

City of Santa Paula

City Council

MAYOR ANDY SOBEL
VICE MAYOR LESLIE CORNEJO
COUNCILMEMBER JENNY CROSSWHITE
COUNCILMEMBER CARLOS JUAREZ
COUNCILMEMBER PEDRO A. CHAVEZ



CITY COUNCIL SPECIAL MEETING OF THE SANTA PAULA CITY COUNCIL

FRIDAY, FEBRUARY 17, 2023

10:00 AM - City Council Special Meeting

FLIGHT 126 CAFE
824 E SANTA MARIA STREET
SANTA PAULA, CA 93060

JULIE LATSHAW, CITY CLERK
DAN SINGER, CITY MANAGER
MONICA CASTILLO, INTERIM CITY ATTORNEY

BRINGING ITEMS BEFORE THE CITY COUNCIL

You are invited to participate in all Regular City Council meetings. Agendas are posted in the front of Santa Paula City Hall, 970 Ventura Street, Santa Paula, 72 hours in advance of the scheduled meetings. The City Council's regular meetings start at 6:30 p.m. the first and third Wednesday of each month in the City Hall Council Chambers located at 970 Ventura Street in Santa Paula. Special and Closed Sessions vary by date and time.

HOW TO PARTICIPATE IN PERSON DURING THE MEETING: If you wish to speak at a City Council meeting, please fill out a **Public Comment Form** noting your name and address and submit the form to the City Clerk. Include the Agenda item number you wish to speak on. Members of the public may address the Council on items on this agenda only. **Public Comments are limited to 3 minutes.**

HOW TO PARTICIPATE BEFORE THE MEETING: Members of the public are encouraged to submit email correspondence on any agenda item by sending an email to cityclerk@spcity.org. All public correspondence received by three hours before the meeting date will be provided to the legislative body before the meeting. Public Comments received after, will be provided to the legislative body the next day.

Your Participation in this meeting is in the public domain; meetings are cablecast; minutes of this meeting will reflect your participation in this meeting and are posted on the city's website.

PLEASE NOTE: Be advised that if you bring a legal challenge to an action, you may be limited to raising only those issues you or someone else raised at the meeting described in this Agenda, or in written correspondence delivered to the City Council at or before the meeting. Any action is subject to the ninety-day time period set forth in Code of Civil Procedure § 1094.6.

In compliance with the **Americans with Disabilities Act**, if you need special assistance to participate in this meeting, please contact the City Clerk at (805) 933-4208. Notification 48 hours before the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. (28 CFR 35, 102-35.104 ADA Title II). Written materials distributed to the City Council within 72 hours of the City Council meeting are available for public inspection immediately upon distribution in the City Clerk's office.

SPECIAL MEETING - LOCATION: FLIGHT 126 CAFE

1. CALL TO ORDER

REMINDER: in order to minimize distractions during public meetings, all personal communication devices should be turned off or put in a non-audible mode.

2. ROLL CALL

3. PUBLIC COMMENT

At this time, members of the public may comment on any item appearing on the agenda only. Individual Councilmembers may briefly respond to Public Comments or ask questions for clarification. **Public Comments are limited to three minutes.**

4. STRATEGIC PLANNING WORKSHOP

4.A CITY COUNCIL TWO-YEAR STRATEGIC PLANNING WORKSHOP #1

5. ADDITIONAL PUBLIC COMMENTS

6. ADJOURNMENT

State of California)-

County of Ventura)- ss

City of Santa Paula)-

I declare under penalty of perjury that I posted this City Council Agenda on the bulletin board near the front door of City Hall, 970 Ventura Street, Santa Paula, California.

On _____ at _____ Signed: _____

Julie Latshaw

City Clerk



City of Santa Paula
Strategic Planning Session Agenda
February 17th, 2023
824 E. Santa Maria St., Santa Paula, CA 93060

10:00 a.m. – 10:30 a.m.: Mission, Vision, and Core Values Discussion
& Strategic Planning Process Overview

10:30 a.m. – 10:45 a.m.: Setting Expectations & Public Comment

10:45 a.m. – 12:00 p.m.: Strategic Planning Session: (A) Arts,
Culture, & Entertainment

12:00 p.m. – 12:45 p.m.: Lunch

12:45 p.m. – 2:30 p.m.: (B) Economic Development

2:30 p.m. – 2:45 p.m.: Break

2:45 p.m. – 4:30 p.m.: (C) Infrastructure, Transportation, & Mobility/
(D) Connected & Healthy Community

