City of Arvin – Revised Five Year Implementation Action Plan

Goal A: Identify priority infrastructure and facilities projects and the funding for them, and begin expanding and improving to a level of service that the community deserves.

Priority	Council Votes	Tier	Key Implementation Tasks	Lead Responsibility	Others Involved	Financial Resources (List needed funding)	Timeline (Estimated Quarter/Year to complete)	Success Indicators (How impact or result of this strategy will be measured)
1. Repair roads, curbs, gutters, and street lighting	• Priority 1 Votes- QTY 4 • Priority 2 Votes – QTY 0 • Priority 3 Votes – QTY 0	TIER 1	• Update Pavement Management Plan and annual approval by Council • Inventory deficiencies • Complete planning and design • Establish schedule and annual CIP list	Com. Dev. Director	• Finance • Building • Planning • Legal • Transit • Police • Grant Writer	• Kern COG • CalTrans • TDA • Gas Tax • FHWA • ATP • TIGER • PG&E rebate • PTMISEA	• Q4 - FY 15-16 • Q1 – FY 16-17 • 2015 – 2020 (ongoing) • Q4 – FY 15-16 & ongoing	• Development and Council adoption of an annual citywide Pavement Plan which would include elements of roads, curbs, gutters, and street lights. This plan would include proposed funding sources. • Council adopts a common design theme for the public areas of the City and adopts general development and design guidelines that captures the theme • Development of Gantt charts reflecting elements of the design and construction cycle for each project
2. Upgrade and maintain parks	• Priority 1 Votes- QTY1 • Priority 2 Votes- QTY 2 • Priority 3 Votes -QTY 1	TIER 2	• Create a maintenance district • Create a maintenance program • Update technology and Public Works training	Com. Dev. Director	• Public Works • Finance • Police • Grant Writer • Legal • City Manager	• General Fund • Grants • LLMD • Measure "L"	• FY 17-18 • FY 16-17 • 2015 - 2020 (ongoing) • FY 16-17	
3. Identify and implement resources for revenues to build infrastructure to attract development, and for parks and recreation facilities maintenance, including creation of a nonprofit organization to raise funds	• Priority 1 Votes- QTY1 • Priority 2 Votes- QTY 1 • Priority 3 Votes -QTY 4	TIER 2	• Update Infrastructure Master Plan and General Plan (Parks & Open Space) • Review rates for services and Impact Fees/Quimby • Identify Public-Private Partnership • Finalize Infrastructure Design and entitlements	Finance Director & Com. Dev. Director	• All City Staff • Public-Private Partners	• Impact Fees • Service Fees • Bank • Other offsets to the General Fund	• Q1 – FY 16-17 (focus at Jewett Square) • Q1 – FY 16-17 (sewer & refuse) & FY 17-18 (others) • FY 16-17 • Q1 – FY 16-17 (focus on Jewett Square)	
4. Beautify downtown Arvin and other areas throughout the city	• Priority 1 Votes- QTY 0 • Priority 2 Votes- QTY 2 • Priority 3 Votes -QTY 2	TIER 3	• Adopt ordinance for Architectural Standards • Apply for EDA grants • Develop undergrounding districts • Expand LLMD	Com. Dev. Director	• City staff • Purveyors	• Grants • LLMD • Rule 3901 • PG&E	• Q2 – FY 15-16 • FY 16-17 • FY 19-20 • FY 18-19	
5. Build a Community Center and other community facilities	• Priority 1 Votes- QTY 1 • Priority 2 Votes- QTY 1 • Priority 3 Votes -QTY 3	TIER 2	• Explore use of County Library • Search use of nonprofit organizations • Complete a facility inventory • Complete a master plan for capital and maintenance expenses	Com. Dev. Director	• City staff • Nonprofits • Grant writer	• Grants • Nonprofits • California Endowment	• FY 15-16 • FY 16-17 • FY 15-16 • FY 17-18 (ongoing)	
6. Build and renovate facilities needed to be successful for all departments especially PD	• Priority 1 Votes- QTY 3 • Priority 2 Votes- QTY 2 • Priority 3 Votes -QTY 1	TIER 1	• Explore Bonds • Explore Grants • Explore Other Revenue Sources	Com. Dev. Director	• Chief of Police • City Manager • Finance Director • Grant Writer	• Grants • General Fund • Measure L • Other Tax Revenue	• FY 15-16 • FY 16-17 • FY 17-18 • FY 18-19	

Goal B: Establish an economic plan that results in financial stability; a diversity of new businesses and high paying jobs; more housing, including affordable housing; and a diverse economy with innovative business sectors such as renewable energy resources.

