
CITY OF ARCATA

TO: Mayor and Arcata City Council
FROM: Karen Diemer, City Manager
DATE: February 24, 2023
SUBJECT: 2023/2024 Department Goals



The listing below outlines major goals that City Departments and several City Committees/ Commissions and/or Taskforces have identified for the upcoming 2023/24 fiscal year based on the current Council priorities and input from staff and the public throughout this past year. This list is not prioritized.

COMMUNITY DEVELOPMENT: Planning, Economic Development and Housing

1. Continue outreach and engagement, providing equitable access to planning and decision-making processes for the community. In particular, the Department will develop targeted strategies to engage traditionally marginalized community members. To implement, staff will develop an Outreach and Engagement Plan that will include:
 - a. Evaluation of traditionally marginalized groups and strategies to engage these groups.
 - b. Continue “meet them where they’re at” practices to learn how to better engage community members and visitors.
 - c. Improve electronic communication, including improving web presence and messaging, evaluate social media options, and other electronic formats for seeking input.
 - d. Ensure racial equity outcomes are integral to the long-range plans currently under development.
2. Continue improvements to the permitting process, with a focus on predictability, accountability, and improved public services (forms/handouts).
 - a. Complete the Local Coastal Plan update and amendment and submit it for Coastal Commission certification.
 - b. Consider amendments to the Land Use Code that will incorporate changes in state law, including accessory dwelling unit law, changes in housing laws, and changes in the California Environmental Quality Act regarding streamlining for housing projects.
3. Focus long-range planning efforts on infill, mixed use, and appropriate responses to climate, market, and community needs to facilitate both housing and economic opportunities for our residents. Implementation will include:
 - a. Complete a targeted update to the General Plan to address the next 20-year planning period’s future growth with an emphasis on high density infill, wastewater treatment, growth management, recreation, and land use.
 - b. Complete the Strategic Infill Redevelopment Program that identifies market, policy, and programmatic changes needed to support housing development, including the Arcata Gateway Area Plan.
4. Establish a sustainable funding program for housing programs and projects. Similar to the Economic Revitalization fund, the Housing Fund has limited resources, and should be managed

with these limitations in mind. The Housing Fund should be a leveraging fund, used to improve grant competitiveness and project outcome instead of as a primary source for project financing.

ARCATA POLICE DEPARTMENT

1. Establish an outreach unit to collaborate with MIST, other service providers and those in need to link them with services that support individualized plans to improve their quality of life.
2. Assist with guiding the implementation of the Plaza Improvement Task Force's public safety recommendations. (Public Safety Committee)
3. Foster public safety as a continual City priority. (Public Safety Committee)
4. Make pedestrian and bicycle traffic between Cal Poly Humboldt and Arcata safer. (Public Safety Committee)
5. Identify the key components of a Safe Arcata Strategic Plan. (Public Safety Committee)
6. Review the nuisance abatement process to ensure the process is transparent and logical. (Public Safety Committee)
7. Work with stakeholders to support the Community Ambassador Program.
8. Conduct education and enforcement in support of traffic safety.
9. Continue recruiting campaign to increase staffing.

ENGINEERING, BUILDING, TRANSIT:

ENGINEERING:

1. Finalize design for the City-wide steel water line replacement project, execute a contract with Drinking Water State Revolving Funds (DWSRF) for funding and begin construction.
2. Monitor and implement construction of Phase I of the Wastewater Treatment Plant Design (WWTP).
3. Finalize design for the next phase of Inflow and Infiltration project, execute a contract with Clean Water State Revolving Funds (CWSRF) for funding and begin construction.
4. Continue to work on CalOES Grant project for Phase II of the Plunkett waterline replacement project, finalize design and begin construction.
5. Complete the planning phase of the Levee Improvement Project,
6. Complete construction of ±1-million-gallon tank in Zone 1.
7. Finalize Plans, Specifications and Estimate (PS&E) for the Old Arcata Road improvements, secure funds and begin construction.
8. Finalize Plans, Specifications and Estimate (PS&E) for the 8th and 9th Streets improvement project and begin construction.
9. Complete planning phase for the Sunset and L K Wood Improvements project, seek funding for design and construction phases.
10. Secure funding for Arcata Multi-Modal Accessibility and Safety Improvements Project (Samoa 255 to improve connectivity).
11. Continue to prioritize and implement traffic calming improvements throughout the City, including sidewalks, pedestrian crossings, bicycle improvements, and drainage improvements.
12. Continue to work on citywide pavement management plan coordinating with other local agencies to achieve cost savings.
13. Implement a new asset management program to better track and evaluate our infrastructure (water, sewer, sidewalks, etc.).
14. Review, upgrade ADA Transition Plan and implement improvements (ongoing).
15. Complete Local Road Safety Program and seek funding for proposed improvements.

16. Track implementation of Complete Street Policy and provide update to the Council.
17. Continue to Implement Capital Improvement Program and continue to work with all other Departments in the design of projects and manage or assist in the management of all Capital Projects.
18. Incorporate a new Traffic Safety Improvement Program to assist in implementing new improvements focused solely on “Safety” (projects implemented based on feedback from TSC and PSC).
19. Update/Renew outdated policies (School Zone Speed Limits, Speed Hump Policy, Request for accessible Parking, etc.)