4:30 p.m. – 4:45 p.m.: Public Comment

4:45 p.m. – 5:00 p.m.: Wrap Up / Next Steps



City of Santa Paula

TWO-YEAR STRATEGIC PLAN

Fiscal Years (FYs)
2021-2023

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Background & Overview

Background of Santa Paula

Referred to as the “Citrus Capital of the World”, the City of Santa Paula is a 4.59 square-mile city located in a rich agricultural area within the center of Ventura County. Surrounded by hills and mountain peaks, the City is a major distribution and production center for citrus fruits and avocados¹. With a community of 29,806 residents, the population is 82% Latino/Hispanic with a median age of 31 years².

In 2018, households in Santa Paula, CA had a median annual income of \$56,875, the median property value was \$366,300 and the homeownership rate was 54.7%³. The total number of businesses (last reported in 2012) is 1,724 and the City contains multiple large agricultural business operations, with one company being the world’s largest and leading marketer of California avocados.

The City of Santa Paula provides a variety of services through six departments: Administration (City Council, City Manager, Human Resources, etc.), Parks & Recreation (Facilities, Recreation, Parks, etc.), Community & Economic Development (Planning, Building and Safety and Code Compliance), Finance (City Treasurer, Accounting, Utility Billing, etc.), Police and Public Works (Streets, Engineering and Utilities).



Strategic Plan Project Overview

In March of 2021, the City of Santa Paula hired the Mulholland Consulting Group (MCG) to help the City Council develop a Two-Year Strategic Plan (FY2021-2023). The development of the 2021-2023 Santa Paula Strategic Plan took place over the course of three work sessions (~15 hours), involving the city council, city staff leadership, and members of the public.

Note: Some objectives overlap between different strategic plan categories, as you will see throughout this plan.

¹ <https://www.census.gov/quickfacts/fact/table/santapaulacitycalifornia/PST045219>

² <https://www.census.gov/quickfacts/fact/table/santapaulacitycalifornia/PST045219>

³ <https://datausa.io/profile/geo/santa-paula-ca#economy>



2021-2023 City of Santa Paula Strategic Plan

2021-2023

City of Santa Paula Strategic Plan

VISION STATEMENT

The City of Santa Paula is an innovative and collaborative organization delivering exceptional services that enhance a sustainable and vibrant community where residents, families, and businesses can thrive.

MISSION STATEMENT

The City of Santa Paula is committed to providing and continually creating a safe, sustainable, and innovative place to live, work and thrive.

What does a thriving Santa Paula look like to you in two years?

TOURISM | ECONOMIC PROSPERITY | COMMUNITY SERVICES
COMMUNITY ENGAGEMENT | COMMUNICATIONS

CORE VALUES

(Not in priority order)



INNOVATION

The City of Santa Paula is committed to providing and continually creating a safe, sustainable, and innovative place to live, work and thrive.



COLLABORATION/TEAMWORK

We are active and connected individuals and teams working together to advance our goals and achieve success.



DIVERSITY/INCLUSIVITY

We are an organization that embraces the range of human differences and points of view.



ACCOUNTABILITY

We value the ability of our staff and organization to honor our commitments to our community and each other.



INTEGRITY

We are consistently open, honest, ethical and genuine.

A. Arts, Culture, & Entertainment



A. Arts, Culture, and Entertainment

Goal: Become a regional leader of the arts, culture, and entertainment that accurately represents our history and core values.

OBJECTIVES:

1 **Artistic and Historical Murals - Support administratively and financially the expansion of the public arts and the mural program.**

BUDGET IMPACT:

Costs to establish an ordinance to provide a percentage for arts, funding for promotion of programs and assets \$1,500 plus staff time

METRICS:

Percentage of in-lieu fees set aside for arts; fund at least one new mural per calendar year.

2 **Amphitheater - Explore concerts, activities, opportunities and future programming for the amphitheater, with expected completion in 2023.**

BUDGET IMPACT:

\$25,000 plus staff time

METRICS:

Begin a summer concert series in 2023; complete 5 concerts in the first year.

3 **Establish funds and formalize transparent policies and procedures for City event support (street fairs, parades, events, concerts, etc.).**

BUDGET IMPACT:

\$20,000 per year plus staff time

METRICS:

Approved policy and budget/funds, number of street fairs, parades, events, concerts, etc., funded by these funds.