Priority	Council Votes	Tier	Key Implementation Tasks	Lead Responsibility	Others Involved	Financial Resources (List needed funding)	Timeline (Estimated Quarter/Year to complete)	Success Indicators (How impact or result of this strategy will be measured)
1. Enhance financial stability to account for needs of the City	• Priority 1 Votes- QTY 2 • Priority 2 Votes- QTY 1 • Priority 3 Votes -QTY 0	TIER 1	• Place right people in right assignments • Complete outside audit of resources • Define key ratios (e.g. debt to cash) • Establish key review parameters & frequencies (e.g. schedule for reports to City Council)	Finance Director	• City Manager	• Property tax • Measure L • W.W. user fee • Motor vehicle fees • Franchise fee (WW) • Development Fees • Citation Fees • Sale of properties	Q4 – FY 15-16 (and continually)	• City Council annually adopts the City's financial policies as part of the budget approval process • Set up of a Special Fund for Capital Replacement and begin funding • City Council adopts an ending fund policy for the major funds (General and Enterprise Funds)
2. Pursue more grants for City improvements and provide City Council with regular updates on progress	• Priority 1 Votes- QTY 3 • Priority 2 Votes- QTY 2	TIER 1	• Hire a full-time grant writer • Define needs that may be grant-fundable • Apply for grants • Provide quarterly grant reports to City Council	Finance Director	• General Manager, WW • Grant writer • City Engineer	• CWSRF Loans (0%) (FAAST) • CW grants - wastewater (FAAST) • Cal Trans – Roads • Kern COG – Roads • Granted solutions (various) Other state and federal grants	Q4 – FY 15-16 (apply as projects can be matched to available grants)	• Quantify an increase in grant revenue of 25% • Approval and implementation of an Economic Development Plan. • Jewett Square Infrastructure. improvements completed • Review and update. development process and seek council adoption of revisions. • Hold meeting with College Board on college satellite location.

3. Adopt and implement economic development strategies and cultivate a diversity of businesses in the community to enhance revenues	• Priority 1 Votes- QTY 1
	• Priority 2 Votes- QTY 1
	• Priority 3 Votes -QTY 1
		TIER 2	• Develop economic development plan
			• Install infrastructure/Walnut Street
			• Sell RDA properties
			• Streamline development process
			  ○ Update applications
			  ○ more projects approved at staff level (development STDs)
				City Manager	• Fresno State
					• Planner
					• City Engineer
					• City Clerk
					• Finance Director
					• City Attorney
					• Grant writer
					• EDC
						• General Fund
						• Development fees
						• Grants
						• Sale of properties
							Q4 – FY 16-17	• Hold Council workshop on Sphere of Influence, get direction for sphere growth and move forward on SOI process.
								• Update General Plan Housing Element to address housing issues within Arvin
								• Approval and implementation of an Economic Development Plan.

4. Develop and implement a business attraction, retention, and expansion strategy	• Priority 1 Votes- QTY 2 • Priority 2 Votes- QTY 1 • Priority 3 Votes -QTY 1	TIER 1	• Develop economic development plan • Develop façade improvement program • Complete infrastructure improvement • Improve development STDs • Identify development partners • Set up Assessment District	Com. Dev. Director	• Fresno State • Planner • City Engineer • City Clerk • Finance Director • City Attorney • Grant writer • EDC	• Grants • General Fund • Development fees • Sale of properties • Assessment District funds	Q4 – FY 17-18	• Jewett Square Infrastructure. improvements completed • Review and update. development process and seek council adoption of revisions. • Hold meeting with College Board on college satellite location. • Hold Council workshop on Sphere of

Priority	Council Votes	Tier	Key Implementation Tasks	Lead Responsibility	Others Involved	Financial Resources (List needed funding)	Timeline (Estimated Quarter/Year to complete)	Success Indicators (How impact or result of this strategy will be measured)
5. Develop more jobs in Arvin, especially well-paying jobs, and professional jobs to attract local youth to stay or return to Arvin	• Priority 1 Votes- QTY 2 • Priority 2 Votes- QTY 1 • Priority 3 Votes -QTY 0	**TIER 1**	• Complete Priority #1 • Complete Priority #2 • Facilitate development of community college satellite campus • Offer job training provided locally by partner agencies (in conjunction with Goal D, Strategy 1)	City Manager	• Planner • City Engineer • City Clerk • Finance Director • Grant writer • EDC • AUSD • Community College • Grimmway	• Grants • General Fund • Increased property tax • DIFs • Property sale	Q4 – FY 18-19	Influence, get direction for sphere growth and move forward on SOI process. • Update General Plan Housing Element to address housing issues within Arvin.
6. Expand the City's Sphere of Influence (SOI) and amend the City's General Plan to add available land in strategic locations for commercial and industrial development	• Priority 1 Votes- QTY 2 • Priority 2 Votes- QTY 2 • Priority 3 Votes -QTY 3	**TIER 1**	• Create a vision for the City • Establish a schedule timeline • Identify funding • Prepare SOI, General Plan amendment, EIR	Com. Dev. Director	• Planner • City Engineer • City Clerk • Finance Director • City Attorney	• Grants • General Fund • Increased property tax • DIFs • Property sale	Q4 – FY 18-19	

