very SAFE community with zero tolerance for graffiti, drugs or gang activity, a central downtown business district complete with historic structures that are being renovated for new business opportunities, excellent school system, active Parks and Recreation District, and other major amenities like The Fort, Oil Museum, Veterans Memorial Park and Honolulu Hills.

Taft is also fortunate to have a community college (Taft College) that is recognized for its innovation in the classroom, new ways of teaching by using technology, nationally recognized programs, exciting new facilities and a Master Plan and funding for a modern and sustainable campus. As Taft Mayor Dave Noeri likes to say "Taft College is a shining example of the future of Taft as a unique and innovative place that has embraced sustainability!" ♦

Golfer's Alert: CCMF Tournament on February 4th

Mark your calendars now! The 13th Annual California City Manager's Foundation Golf Tournament will be held on its' traditional Friday date, at the close of the City Manager's Department annual meeting in February. This year's exciting venue is Bayonet Golf Course. Bayonet, located in the City of Seaside on the former Fort Ord property, is recognized as one of the finest courses in California. Golfweek Magazine named Bayonet No. 11 on its' list of "Best You Can Play" in their state by state rankings. Bayonet is ranked number 11 on Golf Magazine's list of Best Public Courses in California. In addition to providing a challenging test of golf skills, the course provides some of the most beautiful views and playing conditions on the Monterey Peninsula. This course will ensure a positive experience for all who play. More importantly, the event is always a lot of fun and a great way to close out the conference and raise money for our Foundation.

CCMF relies upon this golf tournament as one of the primary fundraising events for supporting the Foundation. Anyone wishing to lend their support with a sponsorship or donation of a raffle prize or tournament gift should contact Bill Garrett at (619) 303-8068 or Mike Parness at (707) 257-9501.



Senior Manager/Encore Manager Support Network Meeting and Wine and Cheese Gathering

Who: Active managers who are beginning to consider retirement from full-time careers and “encore managers” who have already transitioned into their next life phase

When: Friday, Nov. 12, 2010
3-5 pm (followed by a wine and cheese gathering)

Where: William E. Walker Recreation Center
650 Shell Blvd, Foster City

What: An informal conversation and opportunity to network, learn from each other, and support colleagues as we all explore “encore” options

Info and RSVP: Contact Frank Benest at frank@frankbenest.com

Agenda:

1. Welcome (Kevin O’Rourke)
2. Small Group Discussions (led by Frank Benest)
--Sharing our dreams and journeys
 - a. For active managers: What are several hopes and dreams for your encore phase?
 - b. For encore managers: What has been your journey, including one joy and one continuing challenge?
3. Panel—A Sampling of Encore Experiences (3 Encore Managers)
4. Open Dialogue on Issues and Resources (All)
5. Cal-ICMA Web Resources and Other Services (Frank Benest)
6. Other Opportunities to Get Engaged in Cal-ICMA Senior Manager/Encore Manager Initiative (Kevin O’Rourke)

Wine and Cheese Gathering

Cal-ICMA

California Consortium

A State Affiliate of ICMA

NEWS ITEM

Active managers who have begun to consider retirement as well as “encore” managers who have already begun their next life phase are invited to attend a Senior Manager/Encore Manager Support Network Meeting and Wine and Cheese Gathering in the Foster City Recreation Center on Friday, Nov 12. The support network meeting will be conducted from 3 to 5 pm followed by the wine and cheese networking opportunity.

The purpose of this informal gathering is to learn from each other, network and support colleagues as we all explore “encore” options. The meeting will feature a panel of three managers who will share some of the lessons from their journey to date.

The event is hosted by the Cal-ICMA Senior Manager/Encore Manager Committee. This is the first in a series of support network meetings. The next such event will be conducted in Southern California in Spring 2011.

For meeting details plus the agenda, please click [here](#). To RSVP for the event, please contact Frank Benest at frank@frankbenest.com.

MuniLink

MuniLink is the League of California Cities' interim management employee and vendor directory. Featuring searchable categories of interim resumes, MuniLink is still the best online tool to connect with highly trained municipal veterans and consultants eager to meet your agency's needs.

In its work with local officials, the League regularly receives requests for references for consultants, attorneys and other service providers as well as interim management candidates. The League has partnered with *Western City* magazine and the Institute for Local Self Government to create MuniLink, an online database used to identify professionals available to assist with local agency needs.

SEARCHING THE ONLINE DIRECTORY IS **FREE** for agencies looking for products and services and offers individuals and companies a fast and effective way of connecting with city officials in California.

On the contrary, if you are retiring soon and are looking for an interim assignment or if you are a product and services provider, consider MuniLink as part of your marketing strategy.

To encourage maximum participation in the database by vendors and retirees alike, we are keeping the participation fee low—\$200 per year.

MuniLink Features:

- **Up-to-date listings.** Vendors or individuals who participate on the MuniLink site can create and update their listings at anytime---we're open 24-hours a day.
- **Live e-mail and website links.** All listings can include e-mail and website addresses. City officials can easily connect with you to learn more about your services or resume.
- **Printable search results.** Visitors can print their search results to share with others or file them for future reference.
- **A listing begins upon receipt of payment** and approval-usually within 24 hours.
- **A renewal notice is e-mailed 30-days prior to listing expiration.**
- **All listings are annual.**
- **To be included in our database search, we charge only \$200 per listing.**

MuniLink is a joint project of the League, the Institute for Local Government and *Western City* magazine. Proceeds from MuniLink benefit the League's research and advocacy efforts on behalf of cities.

Visit MuniLink today! www.cacities.org/munilink