A. Arts, Culture, and Entertainment (CONT'D)

Goal: Become a regional leader of the arts, culture, and entertainment that accurately represents our history and core values.

OBJECTIVES:

4

Cultural Arts Council - Support and establish a Cultural Arts and Tourism Council which represents the artistic diversity of Santa Paula.

BUDGET IMPACT:

Funding for promotion of programs and assets \$1,500

METRICS:

Establish Cultural Arts and Tourism Council (how many meetings and members per quarter/year); outreach to artist communities digitally and through trade publications (number of posts, publications, etc.); promotion of arts, history, and cultural amenities; number of artists and projects per year, number of digital and print materials produced and distributed for promotion of local assets, number of events and places of interest; Establish a monthly calendar of in-town events.

5

Pursue the integration of technology with QR codes for historical buildings, murals, etc. - Utilize technology for the promotion and implementation of Arts, Culture, and Entertainment.

BUDGET IMPACT:

\$3,500 plus staff time

METRICS:

Number of plaques installed and number of Quick Response (QR) codes created for existing historic murals.

6

Obtain dedicated funding for Arts, Culture, and Entertainment.

BUDGET IMPACT:

Staff time

METRICS:

Number of grant applications vs. the number of grants won for Arts, Culture, and Entertainment.



B. Economic Development

B. Economic Development

Goal: Enhance the economic vitality of the community through measures targeted towards development and business retention and expansion and attraction, resulting in diverse housing options, increased revenue generation, job creation, and a business-friendly community.

OBJECTIVES:

- 1 Develop methods and means of increased communication with local businesses and the City (email blasts, newsletter, roundtables, website, etc.)**

BUDGET IMPACT:

\$500 for supplies and incidentals for meetings and materials plus staff time

METRICS:

Conduct one business roundtable per quarter, beginning in Fall 2021, number of email blasts, newsletters, etc.

- 2 Downtown beautification - Effectuate visual and physical improvements to the historic downtown corridor, to include public amenities, improved signage, facade improvements, and safety measures.**

BUDGET IMPACT:

\$500,000 plus staff time

METRICS:

Develop a schedule for completion of suggested improvements, based on priority, and present periodic updates to the Property Business Improvement District (PBID) and City Council. Schedule, milestones, projects (number of facades improved, number of wayfinding signs installed, etc.)

- 3 Continue the process of developing a Citywide property inventory for viable commercial and housing locations.**

BUDGET IMPACT:

Funded through awarded grants plus staff time

METRICS:

Completion of Housing Element baseline study by August 2021

B. Economic Development (CONT'D)

Goal: Enhance the economic vitality of the community through measures targeted towards development and business retention and expansion and attraction, resulting in diverse housing options, increased revenue generation, job creation, and a business-friendly community.

OBJECTIVES:

- 4 Create a positive business environment that promotes longevity and expansion by utilizing focus groups, surveys, outreach to existing businesses and collaboration with other cities to learn best practices.**

BUDGET IMPACT:

Staff time to create and conduct surveys, focus groups, etc.

METRICS:

Meet with a minimum of three new businesses every month, develop a Heritage Valley network of business assistance professionals to develop local and regional programs within the 2021-22 fiscal year, number of business participation in program, number of focus groups, surveys, folks reached, etc.

- 5 Provide counseling/workshops/roundtables for new and existing businesses.**

BUDGET IMPACT:

Cost To Be Determined will work with Economic Development Collaborative (EDC) for business counseling and assistance plus staff time

METRICS:

Provide promotion of assistance to businesses:

- Number of counseling/workshops/roundtables held for existing businesses
- Number of counseling/workshops/roundtables/new business orientations held for new businesses.

- 6 Pursue grants, stimulus funds and partnerships to support businesses and the Chamber of Commerce.**

BUDGET IMPACT:

To Be Determined based on grant management and matching fund requirements

METRICS:

Grant applications versus. grants won, funds awarded and disbursed.

B. Economic Development (CONT'D)

Goal: Enhance the economic vitality of the community through measures targeted towards development and business retention and expansion and attraction, resulting in diverse housing options, increased revenue generation, job creation, and a business-friendly community.