Goal C: Enhance the quality of life by providing educational and recreational opportunities, and by being good environmental stewards.

Priority	Council Votes	TIER	Key Implementation Tasks	Lead Responsibility	Others Involved	Financial Resources (List needed funding)	Timeline (Estimated Quarter/Year to complete)	Success Indicators (How impact or result of this strategy will be measured)
1. Invest in education for the community by finding ways to offer adult education classes (i.e., ESL; GED; literacy); job training programs; professional development opportunities; and tutoring and college scholarships for youth and adults	• Priority 1 Votes- QTY 1 • Priority 2 Votes- QTY 1 • Priority 3 Votes -QTY 1	TIER 3	• Establish a partnership plan for education • Reach out to job training and educational institutions (i.e. PAL to partner with AUSD) • Identify gaps in education and job training programs in Arvin • Coordinate availability of city facilities	City Clerk	• Department Heads • City Manager	• Grants • Nonprofit organizations	• Plan: Q4 – FY 15-16 • Implementation: Q4 – FY 17-18	• Establishment of a Parks and Recreation Division • Explore options for operating the Kern County Library and providing enhanced services. • Adopting a funding mechanism for maintenance of parks and providing for recreational programming and maintenance. • Hire a Parks Manager and develop a Parks Recreation and Maintenance program • Update the 2013 climate action plan. • Develop an Air Quality Improvement Plan.
2. Attract a community college satellite campus to locate in Arvin	• Priority 1 Votes- QTY 0 • Priority 2 Votes- QTY 1 • Priority 3 Votes -QTY 3	TIER 3	• Reach out to Community College District • Identify potential location(s) in Arvin • Develop proposal to Community College District to attract them to Arvin, including financial incentives	City Manager	• City Attorney • City Engineer • Planner • Community Leaders • Finance Director • Building Inspector • ACSD • Veolia	• City land (gift?) and utilities • Grants • State appropriations	• Q4 – FY 19-20 (Council wants yesterday!)	
3. Develop community activities and events reflective of the culture and interests of the community that attract families and enhance the sense of community	• Priority 1 Votes- QTY 1 • Priority 2 Votes- QTY 0 • Priority 3 Votes -QTY 2	TIER 3	• Complete outreach to community to identify what events/festivals they want • Identify potential of events/festivals • Identify funding/locations/leaders to organize/committees to hold events/festivals	Com. Dev. Director	• Nonprofit organizations • Chamber of Commerce • Business/sponsors	• Entrance fees • Booth fees • Sponsorships • Grants and donations	Q4 – FY 18-19	
4. Develop recreational programming for adults and children (especially after-school activities and sports for children), including healthy living classes (e.g., Zumba; spin/cycle; nutrition classes)	• Priority 1 Votes- QTY 1 • Priority 2 Votes- QTY 2 • Priority 3 Votes -QTY 2	TIER 2	• Hire Recreational Parks Manager and other staff/volunteers (or Recreational Citizens Volunteer Committee) • Identify location(s) • Through community outreach prioritize programs for City to coordinate • Partner with businesses and other organizations to co-sponsor and staff	Com. Dev. Director	• Recreation staff • Volunteers (or Volunteer Committee)	• Grants • Participation fees • Sponsors/business donations • Available City facilities	Q4 – FY 16-17	
5. Establish a focus on environmental sustainability	• Priority 1 Votes- QTY 0 • Priority 2 Votes- QTY 2 • Priority 3 Votes -QTY 4	TIER 3	• Engage/partner with SJVAPCD • Develop and adopt a Climate Action Plan • Implement Climate Action Plan • Develop an air quality improvement plan for Arvin with SJVAPCD	Com. Dev. Director	• City Engineer • City Attorney	• Grants • Measure L • USDA grants • Cal Recycle / SJVAPCD grants	Q4 – FY 18-19	

Goal D: City administration is efficient, effective, transparent, and responsive in a timely manner.

