# 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.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Council Votes</th>
<th>Tier</th>
<th>Key Implementation Tasks</th>
<th>Lead Responsibility</th>
<th>Others Involved</th>
<th>Financial Resources (List needed funding)</th>
<th>Timeline (Estimated Quarter/Year to complete)</th>
<th>Success Indicators (How impact or result of this strategy will be measured)</th>
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</thead>
</table>
| 1. Repair roads, curbs, gutters, and street lighting | • Priority 1 Votes - QTY 4  
• Priority 2 Votes – QTY 0  
• Priority 3 Votes – QTY 0 | TIER 2 | 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  
Police  
Grant Writer | Kern COG  
CalTrans  
TD&A  
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 - QTY 1  
• 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 - QTY 1  
• 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 entitlemets | 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  
Surveyors | 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.

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<tbody>
<tr>
<td>1.</td>
<td>Priority 1 Votes- QTY 2</td>
<td>TIER 1</td>
<td>Place right people in right assignments</td>
<td>Finance Director</td>
<td>City Manager</td>
<td>Property tax, Measure L, W.W. user fee, Motor vehicle fees, Franchise fee (WW), Development Fees, Citation Fees, Sale of properties</td>
<td>Q4 – FY 15-16 (and continually)</td>
<td>City Council annually adopts the City’s financial policies as part of the budget approval process</td>
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<tr>
<td></td>
<td>Priority 2 Votes- QTY 1</td>
<td></td>
<td>Complete outside audit of resources</td>
<td></td>
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<td></td>
<td>Set up of a Special Fund for Capital Replacement and begin funding</td>
</tr>
<tr>
<td></td>
<td>Priority 3 Votes- QTY 0</td>
<td></td>
<td>Define key ratios (e.g. debt to cash)</td>
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<td>City Council adopts an ending fund policy for the major funds (General and Enterprise Funds)</td>
</tr>
<tr>
<td></td>
<td>Priority 4 Votes- QTY 2</td>
<td></td>
<td>Establish key review parameters &amp; frequencies (e.g. schedule for reports to City Council)</td>
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<td>Quantify an increase in grant revenue of 25%</td>
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<td>Priority 5 Votes- QTY 1</td>
<td></td>
<td>Enhance financial stability to account for needs of the City</td>
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<td></td>
<td>Approval and implementation of an Economic Development Plan.</td>
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<td>Priority 6 Votes- QTY 1</td>
<td></td>
<td>Improve development STDs</td>
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<td></td>
<td></td>
<td>Jewett Square Infrastructure. improvements completed</td>
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<tr>
<td></td>
<td>Priority 7 Votes- QTY 1</td>
<td></td>
<td>Complete infrastructure development plan</td>
<td></td>
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<td></td>
<td>Review and update. development process and seek council adoption of revisions.</td>
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<td></td>
<td>Priority 8 Votes- QTY 0</td>
<td></td>
<td>Install infrastructure/Walnut Street</td>
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<td></td>
<td>Hold meeting with College Board on college satellite location.</td>
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<td></td>
<td>Priority 9 Votes- QTY 0</td>
<td></td>
<td>Sell RDA properties</td>
<td></td>
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<td></td>
<td>Hold Council workshop on Sphere of Influence, get direction for sphere growth and move forward on SOH process.</td>
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<td></td>
<td>Priority 10 Votes- QTY 1</td>
<td></td>
<td>Streamline development process</td>
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<td>Update General Plan Housing Element to address housing issues within Arvin</td>
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<td></td>
<td>Priority 11 Votes- QTY 1</td>
<td></td>
<td>o Update applications</td>
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<td></td>
<td>Approval and implementation of an Economic Development Plan.</td>
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<td></td>
<td>Priority 12 Votes- QTY 1</td>
<td></td>
<td>o more projects approved at staff level (development STDs)</td>
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<td>Jewett Square Infrastructure. improvements completed</td>
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<td></td>
<td>Priority 13 Votes- QTY 1</td>
<td></td>
<td>Develop economic development plan</td>
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<td>Priority 14 Votes- QTY 1</td>
<td></td>
<td>Install infrastructure/Walnut Street</td>
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<td>Priority 15 Votes- QTY 1</td>
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<td>Sell RDA properties</td>
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<td>Priority 16 Votes- QTY 1</td>
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<td>Priority 17 Votes- QTY 1</td>
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<td>Priority 18 Votes- QTY 1</td>
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<td>Complete infrastructure development plan</td>
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<td>Priority 21 Votes- QTY 1</td>
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<td>Priority 22 Votes- QTY 1</td>
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<td>Priority 23 Votes- QTY 1</td>
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<td>Complete infrastructure development plan</td>
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<td>Priority 24 Votes- QTY 1</td>
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<td>Priority 25 Votes- QTY 1</td>
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<td>Priority 26 Votes- QTY 1</td>
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<td>Priority 27 Votes- QTY 1</td>
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<td>Improve development STDs</td>
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<td>Priority 28 Votes- QTY 1</td>
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<td>Update General Plan Housing Element to address housing issues within Arvin</td>
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<td>Priority 29 Votes- QTY 1</td>
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<td>Priority 31 Votes- QTY 1</td>
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</tr>
</tbody>
</table>
| 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.**

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<tr>
<td>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</td>
<td>Priority 1 Votes - QTY 1</td>
<td>Priority 2 Votes - QTY 1</td>
<td>Priority 3 Votes - QTY 1</td>
<td>TIER 3</td>
<td>Establish a partnership plan for education</td>
<td>City Clerk</td>
<td>Department Heads</td>
<td>City Manager</td>
</tr>
<tr>
<td>2. Attract a community college satellite campus to locate in Arvin</td>
<td>Priority 1 Votes - QTY 0</td>
<td>Priority 2 Votes - QTY 1</td>
<td>Priority 3 Votes - QTY 3</td>
<td>TIER 3</td>
<td>Reach out to Community College District</td>
<td>City Manager</td>
<td>City Attorney</td>
<td>City Engineer</td>
</tr>
<tr>
<td>3. Develop community activities and events reflective of the culture and interests of the community that attract families and enhance the sense of community</td>
<td>Priority 1 Votes - QTY 1</td>
<td>Priority 2 Votes - QTY 0</td>
<td>Priority 3 Votes - QTY 2</td>
<td>TIER 3</td>
<td>Complete outreach to community to identify what events/festivals they want</td>
<td>Com. Dev. Director</td>
<td>Nonprofit organizations</td>
<td>Chamber of Commerce</td>
</tr>
<tr>
<td>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)</td>
<td>Priority 1 Votes - QTY 1</td>
<td>Priority 2 Votes - QTY 2</td>
<td>Priority 3 Votes - QTY 2</td>
<td>TIER 2</td>
<td>Hire Recreational Parks Manager and other staff/volunteers (or Recreational Citizens Volunteer Committee)</td>
<td>Com. Dev. Director</td>
<td>Recreation staff</td>
<td>Volunteers (or Volunteer Committee)</td>
</tr>
<tr>
<td>5. Establish a focus on environmental sustainability</td>
<td>Priority 1 Votes - QTY 0</td>
<td>Priority 2 Votes - QTY 2</td>
<td>Priority 3 Votes - QTY 4</td>
<td>TIER 3</td>
<td>Engage/partner with SJVAPCD</td>
<td>Com. Dev. Director</td>
<td>City Engineer</td>
<td>City Attorney</td>
</tr>
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</tbody>
</table>
| 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 Fund | 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.

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</table>
| 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 |