OBJECTIVES:

7 **Attract more tourists by creating attractions in partnership with the Heritage Valley Visitors Bureau, regional entities, and the Chamber of Commerce.**

BUDGET IMPACT:

\$10,000 per year to fund participation in the Heritage Valley Visitors Bureau and work with them to develop travel and tourism brochures, advertisements for travel publications, and digital promotion plus staff time

METRICS:

This could be measured by the Transient Occupancy Tax (TOT) tax increase and develop a survey program by Spring 2022 in cooperation with retailers, hotels, and restaurants to capture visitor feedback, estimated number of tourists increase (number or percentage)

8 **Attract more filming opportunities by updating the City Website, attending conferences/expos, networking.**

BUDGET IMPACT:

\$6500 plus staff time

METRICS:

Number of hits on filming webpage (Google Analytics), number of employees and conferences attended, number of shows/tv shows/movies filmed in Santa Paula, permit revenue generated

9 **Develop and foster relationships with local transportation providers to leverage and increase airport and railroad public access to the City and the central business district.**

BUDGET IMPACT:

Staff time

METRICS:

Number of combined meetings with airport and railroad management annually to collaborate to promote assets, events, and amenities.

10 **Create a welcoming environment to attract "drive-by" or "pass-through" traffic by identifying or building out key locations, access points and traffic circle islands where murals, landscaping, wayfinding signage or decorative fencing can be utilized.**

BUDGET IMPACT:

None until locations are identified plus staff time

METRICS:

Specific locations for improvements and related costs within the 2021-22 fiscal year

C. Infrastructure, Transportation & Mobility



C. Infrastructure, Transportation & Mobility

Goal: Maintain and develop the City's infrastructure to be safe, sustainable, innovative, and cost-efficient.

OBJECTIVES:

- 1 Improve and maintain pedestrian systems through a Sidewalk Maintenance Plan, which includes expanded efforts on annual sidewalk maintenance, repair, and ADA improvements.**

BUDGET IMPACT:

Planning estimate for developing the Sidewalk Maintenance Plan (SMP) \$85K plus staff time

METRICS:

Linear feet of improvements for sidewalk, pedestrian, and cycling.

- 2 Create a Class I and II Bike Trail Master Plan**

BUDGET IMPACT:

Pursue grant funding to cover costs of a Plan plus staff time to write the grant and oversee this project.

METRICS:

Progress on master plan (milestones). Research grant opportunities and if available, prepare and apply for grant funding for plan development during FY 21-22.

- 3 Improve working conditions and study alternatives regarding City facilities such as the police station, city hall, corporate yard (Peck facility) and Palm (Water) facility.**

BUDGET IMPACT:

To Be Determined plus staff time

METRICS:

Develop a Citywide Facilities Master Plan; Develop a City Hall Campus Master Plan incorporating Ventura Street Right of Way (ROW) and Veteran's Park; improve Corp. Yard facility insulation, HVAC systems, and parking lot drainage

- 4 Explore opportunities for Broadband High-Speed Internet**

BUDGET IMPACT:

Stimulus (\$135,000 minimum), grant funds, and staff time

METRICS:

Continue to monitor the County fiber project; evaluate grant opportunities as they become available; create a Broadband Master Plan; actively participate in Broadband Consortium; miles of fiber conduit installed.

C. Infrastructure, Transportation & Mobility

(CONT'D)

Goal: Maintain and develop the City's infrastructure to be safe, sustainable, innovative, and cost-efficient.

OBJECTIVES:

- 5 Explore funding opportunities to analyze and develop an Energy Efficiency Program (EEP) that may include: electric vehicle charging stations, solar alternative power infrastructure, and a citywide clean energy purchasing program.**

BUDGET IMPACT:

To Be Determined plus staff time

METRICS:

EEP is forthcoming in August/September 2021 to address recommended EEP improvements, funding requirements, and available funding sources for City Council consideration and approval.