Priority	Council Votes	Tier	Key Implementation Tasks	Lead Responsibility	Others Involved	Financial Resources (List needed funding)	Timeline (Estimated Quarter/Year to complete)	Success Indicators (How impact or result of this strategy will be measured)
1. Update city codes, ordinances, policies, and procedures.	• Priority 1 Votes- QTY 0 • Priority 2 Votes- QTY 3 • Priority 3 Votes -QTY 0	TIER 2	• Identify codes, ordinances, policies, and procedures that need updating • Prioritize which codes, ordinances, policies, and procedures to update • Gain City Council concurrence of list of codes, ordinances, policies, and procedures chosen • Update codes, ordinances, policies, and procedures according to priority, including necessary steps for ultimate approval and implementation (i.e., meet and confer, council approval)	City Clerk	• Land use related: Planner • Code Enforcement related: Building Inspector/Police Chief • City Attorney • Department heads based on subject matter • City Manager	• Grants • General Fund • Fees	FY 19-20	• Complete a classification and compensation study • Review, update Personnel Policies and Procedures and get Council approval • Submit a list of City Ordinances/Codes, by priority, for Council consideration and approval for staff to work on. • Develop a Communications Plan • Implement ERP System • Analyze ERP System Results
2. Increase staff's community outreach and engagement to include all aspects of the community	• Priority 1 Votes- QTY 2 • Priority 2 Votes- QTY 2 • Priority 3 Votes -QTY 0	TIER 1	• Develop a Communications Plan (i.e., update website, public service announcements, Transit Outreach Plan, multi-lingual announcements, social media) • Prioritize elements of the Communications Plan • Implement community output/forums • Gain City Council approval of Communications Plan	Mgmt. Analyst	• City Clerk • Police Chief • Department heads depending on subject	• Grants for Communications (i.e., Title IV plan has to be in place to obtain funding) • General Fund • Fees	• Plan: FY 15-16 • Implementation: FY 16-17	
3. Utilize more technology to improve City Administration efficiency	• Priority 1 Votes- QTY 0 • Priority 2 Votes- QTY 2 • Priority 3 Votes -QTY 1	TIER 3	• Form a committee • Investigate different plans • Decide on implementation • Secure funding	Finance Director	• City Manager • Department Directors • Mgmt. Analyst	• Grants • General Find	• Plan: FY 17-18 • Implementation: FY 18-19	
4. Implement more systems & metrics to measure City's responsiveness	• Priority 1 Votes- QTY 0 • Priority 2 Votes- QTY 0 • Priority 3 Votes -QTY 2	TIER 3	• Identify Key Indicators in essential functions • Establish standard report format • Schedule reporting on quarterly basis	Mgmt. Analyst	• City Manager • Department Directors	• General Fund	• Plan: FY 17-18 • Implementation: FY 18-19	

Goal E: Develop a community oriented policing strategy to improve relations with the community and implement effective crime prevention and gang prevention efforts.

Priority	Council Votes	Tier	Key Implementation Tasks	Lead Responsibility	Others Involved	Financial Resources (List needed funding)	Timeline (Estimated Quarter/Year to complete)	Success Indicators (How impact or result of this strategy will be measured)
1. Enhance gang prevention operations	• Priority 1 Votes- QTY 3 • Priority 2 Votes- QTY 1 • Priority 3 Votes -QTY 0	TIER 1	• Complete GRIP to 2017 • Fund full-time SRO/GRIPOfficer to 2020 • Develop Youth Diversion Program • Maintain staffing levels to support GRIP and Gang Investor	Police Chief	• AUSD • Grant writer • Finance Director • City Manager	• General Fund • COPS Grant • Other grants to displace General Fund	• 2017 • 2017-2020 • 2016-2020 • 2015-2020	• Develop and Implement a comprehensive Community Oriented Policing Strategy • Secure additional COPS grant funding for more officers • Develop a Youth Diversion Program
2. Establish and institute practices and policies to enhance the Police Department's partnership with the community	• Priority 1 Votes- QTY 2 • Priority 2 Votes- QTY 2 • Priority 3 Votes -QTY 0	TIER 1	• Continue with "Coffee with A Cop" • Continue to expand Neighborhood Watch Program • Identify nonprofit partners within community • Hold National Night Out and other annual events	Police Chief	• Police Lieutenant • Police Administrative Assistant • COP Officer • Grant writer • Finance Director • City Manager	• AB 109 - 2017 • Other grants	• 2015-2020 • 2015-2020 • 2015-2020 • 2015-2020	