

City of Coalinga

City-Wide Goals and Objectives for FY 19

Status Update: March 31, 2019

**Goal 1. Financial Stability**

Objectives

**1.1: Maintain adequate financial reserves.**

1. To date, all City departments are operating within their departmental budgets.
2. In the process of completing a rate study for the water utility to ensure fees match expenses.
3. Identifying and correcting utility poaching and unaccounted for water loss, currently at 26%.
4. The Financial Services Department is monitoring revenues and expenditures on a monthly basis.
5. The Financial Services Department is ensuring that revenues are recorded in a timely manner.
6. The Financial Services Department is working closely with the auditor to ensure audits are caught up and then completed timely moving forward.
7. Preparation of the Fiscal Year 19-20 Budget is underway.

**1.2: Clearly define service levels and associated resource requirements.**

1. The Public Works Division has ensured that all water complaints are investigated by a licensed water operator, documented, corrected and submitted to the State in a yearly water report.
2. City roads hold an average PCI of 60 and the Public Works Division has held the roads at that average.
3. Sidewalk hazards are being addressed through sidewalk repair and removal of tree stumps from right-of-way.
4. All graffiti reported on public property is being removed within 24 hours.
5. Bobcat, mini excavator and crack sealing machine have all been purchased.
6. New recruitment efforts are underway to fill vacant Firefighter/Paramedic positions in order to staff two ambulances.

7. The Community Development Department has updated and improved efficiencies relating to the inspection process, permit issuance policies, plan check time frames, and communication protocols.

### **1.3: Identify and Implement new revenue sources.**

1. The Police Department is now providing dispatch services for the City of Parlier which provided an additional revenue source of approximately \$86,050.
2. The Police Department was successful in locating and receiving grant money to purchase electric vehicles, traffic cameras, bulletproof vests and body cameras.
3. The Financial Services Department continues to review the fee schedules on a regular basis to identify missed revenue opportunities.
4. The Financial Services Department updated the fee schedule based on CPI as approved by City Council.
5. The City collaborated with other agencies to identify additional revenue opportunities.
6. The Community Development Department will be preparing a recommendation for City Council to update a few fees for services provided by the Community Development Department.
7. The Fire Department is auditing the spending of the IGT Fund to see if there are uncommitted funds that can be used for other capital projects.
8. The Public Works and Utilities Department is exploring the establishment of a fee schedule for backflow prevention device program compliance and the potential for charging for backflow testing and installation.
9. The City continues selling excess water to interested parties.
10. The Public Works and Utilities Department is looking into investing in purple pipe to irrigate with reclaimed water.

### **1.4: Locate cost efficiencies.**

1. The Police Department reduced the number of air cards needed for the mobile computers.
2. The Police Department reduced the number of City issued cell phones for police personnel.
3. The Fire Department is looking into the possibility of having City owned fiber lines installed between the Police Department and Fire Department. This could result in an annual savings of approximately \$13,200 from the General Fund.
4. The Fire Department is considering changing collection agencies at a lower percentage rate.

5. The Fire Department changed AFFF fire extinguisher recharging procedures from a single bottle to a 5 gallon pale.
6. The Community Development Department is in the process of integrating building and planning modules into Tyler Technologies, the system used by the Financial Services Department.
7. The City reviewed contracts and service agreements to identify cost savings.
8. The Financial Services Department collaborated with all City departments to consolidate service agreements.
9. The City Manager is reviewing and approving all Police Department expenditures.
10. The Financial Services Department implemented new departmental procedures to improve time efficiencies.
11. The Public Works and Utilities Department is preparing a list of contractors to be shared with all City departments.
12. The Public Works and Utilities Department is gathering City wide prices for goods.
13. The Public Works Division is maintaining the Service Center to provide City wide vehicle maintenance and repair at minimal costs.

#### **1.5: Maintain solid financial information.**

1. City departments are maintaining spreadsheets to track invoices and purchase orders.
2. The Financial Services Department is providing all City departments with monthly expenditure reports.
3. The Financial Services Department is providing City Council with quarterly expenditure reports.
4. The Financial Services Department has implemented a new accounting software.
5. The Financial Services Department has performed internal audits to ensure revenues and expenditures are posted correctly.

### Goal 2. Service Excellence

#### Objectives

#### **2.1: Improve community appearance and protect neighborhood integrity.**

1. The Police Department assisted in reestablishing the Neighborhood Watch Program.
2. The Police Department purchased and installed a traffic camera at Fifth and Elm Street through a grant.