- 6 Analyze and work towards appropriate enhancements of downtown parking lot lighting needs.**

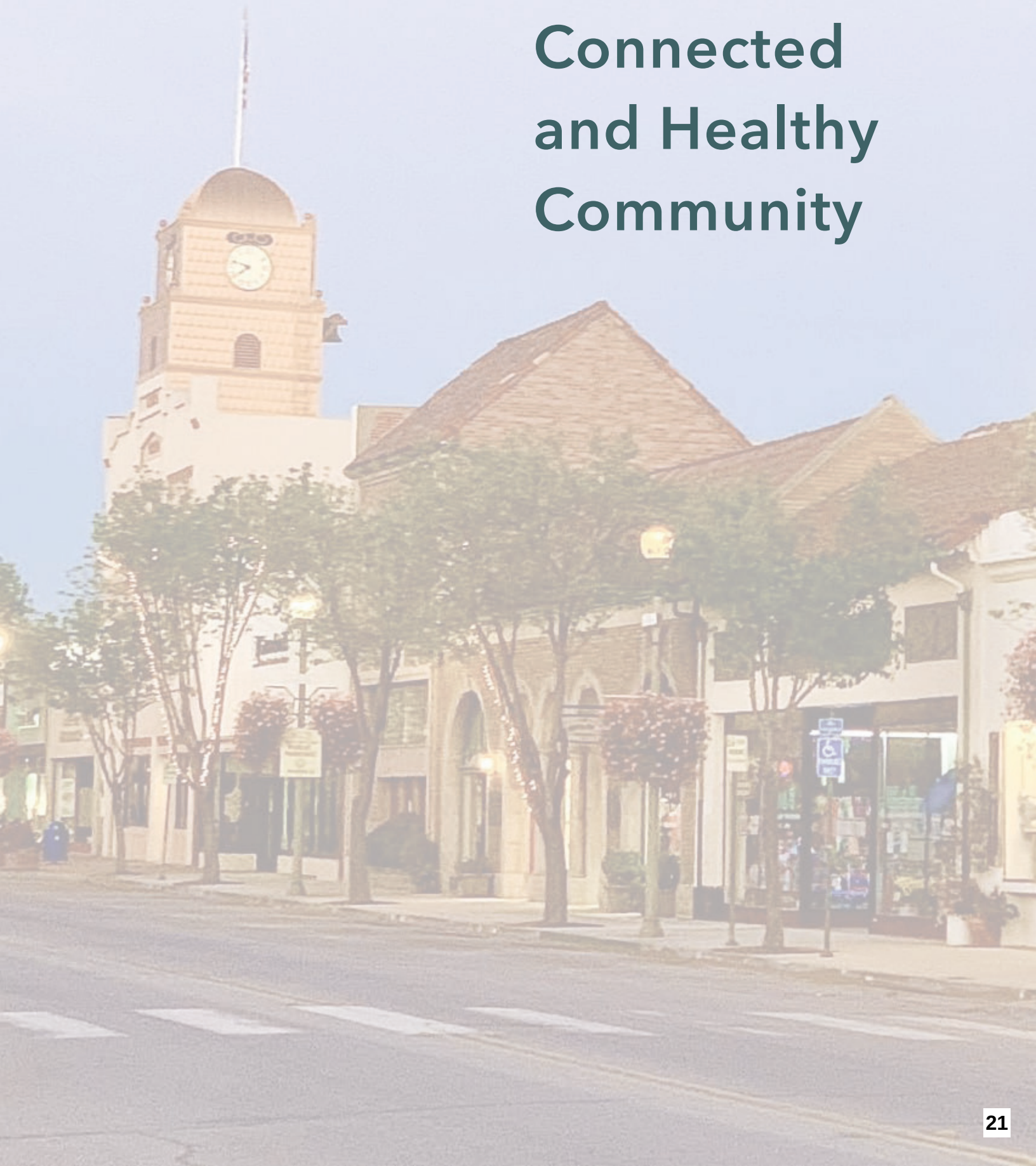
BUDGET IMPACT:

To Be Determined plus staff time

METRICS:

Number of lights identified, procured, and installed.

D. Connected and Healthy Community



D. Connected and Healthy Community

Goal: Educate and engage residents and businesses about programs, initiatives and foster regional partnerships that create a safe and healthy community to live, work and thrive.

OBJECTIVES:

1 Increase Nixle subscribership to enhance disaster-preparedness efforts.

BUDGET IMPACT:

\$15,000 plus staff time

METRICS:

Implement a marketing plan within one year which results in growing our current subscribership of 2100 plus subscribers to at least 15,000 subscribers.

2 Provide education, outreach and accessibility around projects, processes and permits for the community - (City fair, attend events, monitor social media, town halls, etc.)