BUILDING:

20. Implement citywide residential inspection program for rental properties.
21. Expand OpenGov to include new permit types, utilize for RRIP, parking and code enforcement.
22. Develop and implement Earthquake Response Plan including SAP (Safety Assessment Program).
23. Continue to be the hub for coordinating all City code enforcements.

TRANSIT:

24. Amend contract with HTA to include driving services.
25. Complete 5 year Transit Development Plan (TDP) and include below tasks under TDP:
 - a. Review of current bus line efficiency internally and as it connects to regional transit.
 - b. Review a Cal Poly Humboldt to downtown shuttle line (green line) and local park & ride options.
 - c. Review both unmet transit needs and new employment hub transit needs of the City.
 - d. Develop 1, 3 and 5 year priorities for the transit system.
 - e. Investigate options and feasibility for an on-demand transit system/para-transit system.
 - f. Continue to look for funding opportunities for future free bus service.
 - g. Create a safer/more inviting Transit Facility through fencing and/or art.
26. Continue to improve connectivity for cyclists and pedestrians, between different areas within Arcata (Transportation Safety Committee):
 - o Sunny Brae/Bayside and the Plaza
 - o Valley West and Northtown/Plaza
 - o New residential areas around Foster Ave., Cal Poly Humboldt and the Plaza
 - o Install new bike parking facilities
 - o Implement a pilot program for Arcata Plaza closure during the farmers market (once a month)

FINANCE:

ACCOUNTING FUNCTIONALITY:

1. Document existing and implement additional control policies/procedures across material areas.
2. Focus on developing accounting skills and knowledge base of existing staff through internal and external educational opportunities.
3. Develop five-year forecast and planning tool which incorporates City Council goals, department projects and Capital Improvement Program (CIP).
4. Develop a regular (quarterly) financial reporting model specifically targeted for easier understanding by members of the public.

REVENUE:

1. Provide information, education, and support for consideration of a dedicated revenue source for Housing, Homeless Reduction Strategies and Public Safety including Community Ambassador Program.

STREETS AND TRANSPORTATION:

1. Pavement Management Project for pavement preservation of various City streets using contractors, include:

Street Name	From	To	22-23	23-25
F Street	Samoa Blvd.	Front Street	X	
24th Street	L K Wood Blvd.	End of the street.	X	
Western Avenue (remaining half)	North Street	Foster Avenue	X	X
Bayview Street	Park Avenue	Fickle Hill (little Fickle).	X	
			X	
Eye Street	Todd Ct.	500 ft. North.	X	
Mack Road	Ridge Road	End	X	X
14th Street	J Street	Union Street	X	X
15th Street	J Street	F Street	X	X
Alliance Road	11th Street	Foster Avenue	X	X
H Street	11th Street	Sunset Avenue	X	X
7th Street	F Street	Union Street	X	X
Q Street	11th Street	Foster/17th	X	X
K Street	Samoa Blvd.	11 th Street	X	X
			X	X
Boyd Road	Giuntoli Lane	End (City Limits).	X	X
West End Road	Giuntoli Lane	End (City Limits).	X	X
7th Street	K Street	L Street	X	X
J Street	10th Street	11th Street	X	X
5th Street	H Street	I Street	X	X
South G Street	Approximately 500 ft. of paving just West of US 101 ramps.		X	X
Giuntoli Lane	Valley West	Boyd Road	X	X
D Street	10th – 11th, 11th-13th Streets.			X
M Street	12th – Alliance.			X
South F Street	South of 3rd to North of Front Street.			X

STORMWATER AND WETLANDS & CREEKS:

1. Implement watershed improvement projects with USFWS small grants partnership.
2. Seek grant funding and project partners for multi-benefit, green infrastructure projects that combine flood control with habitat enhancement, particularly for Janes Creek along West End Road.
3. Implement Janes Creek and Jolly Giant fish and water quality monitoring (Wetlands & Creeks Committee).
4. Advance planning for Jolly Giant Creek rehabilitation.
5. Advance culvert replacement at Frank Martin Court and drainage maintenance throughout the City.
6. Work with APD to develop a plan to decrease impact to environmentally sensitive areas and high use public areas from camping, litter, and illegal dumping of human and solid waste.
7. Continue to engage in Phase II MS4 Permit renewal process.
8. Plan for stormwater rate study to ensure adequate revenue for stormwater expenses.
9. Begin a management plan for Jacoby Creek Gannon Slough Wildlife Area (Wetlands & Creeks).
10. Begin update to the Drainage Master Plan.