3. The Fire Department, Community Development Department and Police Department worked together on the abatement of burned buildings within the City.
4. The Community Development Department has addressed illegal construction through red tags and requiring permits to be secured by the owner/contractor.
5. The City continues addressing code enforcement complaints in a timely manner.
6. Through the City Ambassador program, the City has continued proactive code enforcement efforts.
7. The Public Works Division has maintained cleanliness of the City.
8. The Public Works Division has removed dead and diseased trees and is beginning to gradually replace trees.
9. The Public Works Division has refreshed roadway markings and signs.
10. The Public Works and Utilities Department has repaired the Mott Fountain.
11. The Public Works and Utilities Department has repaired the Sisk Fountain.

**2.2: Promote a positive work environment.**

1. Reestablished the City's Employee of the month program.
2. Promotional opportunities advertised in-house first.
3. Adoption of a customer service approach.
4. Focus on employee training and development.
5. Implemented open door policies with management.
6. Hosted employee get togethers, potlucks, birthday celebrations, etc.

**2.3: Recruit, retain and develop a diverse municipal workforce.**

1. Participation in local job fairs.
2. Job opportunities are posted on the City's website immediately upon receiving notice of resignation.
3. The Human Resources Department posts all job opportunities on the City's website, governmentjobs.com and Indeed.com. Specific opportunities are also posted on specialized websites.
4. The City Ambassador positions are open for any person 14 years of age or older.
5. The Community Development Department is in the process of developing a summer internship opportunity.

6. The City continues to participate in work experience programs through the Fresno County Human Services Department and West Hills College.
7. The City is going to be a community partner in the mentorship program through the Coalinga Area Chamber of Commerce and Coalinga Huron Unified School District.
8. The City has updated job descriptions and job announcements as needed.
9. The Utilities Division continues to hire Water Operator Apprentices and train and develop them into licensed Water Operators.
10. The Human Resources Department and Fire Department recently met with the West Hills College Lemoore Paramedic class to discuss Firefighter/Paramedic positions with the City.

**2.4: Actively engage and communicate with the community:**

1. The City and the Police Department communicate with the public via social media.
2. Press Releases are distributed based on topics of public concern.
3. The City hosted its Second Annual National Night Out event and provided over 300 sets of school supplies for children in the community.
4. The City continues to hold monthly Breakfast with the Chiefs meetings.
5. The City participated in several community events such as Coalingafest, Touch a Truck and the Horned Toad Derby.
6. The Police Department continues to host Coffee with a Cop events.
7. The City continues to advertise and utilize the City Ambassador program.
8. The City has updated and implemented a more user-friendly City website.
9. The City is in the process of implementing a new engagement application through My Civic.
10. The City established transparency committees.
11. The Public Works and Utilities Department educated citizens on gas safety at the National Night Out event.
12. The City continues to participate in Coalinga High School's Annual Career Fair and West Hills College's Annual Job Fair.
13. The City coordinated a Christmas Gift Giveaway program for children in need in the community. Over 100 new jackets, shoes and socks and toys were handed out.
14. The Fire Department is planning a Fire Safety Academy which will be held sometime during the next Fiscal Year.

## **2.5: Maintain organizational consistency.**

1. The Fire Department has created a task book for driver operators and the officers in charge to establish baseline qualifications and experience.
2. All departments have reviewed departmental policies and procedures and have made updates as needed.
3. Monthly reports for the Police Department, Fire Department and Public Works and Utilities Department are provided to City Council and the public on the City Council Meeting agenda.
4. Management meetings are held biweekly.
5. Succession plans are in place for each City department.

## Goal 3: Safe and Healthy Community

### Objectives

#### **3.1: Clearly define public safety services levels and associated resource requirements.**

1. The Community Development Department has been responding to zoning and building related issues and has processed text amendments to improve the development code as necessary.
2. The Financial Services Department provides necessary financial information to facilitate public safety operations.
3. The Financial Services Department ensures related revenues and expenditures are posted correctly.
4. The Public Works Division provides sandbags to the public to prevent flooding.
5. The Human Resources Department has been actively recruiting Firefighter/Paramedics in order to staff a second ambulance.
6. The Police Department is generally staffed with one Sergeant and two Officers, however, minimum staffing does not fall below two.
7. The Transit Division is staffed and both the Fresno Route and Dial-A-Ride services are operational.
8. The City applied for and received a tire amnesty grant to recycle used tires at no cost to the public.

#### **3.2: Identify and eliminate hazards.**

1. The Civic Plus app is being implemented. Citizens can alert City staff to hazards and staff can alert citizens to hazards.

