

Strategic Goals

Santa Paula City Council 2019-2020

ECONOMIC DEVELOPMENT			
	Enhance the economic vitality of the community through measures targeted towards development and business retention, expansion and attraction resulting in increased revenue generation and job creation.	Responsible Department and/or Committee	One Year Progress Report April 2019
1.	Improve competitive position, streamline application process, establish incentives, and provide an assisting attitude to all potential business operators.	City Manager's Office and EDAC	Ongoing. Knowledgeable staff is in place. In process of streamlining application process.
2.	Update the General Plan including a Downtown Specific Plan	CDD and ACM with EDAC	In progress. To City Council in June 2019
3.	Actively pursue new businesses and establish policies to improve retention, and consider businesses that will bring jobs to Santa Paula	ACM with EDAC	Ongoing. New businesses opened include: Draft at Mupu Grill, Palazzio's, Waba Grill, Hampton Ranch
4.	Advertise and attract businesses that are not service based (West Specific Business Park)	ACM with EDAC New Goal	
5.	Review and look into the lighting and signage ordinance for smoke shops	New Goal	

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BEAUTIFICATION			
	Achieve beautification of the City through major arterial improvements, aggressive code enforcement and promotion of programs that leverage the City's "small town" feel combined with a focus on sustainability and growth.	Responsible Department and/or Committee	One Year Progress Report April 2019
1.	Use SB1 (Gas tax) to accelerate pavement of streets	PWD	Currently developing formal Pavement Management Plan to Establish Arterial, Collector and Local Street Construction, Maintenance and Operation Program for the City. The plan will identify and assign funding sources (including SB1), provide a defined improvement and maintenance schedule and prepare several public presentations detailing the past, present and future direction for the City's roadway network and address negative public perception(s). The PMP will be presented online for public access moving forward. Goal is to have completed before adoption of FY 2019-2020 Budget.
2.	Continue Code Enforcement efforts to clean up the City.	CDD/Code Enforcement	Focused on utilizing CDBG and Measure "T" funds to address both residential and commercial code issues
3.	Work with Downtown merchants on beautifying public areas on Main Street	ACM	Have begun with pressure washing downtown streets
4.	Implement a Master Parks Maintenance and CIP Schedule	Parks and Rec	Leverage Measure T funds to beautify and maintain city parks and recreational areas
5.	Historic Preservation Ordinance	CDD	

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EFFECTIVE COMMUNICATION			
	Ensure that communication is effectively and regularly used to inform and educate citizens, businesses, employees and regional partners about City programs and initiatives and do so in a manner that will enhance the City's image.	Responsible Department and/or Committee	One Year Progress Report April 2019
1.	Explore high speed internet opportunities for City	ACM with BIT	Ongoing. Continue to meet often with the Broadband consortium and Ad Hoc Committee to connect high speed throughout the City.
2.	Improve City's website and Provide more public information online	ACM and IT	Funds have been approved and staff has been researching desired modules and features for the upgrade with the Ad Hoc Committee. The RFP is in the process of being produced and will be sent out soon.
4.	Maximize use of Public Access Channel and expand public information to all social mediums. Include more content for channel 10 (Fire Safety Videos, High School Programing, etc.)	ACM and IT	The local TV channel received an upgrade that has enhanced the design, functionalities, especially the backend usability. The City Manager's Newsletter was created, along with the City's YouTube Channel, City Hall's Facebook page, Instagram page, and presence on Nextdoor.com.
5.	Procure Spanish translation equipment and budget for translators. Add Spanish subtitles on channel 10 for our Council meetings.	PIO	Staff has strengthened working relationships with three organizations to provide equipment and interpretation services upon request.

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PUBLIC HEALTH & SAFETY

	Create a secure and healthy environment within the City in which our citizens feel safe and which promotes the City as a location of choice for living, working, and Recreating	Responsible Department and/or Committee	One Year Progress Report April 2019
1.	Develop a plan to maximize recreational opportunities for youth.	Parks and Rec	Opened the Youth Center. Created new recreation programming with Measure T and created special field trips and summer camps
2.	Improve the educational outcomes of youth in the City.	New Goal	Implementing homework help and tutoring at the youth center four days a week Hosting guest speakers from local community colleges and universities Offering 2-3 educational fieldtrips to teens throughout the year
3.	Support our youth a lot more, add facilities, and promote a healthy lifestyle.	Parks and Rec	Added Youth Center facility and will explore more youth recreation and sports programming
4.	Address homeless/transient problems. Work with County, State, and Federal offices on Homeless programs	Police/CM	In the past year, we have been meeting and working with the County agencies that deal with homeless issues. We have made some progress and were able to have three of our most active homeless individuals either sent to jail or placed in a mental facility. We have also worked with Kay Wilson and our One Stop Program to have several homeless placed in long term housing. In addition, we have worked with VCTC and the Watershed District to clean up numerous homeless camps in and around our city. Our officers will continue to be proactive in dealing with the homeless issue