BUDGET IMPACT:

\$1,500 within the 2021-22 fiscal year for space rent, meeting incidentals and promotional materials plus staff time

METRICS:

By 3rd quarter, activate vacant space on Main Street to provide periodic town hall/remote city hall outreach for community engagement; measure the frequency and types of events hosted.

3 Design and implement a Marketing and Communications Plan to improve the regional reputation of Santa Paula, drive additional city revenues, enhance our brand and draw outsiders to our City.

BUDGET IMPACT:

\$60,000 plus staff time

METRICS:

Utilize City's website calendar to include special events (regional events); Number of events conducted which bring outsiders to Santa Paula; implement a new annual event intended to draw outsiders to Santa Paula; create a social media hashtag to be used for all events in Santa Paula; Measure social media engagement for each event; events

D. Connected and Healthy Community (CONT'D)

Goal: Educate and engage residents and businesses about programs, initiatives and foster regional partnerships that create a safe and healthy community to live, work and thrive.

OBJECTIVES:

4 Provide meeting spaces for mental health workshops and services.

BUDGET IMPACT:

To Be Determined plus staff time

METRICS:

By 3rd quarter 2021, activate vacant space on Main Street to provide periodic space for outreach for community engagement; how many mental health events per quarter were hosted?

5 Strengthen relationships and partnerships (County, State, Federal, Educational Institutions, Nonprofits) to effectively promote and communicate mental health services and resources to the community in a timely manner.

BUDGET IMPACT:

None

METRICS:

Number of events held per quarter; Number of partnerships functioning partnerships active in Santa Paula; Number of resources available to the community; Number of days/hours victim advocate supports Santa Paula

6 Hospital - Actively engage with the County to expand the hospital and improve medical facilities and services to our residents.

BUDGET IMPACT:

Staff Time

METRICS:

Number of quarterly or annual meetings, improvements to the hospital that resulted from meetings.

E. Public Safety



E. Public Safety

Goal: Create an environment within the City in which our residents feel safe and which promotes the City as a location of choice for living, working, visiting and recreating.

OBJECTIVES:

1 Analyze options to address and reduce homelessness and continue to support homeless shelter services.

BUDGET IMPACT:

Our initial assessment of the homeless challenge in the community identified the need for a full-time, dedicated staff member in Police, to develop a consistent and effective strategy to properly serve this segment of the community. The cost of an officer will be \$135,000.00 plus staff time (recruiting, hiring, etc.)

METRICS:

Point in Time count will establish a baseline population and we can measure success based on tracking the resources provided and assistance accepted.

2 Expand safety cameras to cover critical infrastructure and public spaces.

BUDGET IMPACT:

\$200,000 plus staff time

METRICS:

Number of cameras installed

3 Explore and develop the concept for a Santa Paula-branded "Neighborhood Watch Program."

BUDGET IMPACT:

\$1,200 annually plus cost of materials plus staff time

METRICS:

Quarterly measurement of participation at in-person meetings / online engagement and growth in the number of active participants.

E. Public Safety (CONT'D)

Goal: Create an environment within the City in which our residents feel safe and which promotes the City as a location of choice for living, working, visiting and recreating.

OBJECTIVES:

- 4 Allocate more budget for Crisis Intervention and De-escalation Techniques (CIT) training for the Police Department and analyze the possibility of having a caseworker go with Police on specific calls.**

BUDGET IMPACT:

\$27,000 annually (\$1,800.00 per officer) plus overtime for backfill for Officer Safety / De-Escalation training hosted by the California State Training Institute. Half of the agency would be scheduled each fiscal year to attend. \$5,000 annually for officers to attend the Museum of Tolerance "Tools for Tolerance" training.

METRICS:

Quarterly updates can be provided to update training accomplishments. Seek partnership with County Behavioral Health to facilitate having a worker assigned to the Police Department on certain days during the month to ride-along with officers and assist with mental health-related calls for service.

- 5 Create a Police Department Strategic Plan that aligns with the current City Strategic Plan.**

BUDGET IMPACT:

\$1,500 for printing once completed plus staff time

METRICS:

Provide quarterly updates of Police Department metrics to Council once Plan is established.

- 6 Pursue and analyze options for Police Department Facility Upgrades**

BUDGET IMPACT:

Not to exceed the \$1.1 million in allocated funding from Measure plus staff time.

METRICS:

Develop a phased plan that outlines cost and completion dates for the projects. Report quarterly on the progression of the project.