2. Hazard information is made available to the public through the City website and social media.
3. The Public Works Division provides sandbags to the public to prevent flooding.
4. Damaged and broken equipment is replaced in a timely manner.
5. The Public Works Division responds to road hazards timely.
6. The Community Development Department is investigating building and zoning violations.
7. The Community Development Department is assisting in developing communication protocols for hazardous situations.
8. The Fire Department has been proactive in identifying land around the City that is a potential fire hazard due to vegetative growth and action steps are being taken to reduce all potential hazards.
9. The Police Department is ensuring Officers have the proper training and equipment to perform their duties.

**3.3: Ensure public infrastructure is adequate.**

1. The Fire Department has been working with the Public Works Division to address potential issues with the water reliability and creating some alternative water sources to maintain fire protection.
2. The Community Development Department continues to seek grants for street infrastructure projects.
3. The Public Works Division has adopted a new pavement management program.
4. The Financial Services Department has developed and maintained an accurate fixed assets schedule.
5. The Financial Services Department has ensured funding is set aside for maintenance and replacement.
6. The Utilities Division has developed and implemented a water main valve replacement plan.
7. The Utilities Division is repairing the Derrick Reservoir and they will then better utilize the Jayne water main loop.
8. The Utilities Division is developing an air vac replacement plan for the water mains.
9. The Public Works and Utilities Department is working on the water distribution system by collecting GPS locations of valves, meters and main locations and entering the data into ArcGPS.

10. The Public Works and Utilities Department is continuously updating and ensuring accuracy of all recorded data in ArcGPS.

**3.4: Enhance public awareness and participation in crime prevention.**

1. The Police Department communicates with the public via social media.
2. Press Releases are distributed based on topics of public concern.
3. The City hosted its Second Annual National Night Out event.
4. The City continues to hold monthly Breakfast with the Chiefs meetings.
5. The Police Department participated in several community events such as Coalingafest, Touch a Truck and the Horned Toad Derby.
6. The Police Department continues to host Coffee with a Cop events.
7. The Police Department assisted in reestablishing the Neighborhood Watch Program.
8. The Police Department's Citizens on Patrol Program remains active.
9. The City protects customer information to prevent identity theft.
10. When contractors report jobsite theft to the Building Official, the Building Official provides the course of action the contractor should take in reporting the incident to the Police Department.

**3.5: Clearly define all hazards mitigation plan.**

1. The Utilities Division has a plan in place for Westlands shut downs for canal maintenance.
2. The Fire Department participated in a county-wide update of a hazard mitigation plan. The City of Coalinga annex will be coming to Council once approved by CAL OES and FEMA.

Goal 4: Systematic infrastructure investments.

**4.1: Ensure consistent and uninterrupted utility service.**

1. The Police Department tests the City's generator weekly.
2. The Police Department will be replacing the Building Wide Uninterrupted Power Supply once Measure J funds become available.
3. The Fire Department has been working with the Public Works Division to address potential issues with the water reliability and creating some alternative water sources to maintain fire protection.
4. The Community Development Department is discussing future and current projects during development review meetings.



5. The Financial Services Department has implemented a new utility billing software that, once streamlined, will ensure accurate and timely billing.
6. The Financial Services Department has ensured alternate payment methods are available during non-business hours.
7. The Financial Services Department has ensured payment arrangement plans are available for customers with special circumstances.
8. The Public Works and Utilities Department is working on a long term plan for infrastructure replacement.
9. The Public Works and Utilities Department is developing a program to repair/replace major equipment.
10. The Utilities Division has developed a five year filter media replacement plan at the water plant.
11. The Public Works Division has adopted a pavement management plan.
12. The Public Works and Utilities Department is conducting comprehensive surveys of utilities, hydrants, valves, etc.

#### **4.2: Support strategic investments in City facilities.**

1. The Utilities Division has modernized the SCADA and automated controls.
2. The City is maintaining facilities as best as possible within established budgets.
3. The Financial Services Department is maintaining accurate fixed asset and depreciation schedules.
4. The Community Development Department provides building inspection services during City facility improvement projects.

#### **4.3: Support and fund capital improvement projects.**

1. The Fire Department is attempting to locate funding to replace the Fire Station parking lot and to create protected parking for reserve equipment.
2. The City has applied for three grants and has been successful in all three. Those grants include CMAQ, STBG and ATP Cycle 4.
3. The Financial Service Department has ensured funding of capital improvement projects within the annual budget.
4. The Public Works and Utilities Department is working on a three year plan for capital improvement projects.
5. The Police Department is attempting to locate funding to repair and/or replace the Police Department's parking lot.

