

Chapter 3

Implementing the Citywide Vision for Santa Paula



“VISION WITHOUT ACTION
IS MERELY A DREAM.
ACTION WITHOUT VISION
JUST PASSES THE TIME.
VISION WITH ACTION CAN
CHANGE THE WORLD.”
-- JOEL BARKER

Introduction

The Vision for Santa Paula is about the community’s commitment of individual and collective action to improve and protect the quality of life in an already special community. In this chapter of the Santa Paula Vision Plan, a community-based path toward the implementing the Vision is outlined. It includes key elements that should be considered in initiating the process and organizing for implementation; it details several projects that should be embarked upon with vigor and energy to achieve early success; and provides a tentative timeframe and potential resources for all action items described in the Vision for Santa Paula.



Initiation and Organization

The Santa Paula Vision must not be a plan that “sits on a shelf”. To ensure that the Vision Plan serves as an active and dynamic document, the following steps should be initiated immediately.

1. Promote the Vision Widely

The first step in moving forward with the Vision for Santa Paula is to assure widespread knowledge and ownership. The City, Visioning Steering Committee, and other groups should lead the promotional effort. The effort should include community members; local organizations, clubs, and groups; schools; churches; local businesses; city departments; and public agencies. This promotion should also extend to the County, as well as other cities, businesses, and organizations in the region. A goal of this promotional effort should be to have organizations or other groups take leadership roles in implementing action steps. A “Town Hall” meeting might be a good way to start to develop strong ownership and awareness of the Citywide Vision Plan.

2. Establish a Citywide Vision Advisory Board

A Citywide Vision Advisory Board (or similar body) should be established to continue to promote the Vision with the community, initiate and organize small-scale projects, and help monitor and evaluate the overall implementation of the Vision, including steps accomplished by other community organizations. This group should be comprised of local leaders, organizations, community members (including youth), and members of the Visioning Steering Committee. A yearly Vision progress report should be made to the Council, along with any suggested updates and modifications to the Citywide Vision Plan.

3. Implement Priority Projects

Early and visible successes are important to keep the community motivated and energized about the vision. Additionally, even long or medium term priority projects must be initiated early to achieve eventual success. To this end, the priority projects identified in the next section should be implemented and/or initiated within the first several months following the formal endorsement of the Santa Paula Citywide Vision Plan.

Priority Projects

The following set of projects has been identified as priorities and/or early successes that should be initiated and/or implemented soon after the Vision Plan is adopted. To assist in implementing the projects and programs, blank Action Planning Worksheets can be found at the end of the chapter.

I. Small Town Character

- ◆ Coordinate with surrounding cities and Ventura County to preserve agricultural areas around Santa Paula. (I.A.1.)
- ◆ Pursue value-added agricultural opportunities such as agri-tourism, expansion of agricultural products, and community events with an agricultural theme. (I.A.3.)

II. Educational Excellence

- ◆ Establish a community-based steering committee to work with the City, college, school district, public and private institutions, and other educational entities to improve educational offerings and opportunities. (II.A.4.)

III. Meaningful Youth Activity and Participation

- ◆ Build a Teen Center in mid-town Santa Paula that includes an art studio, dance club, study lounge, food, and a place to both listen to and make music. (III.A.1.)
- ◆ Create positions for students on boards, commissions, and committees. (III.B.2) (IX.B.5.)
- ◆ Establish a Santa Paula Youth Corps focused on community service and volunteer projects in partnership with adults. (III.B.4.)
- ◆ Establish a City mentorship program and database that matches youth with adult mentors (encourage Santa Paula High School alumni, church volunteers, local professionals, etc. to serve as mentors). (III.C.1.)

IV. Parks and Recreation Opportunities

- ◆ For related project, see Meaningful Youth Activity and Participation (III.A.1.).
- ◆ For related projects, see Enhanced Mobility and Quality Infrastructure (XII.B.4 and XII.C.2).

V. Vibrant and Strong Economy

- ◆ Attract a new, quality grocery store or expand the food choices at existing grocery stores. (V.A.1.)
- ◆ Establish regular communication and coordination between the City, the Chambers of Commerce, and other groups to better encourage business retention, recruitment, and expansion. (V.A.6.)
- ◆ Encourage clean, light industry as a source of jobs and prepare job seekers to match the skills needed. (V.D.3.)

“ANY PERSON CAN MAKE A
DIFFERENCE, AND EVERY
PERSON SHOULD TRY.”

- ROBERT KENNEDY



- ◆ Encourage new industries or companies locating in Santa Paula to hire local workers. (V.D.4.)
- ◆ Establish a web link from the City website to the local job and career center. (V.D.9.)

VI. Diverse Housing Opportunities

- ◆ Encourage “granny flats” and second units in existing and new neighborhoods. (VI.A.1.)
- ◆ Encourage single-family homes in a variety of sizes, from small one-bedroom homes to larger size homes. (VI.A.2.)
- ◆ Introduce mixed use housing downtown (small housing units above businesses). (VI.A.3.)
- ◆ Create live-work opportunities for artists, other trades people, and professionals. (VI.A.4.)
- ◆ Establish rehabilitation loans, grants, and other incentives to assist homeowners improve their properties. (VI.C.1.)

VII. Protected Natural Environment

- ◆ For related project, see Small Town Character (I.A.1).

VIII. Celebration of Local Art, Architecture, History, and Culture

- ◆ Showcase the City’s Mural Program (e.g. audio rental devices with local voices telling the real-life stories of the murals; plaques/signs inlaid into sidewalk to serve as a trail). (VIII.A.1.)