E. Public Safety (CONT'D)

Goal: Create an environment within the City in which our residents feel safe and which promotes the City as a location of choice for living, working, visiting and recreating.

OBJECTIVES:

- 7 Develop a crime analysis system to strategically deploy resources using data to provide transparency and clarity to the public around actual crime statistics.**

BUDGET IMPACT:

The solution for this initiative will be part of a larger Computer-Aided Dispatching/Records Management System (CAD) upgrade that is eligible for coverage under the American Rescue Plan Act (ARPA). Cost is \$300,000 plus staff time.

METRICS:

Implementation of a new CAD System; Upon implementation, provide Council with automated weekly crime statistic reports.

- 8 Develop methods and programs to connect our police with the community (Police Chief's Advisory Board, Community Academy, Police Activity League, partnerships with local nonprofits/businesses, etc.).**

BUDGET IMPACT:

\$2,000 Annually (Printing, supplies) plus staff time

METRICS:

Seek to initially host a class twice a year and increase to at least one a quarter.



F. Community Vitality

F. Community Vitality

Goal: Provide the residents of Santa Paula with sustainable resources and programs to make this a great place to live and grow.

OBJECTIVES:

1 **Expand volunteerism throughout the City by growing the City Corps and Santa Paula Proud Programs.**

BUDGET IMPACT:

\$50,000 plus staff time

METRICS:

Number of volunteer projects annually, number of City Corps participants, annual increase in the total number of hours logged by volunteers; equate achievements to metrics such as linear feet, tons of trash picked up, etc.

2 **Develop, market, and implement a Citywide Internship and Apprentice Program with community stakeholders (through the City Corps and Santa Paula Proud) for high school, college students, veterans, and career professionals.**

BUDGET IMPACT:

\$10,000 plus staff time

METRICS:

Place at least four interns a year in various departments.

3 **Tree-planting/replacement - Pursue funding and develop processes for a tree Master Plan Replacement program which encompasses tree health and safety, planting, locations, and funding source.**

BUDGET IMPACT:

\$20,000 initial assessment & inventory; \$15,000-\$20,000 annually for replacement program plus staff time

METRICS:

Plant a minimum of 20 new trees per year around the City. Replace felled trees on a 2:1 basis.

4 **Improve wayfinding signage throughout the City and SR126 to help guide visitors in a friendly and informative way.**

BUDGET IMPACT:

\$100,000 plus staff time

METRICS:

By Spring 2022 have a comprehensive wayfinding program defined with critical locations installed. The full program will expand as budget allows.

F. Community Vitality (CONT'D)

Goal: Provide the residents of Santa Paula with sustainable resources and programs to make this a great place to live and grow.

OBJECTIVES:

- 5** **Develop a local administrative hearing ordinance and resident education programs to assist with code enforcement, which may include a local hearing officer.**

BUDGET IMPACT:

To Be Determined

METRICS:

By Spring 2022: develop and promote educational materials and compliance requirements through print, and digital media. Present the process and recommendations for initiating a local code hearing officer to City Council; Number of educational events held; Percent of tickets/fines adjudicated; Percent of ticket/fines Year over Year (YoY)

- 6** **Actively engage local responsible agencies to help with the clean-up effort along the railroad corridor.**

BUDGET IMPACT:

Unknown

METRICS:

Number of times per month/quarter/year clean-up efforts are conducted along the railroad corridor; development of design plans for a beautification project.

- 7** **Develop options for lowering water/sewer bills for low and fixed-income residents.**

BUDGET IMPACT:

This is dependent on Council direction. Can seek donations.

METRICS:

Adoption of a program by the City Council which lowers water/sewer bills by a determined percentage.

- 8** **Improve the WiFi signal in public areas at the Community Center and Cultural Arts Building.**

BUDGET IMPACT:

Minimal budget impact plus staff time

METRICS:

Increased connectivity and WiFi speeds for users in both buildings.

F. Community Vitality (CONT'D)

Goal: Provide the residents of Santa Paula with sustainable resources and programs to make this a great place to live and grow.

OBJECTIVES:

- 9 Explore and develop ideas for greater opportunities to use public spaces in the historic downtown corridor.**

BUDGET IMPACT:

Unknown at this time+staff time

METRICS:

Develop design options for the Property Business Improvement District (PBID), Planning Commission, and City Council by the end of 2021.