6. The Police Department is attempting to locate funding to replace two heating and air conditioning units as well as installing a ventilation system in the evidence room.
7. The Public Works and Utilities Department is planning for a water main replacement, valve exercising program and G.I.S.
8. Administration continues to work with the FAA to update the airport runway, lighting and AWOS.

#### **4.4: Plan and design for future growth.**

1. The Utilities Division is exploring the idea of tertiary wastewater treatment for purple pipe recycled water.
2. The Utilities Division is working to ensure that the water and wastewater plants can support growth up to 2040.
3. The Community Development Department is working with a grant writer to find planning grant opportunities to fund the future update to the City's General Plan.
4. The Community Development Department is exploring a building permit fee for the City's General Plan update.
5. The Fire Department is exploring out station options to service ambulance needs for the rural part of the district.
6. The Fire Department is planning for the upgrades to the training room that would function as the City's Emergency Command Center.
7. The Police Department is exploring the idea of offering dispatch services to smaller agencies such as what has been done with the City of Parlier.

#### **4.5: Analyze and invest in regional opportunities.**

1. The Fire Chief has been attending Office of Emergency Services Operating Area meetings.
2. The Fire Chief has attended the Norcal Fire Prevention Officer meetings.
3. The City has continued its involvement with the Fresno Council of Governments, the League of California Cities, and other regional entities.
4. The Building Official attends monthly meetings for the San Joaquin Chapter of the California Building Official's Association.
5. The Community Development Director continues to participate in the Central Valley Chapter of the American Planning Association.
6. The Mayor, City Manager and a City Council Member will be attending the annual world-wide retail convention.

7. The Financial Services Director participates in the South San Joaquin Chapter of the California Society of Municipal Finance Officers.
8. The Public Works and Utilities Director is working on a Lend/Lease program between cities and other local agencies.

#### Goal 5: Inclusive and Collaborative Governance

##### Objectives

##### **5.1: Increase civic engagement.**

1. The City participates in local community events.
2. The Community Development Director presented at a Women's Club meeting.
3. The City is in the process of launching the Civic Plus application that will include many ways to interact with the public.
4. The City implemented a more user-friendly website.
5. The City promotes a public servant environment that is based on excellent customer service.
6. The Community Development Department is developing a summer internship program.
7. Social media and local publications are being used to dispense information to the public.
8. The City implemented the City Ambassador program.
9. The City established transparency committees.
10. The Fire Department provides school tours of the Fire Station.
11. The Police Department is exploring the idea of implementing Citizen RIMS.

##### **5.2: Enhance transparency.**

1. The Police Log is published in the local newspaper.
2. The City is in the process of launching the Civic Plus application.
3. The City implemented a more user-friendly website with easy to find information.
4. Social media and local publications are being used to dispense information to the public.
5. The City implemented the City Ambassador program.
6. The City established transparency committees.
7. The City provides timely and accurate information when requested.

8. The Public Works and Utilities Department will detail current projects, their costs and progress on the City website.

**5.3: Strengthen relationships with other agencies, non-profit organizations and service clubs.**

1. City employees are members of local service clubs.
2. Staff has made presentations to local service clubs and other local agencies.
3. The Fire Department is exploring the opportunity of a joint training session with CalFire to clear some hazardous vegetation areas.
4. The City Manager hosts quarterly meetings with the heads of West Hills Community College District, Coalinga Huron Unified School District, the library, the hospital, the parks and recreation district and the Coalinga Area Chamber of Commerce.
5. The Mayor Pro Tem, City Manager, and Chief of Police are attending the Citizen Advisory Committee Meetings at Pleasant Valley State Prison.
6. The City Clerk participates in voter registration update meetings and FPPC training.

**5.4: Promote community service by city staff.**

1. City employees in the departments of Community Development, Fire and Human Resources have coached local youth sport teams in the areas of softball, baseball and basketball.
2. The Fire Department participated in the MDA Fill a Boot Drive.
3. The Fire Department has participated in the Kids Day event for Valley Children's Hospital.
4. The Fire Department sold pink t-shirts to benefit the Susan G. Koman Foundation.
5. The Police Department wore and sold pink patches to benefit the American Cancer Society.
6. The City coordinated a Christmas Gift Giveaway program.
7. The City coordinated a school supply giveaway at National Night Out.
8. The Community Development Director is an owner of a local non-profit which provides service to the community through fundraising at five local events.

**5.5: Support community-wide events.**

1. The City supports and participates in local community events.
2. The Public Works Division closes roads as needed for events.

3. The City has a procedure in place for anyone interested in renting Frame Park or for using the downtown area.