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			in the downtown business district, as well as other areas of our city. We will continue to arrest homeless individuals if they commit crimes in our city. Our goal is to have two officers assigned to the homeless issue on a full -time basis.
5.	Provide mental health services/providers to youth in the City	New Goal	
6.	Implement a Community Policing Model including an Official Neighborhood Watch Program Citizens Patrol	Police	We currently have approximately 20 established Neighborhood Watch Programs. The Program is currently administered by Cadet Martha Brown under the direction of Sergeant Clark. Once we have the staff in place, we will have the program administered by an officer which will allow us to grow the program as well as offer more guidance and training to our Neighborhood Watch block captains.
7.	Remodel and Expand existing Police Station to better serve a growing community	PD, PWD, CM, Building & Safety	In progress. Standing Facilities and Infrastructure Committee approved by the City Council
8.	Affordable Housing and In Lieu Housing Fees	CM & CDD	Collecting money, \$4,226 Per unit of housing for In-Lieu housing projects
9.	Review all infrastructure needs and discuss long range capital needs to keep infrastructure functioning properly	PWD	Currently developing 5-Year rolling CIP plan within a 10-year projection window. Will require development of policies and procedures for identifying projects, forms for defining project need, capital and operational funding requirements; establish policy for division-based, project prioritization (e.g., Water, Sewer, Engineering, etc.); establish policy for department-based, project prioritization (e.g., Public Works, Police, Parks and Recreation, Administration, etc.), Establish formation of a CIP Committee. Decide committee member representation (e.g., (2) Administration, (1) Public Works, (1) Finance, (1) Parks and Recreation, etc.).

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			<p>Goal is to have program and all deliverables completed prior to January 2020.</p> <p>Pursue opportunities to upgrade and enhance the community center/senior center to better accommodate the public's use of this public asset.</p>
10.	Traffic control and Right of Ways remaining in place.	New Goal	

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ADMINISTRATIVE EFFICIENCY & EFFECTIVENESS			
	Implement administrative policies, procedures, and best practices which will result in efficient and cost effective management of City resources.	Responsible Department and/or Committee	One Year Progress Report April 2019
1.	Long Range Financial Plan	New Goal	Create a Five Year Financial Plan for CC consideration when adopting the FY 2020/2021 Budget.
2.	Fully utilize new Incode 10 Software for all financial accounting modules for significant improvement in efficiency	Finance	New Finance Director has extensive knowledge of Incode and can train all employees on all modules of Incode 10
3.	Continue installing wireless read water meters	PWD	New meters are planned to be installed at East Area 1. Staff will document and evaluate the process to ensure that this is the technology to adopt permanently going forward. Staff will prepare a memo for Director and CM review and approval before releasing the new detail to building contractors. Staff has had one meter installed and is working with the manufacturer to start the online data reading program.
4.	Create asset inventory list for all assets and present report to City Council on all city owned properties and significant assets	CM/CDD/PWD	Asset inventory list has been created. Will present to Facilities and Infrastructure Committee and CC in 2019 and schedule a study session with CC to discuss all City assets

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5.	Update Personnel Policies	CM/HR/Finance	Purchasing Policy updated and adopted by Ordinance in late 2018. HR Manager is updating the personnel policy and will present to CC later this year
6.	Asset Management System (city-wide)	PWD	This system will provide the capability to document, schedule, and monitor the maintenance and depreciation, repair and project costs associated with city-wide facilities (roads, building, infrastructure, etc.) and equipment (fixed, rolling stock, etc.). It must provide historical records of labor and materiel expenses on which to base maintenance and capital improvements budgets, manpower requirements and inventoried parts/equipment/material levels for all service divisions.
7.	Retain and hire a sufficient number of police officers, and maintain an efficient hiring process.	HR and PD New Goal	Ongoing. Five new Peace Officers will begin as fully functioning officers in December 2019.
8.	Bring back the reserve academy, for training and location purposes	PD New Goal	