- 10 Grow Santa Paula youth programs through the City Corps program by adding community service and youth employment opportunities. Partner with the Police Department to establish a Police Activities League.**

BUDGET IMPACT:

\$65,000 (pilot) plus staff time

METRICS:

membership growth; City Corps projects completed; Increase senior programs and services offerings.

- 11 Develop a plan for increased senior programs and services.**

BUDGET IMPACT:

\$30,000 plus staff time

METRICS:

Class offerings, number of participants, annual participant survey.

- 12 Actively engage with Pre-K providers and Community College District to provide and improve educational opportunities for our community while maintaining and growing the programs at the current Ventura College East campus.**

BUDGET IMPACT:

Staff time

METRICS:

Increased class offerings at local Ventura College East Campus, annual progress report by Ventura College East Campus to the City Council, increased placements in subsidized pre-K classes.

F. Community Vitality (CONT'D)

Goal: Provide the residents of Santa Paula with sustainable resources and programs to make this a great place to live and grow.

OBJECTIVES:

- 13 Work with the school district to create a joint use agreement for school and city facilities.**

BUDGET IMPACT:
Staff time

METRICS:
Development of a joint-use agreement to be approved by the City Council and the School Board.
- 14 Explore options to provide office space for elected officials (County, State, and Federal offices).**

BUDGET IMPACT:
Staff time

METRICS:
Number of meetings held by elected officials per year.

G. Operational Excellence



G. Operational Excellence

Goal: Provide excellent service to the community in a cost-effective manner with an engaged workforce with a focus on continuous improvement and outstanding customer service.

OBJECTIVES:

1 Streamline the application and permitting processes for businesses.

BUDGET IMPACT:

Cost will be associated with staff time to improve online processes and resources

METRICS:

Cycle time for application and permitting processes.

2 Reduce irrelevant codes - Execute a complete review of the City's municipal code and update development code by 4th Quarter 2022.

BUDGET IMPACT:

\$60,000

METRICS:

Number and/or percentage of codes reduced.

3 Implement a citywide asset management system.

BUDGET IMPACT:

\$200,000 over three years

METRICS:

Select and fund a vendor; integrate software system into organization; report inventory to Council.

4 Develop programs around retention, employee engagement, and succession planning.

BUDGET IMPACT:

To Be Determined

METRICS:

Increase employee training and learning opportunities by at least 50%; establish a succession plan and related policies; percent of internal promotions; percent decrease in turnover.

G. Operational Excellence (CONT'D)

Goal: Provide excellent service to the community in a cost-effective manner with an engaged workforce with a focus on continuous improvement and outstanding customer service.

OBJECTIVES:

- 5 Complete an update to the City Personnel Policies and Procedures to make sure they are compliant with federal and state statutes.**

BUDGET IMPACT:

\$10k for legal review plus staff time

METRICS:

Deliver a new Policy to the City Council by Summer 2022.

- 6 Explore a Diversity, Equity, and Inclusion policy for the City.**

BUDGET IMPACT:

Staff time

METRICS:

Review draft policy with the Council's Equity & Social Justice Committee. Bring a final policy to the City Council for consideration by the end of 2021; Review data quarterly with Council/committee.

- 7 Records Management - Develop an updated comprehensive record-keeping and retention policy.**

BUDGET IMPACT:

To Be Determined

METRICS:

Once a policy is implemented, how many paper/electronic files are eligible for destruction on a quarterly/yearly basis; Time it takes to locate files

- 8 Explore methods of decreasing the cost of the City's pension obligations.**

BUDGET IMPACT:

Dependent on route taken. Cost of consultant for Section 115 Trust setup. Cost of bond issuance for pension obligation bonds, etc.

METRICS:

Long-term Cost savings, return on investment comparable to Public Employee Retirement System (PERS).

- 9 Provide an updated water/sewer bill for customers.**

BUDGET IMPACT:

Amount To Be Determined

METRICS:

Delivery of new bill format

Strategic Plan Next Steps

Strategic Plan Next Steps

Once City Council adopts the Two-Year Strategic Plan, the following items should occur:

Incorporate Strategic Plan objectives into Santa Paula's Two-Year Budget.

Continue to identify and explore funding opportunities through the American Rescue Plan (ARP).

Align future staff reports to report on conformance with the Strategic Plan, where applicable.

Revise and update as needed (per City Council's direction).

Review and create a new Strategic Plan at the end of this cycle.