WATER/ WASTEWATER/ ARCATA MARSH WILDLIFE SANCTUARY:

1. Continue to replace aging water lines (in part with state grant funds).
2. Complete construction of Tank 1C and plan for cathodic protection.
3. Continue to advance sanitary sewer infiltration reduction projects and finalize, design, and secure funding for the next I&I project.
4. Increase resiliency and security at the City's critical water and wastewater facilities.
5. Complete the Source Control Program and Enforcement Response Plan for the City's pre-treatment program.
6. Continue construction of the AWTF Phase I upgrade.
7. Advance the Coastal Hazards Adaptation & Implementation Plan (CHAIP) in partnership with the state water board and Coastal Commission to plan for future of the wastewater treatment plant.
8. Conduct an assessment of the wastewater treatment facility, operations, collection, and discharge systems to determine areas of short- and long-term vulnerabilities related to natural disasters and extreme weather, and other conditions projected by climate change science. Implement the new Arcata Marsh and Wildlife Sanctuary Boat Launch.
9. Assess water meter read routes for efficiency and align routes with pressure zones of the system.
10. Hone SCADA system to provide more pumping data and leak assessment to assist with water loss audit to meet state regulations.

ENERGY AND CLIMATE COMMITMENT:

1. Finalize the regional Climate Action Plan (CAP).
2. Arcata All Electric Initiative:
 - a. Implement electrification ordinance to apply to new construction.
 - b. Research and plan for an electrification incentive for low- and mid-income households (ARPA).

- c. Continue to decarbonize City facilities, including fuel-switching, energy efficiency upgrades, solar installation, and battery back-up projects.
 - d. Explore electrification options for existing buildings including strategies to require and/or incentivize electrification.
3. Transportation Mode Shift - Continue work related to shifting transportation toward walking, biking, public transportation and electric modes of transport.
 4. Pursue grant funding for sea level rise adaptation including coastal hazard scenario planning and living shorelines design.
 5. Pursue funding for acquisitions to facilitate sea level rise adaptation.

SOLID WASTE / RECYCLING: ROAD TO ZERO WASTE

1. Continue implementation of California’s Short-Lived Climate Pollutant Reduction Strategy (SB1383) requirements in partnership with the HWMA Solid Waste Task Force.
2. Negotiate new franchise curbside agreement to meet SB 1383 requirements and other solid waste needs in the City.
3. Continue to implement and provide education for ordinance 1527 pertaining to reduction of single use plastic food-ware, bottles, etc.

PARKS AND RECREATION:

1. Rebuild Recreational programming and staffing to meet post-pandemic demand for recreation resources.
2. Prioritize staffing to ensure a high level of maintenance of existing and new park and facility infrastructure.
3. Implement post-pandemic levels of special events and facility rentals.
4. Support Valley West community engagement in partnership with CUNA (ARPA).
5. Explore options for additional/alternate recreation resources and locations within the City.
6. Implement a second call for artists for public art through the Art Around Town Guidelines (ARPA).
7. Construct improvements at Carlson Park including playground, picnic/special event area, pickleball courts, trail enhancements and non-motorized boating supports.
8. Construct Redwood Park improvements including pump track, playground and ADA parking.
9. Continue to identify and address priorities for all members of our community including special needs community and seniors.
10. Outreach for and implementation of a neighborhood-scale dog park at Valley West Park or elsewhere as directed by Council.
11. Implement equipment replacement at Bloomfield Park.
12. Initiate community outreach and design for ADA, entrance and façade improvements of Arcata Ball Park with Specialized Grant funds.
13. Continue to work across Parks & Recreation, Wetlands & Creeks and Forest Management Committees to assess and recommend expenditures for the Open Space, Parks & Trails Special Tax Fund.
14. Implement Plaza Improvement Task Force recommendations as directed by Council and as funding allows.

FACILITIES:

1. Advance fuel shift and energy upgrades to City facilities, particularly the Arcata Community Center and Sports Complex (ARPA).
2. Design and plan for ADA upgrades to the library in partnership with the County of Humboldt and the Building Forward grant.
3. Conduct preliminary design for the physical transition of the Natural Resources Division to the Parks facility at the Community Park and advance long-range planning for future corporation yard relocation.
4. Implement battery backup and resiliency installations at critical facilities.

FOREST MANAGEMENT:

1. Adopt updated Forest Management Plan.
2. Improve Margaret Lane Trailhead in the Sunnybrae Forest to enhance access for all trail users. (Forest Management Committee)
3. Plan and implement an alternative trail to Trail 9 in the ACF between Trail 3/3.5 and the Fickle Hill Road trailhead. (Forest Management Committee)
4. Inventory and plan upgrades to roads and culverts in the Jacoby Creek Forest. (Forest Management Committee)
5. Update timber and carbon inventories on the Barnum and Lucchesi Climate Reserve Projects Grants and Legacy Planning.
 - o Review new opportunities for grant funding such as California Forest Improvement Program cost- share funding for urban interface forest fuel treatment, pre-commercial thinning, road upgrades and wildlife habitat improvement. (Forest Management Committee)

CITY ADMINISTRATION:

1. Continue collaboration of Equity Arcata in partnership with HSU and local business to eliminate racial disparities in Arcata.
2. Focus on developing Human Resources, Payroll, Deputy City Clerk and IT skills and knowledge base of new staff through internal and external educational opportunities.
3. Negotiate each of the employee group successor MOUs on behalf of the City Council.