IX. Engaged Community and Responsive Government

- ◆ Establish regular televised “Town Hall” meetings throughout the City that allow for direct dialogue between community members and elected officials. (IX.A.1.)
- ◆ Establish neighborhood councils that meet regularly to improve and protect their neighborhoods and advise elected officials on issues affecting their neighborhood. (IX.B.3.)
- ◆ Establish a master community calendar that includes dates of school, City, and civic and service club meetings and events. (IX.C.1.)

X. Access to Affordable and High Quality Health Care

- ◆ Re-open the Santa Paula Hospital. (X.A.1.)

- ◆ Promote healthy lifestyle programs to local school-aged children using volunteer health care providers (e.g. local doctors, nurses, nutritionists, exercise physiologist, etc.). (X.B.2.)
- ◆ Research grants focusing on obesity and diabetes in children to include nutrition counseling, medical evaluations, cooking/shopping classes, gym memberships. (X.B.3.)

XI. Beautification and Architectural Integrity

- ◆ Continue Santa Paula Beautiful events and encourage and sponsor additional neighborhood clean-ups (provide garbage dumpsters, bags, gloves, etc.). (XI.A.1.)
- ◆ Institute a Mayor’s “Santa Paula Beautiful” award program that recognizes role-model residences that have been improved. (XI.A.2.)
- ◆ Develop volunteer maintenance teams to assist property owners unable to mow, pick weeds, etc. around their homes. (XI.A.6.)
- ◆ Initiate a “Santa Paula Home Makeover” effort that uses local volunteers (landscapers, contractors, etc.), donated materials (hardware stores, etc.), and the local cable channel to promote and cover the events. (XI.A.7.)
- ◆ Implement small-scale improvements such as window flower boxes, welcoming benches, pocket parks and plazas, etc. (XI.C.1.)
- ◆ Initiate volunteer teams that include property owners, business owners, local artists, and residents to assist property owners with building improvements. (XI.C.2.)

“We need to bring people together without regards on their backgrounds to work on a common goal for community’s benefit.”

XII. Enhanced Mobility and Quality Infrastructure

- ◆ Add bicycle racks throughout Santa Paula. (XII.B.4.)
- ◆ Repair deteriorating streets. (XII.C.1.)
- ◆ Repair deteriorating sidewalks and build new sidewalks where breaks in accessibility exist. (XII.C.2.)

XIII. Safe and Secure City

- ◆ Utilize the We-tip hotline and promote through signage and information in utility bills. (XIII.A.1.)
- ◆ Develop marketing materials and other communication tools that highlight values and attributes of Santa Paula (e.g. corner of the newspaper dedicated to positive stories, letters to the editor, brochures, etc.). (XIII.B.3.)



Planning for Action & Tracking Success

For each action step identified in the Vision, there is a multitude of smaller actions or tactics that are required to implement them. Planning for Action Worksheets are included at the end of this chapter to help organize these small steps, as well as assign responsibilities and deadlines.

Ideally, during the action planning process, a way to measure the success of the project should also be established. It is important to clearly understand what *outcome* will constitute success and how that outcome contributes to the larger community goal and vision. For instance, is it enough to just install bike racks? Or is true success achieved if the bike racks are not only installed, but also used. In the latter, the outcome contributes directly to the larger goal and community vision of increasing bicycling in the City.

When thinking about and writing language for successful outcomes, it is helpful to consider the following SMART¹ criteria:

- ❖ **Specific:** The outcomes should be responsive to questions such as: "at what?," "for whom?" and "by how much?"
- ❖ **Measurable:** The outcomes should be measurable or assessable to facilitate tracking and learning from them.
- ❖ **Aggressive yet Achievable:** The outcomes should be aggressive so as to stretch what we can do, but they need to be achievable so as not to set efforts up for failure.
- ❖ **Relevant:** The outcomes should pertain directly to the challenges articulated by goals and contribute to the vision.
- ❖ **Time-bound:** The outcomes should not be completely open-ended with respect to time and should be crafted by answering "by when?"

A few examples of outcomes that illustrate a measurable contribution to the larger Santa Paula vision and goals include:

- ◆ Thirty new racks will be designed and installed in the community by March 2005 and at least half of the racks will be in use during after school hours and peak business times. (measurement tool = field observation)
- ◆ Three families will receive assistance from volunteer teams in maintaining their yard by November 2004 and all three will exhibit improved yard maintenance throughout the following year. (measurement tool = field observation)

¹ Douglas Smith. 1999. *Make Success Measurable*. New York: John Wiley & Sons.

- ♦ By June 2005, at least six students will have served in a formal position on a local board, commission, or committee and will have reported that it was a positive experience that provided them with new leadership skills. (measurement tool = interviews)

A sample worksheet that includes a goal, action step, tactics, and a measurable outcome is included at the end of the chapter.

Implementation Resources

To accomplish the Vision, it will take collaboration between public agencies and private organizations, partnerships between residents and businesses, cooperation between service clubs and the arts community, and much more. It will take people with diverse interests, backgrounds, resources, and ideas coming together for the good of the community. The following resources should be involved in implementing the Santa Paula Vision².

Citywide Vision Advisory Board

As noted above, a Santa Paula Citywide Vision Advisory Board will be integral in initiating the Vision Plan, organizing and implementing small-scale projects, and leading the overall monitoring and evaluation.

Community Members

In many cases, it is individual Santa Paulans themselves who can lead or participate in the implementation of the Vision. All community members, including youth and seniors, can take active roles in turning project ideas into reality. They can serve on organizing committees; they can participate on volunteer clean-up teams; they can help write grants and conduct research; and they can contribute their skills and expertise to the development and construction of many different projects. Numerous community members indicated a willingness to volunteer during the Visioning process by checking the volunteer box on Comment Cards or signing up at workshops.



² A more detailed list of potential resources is included later in the chapter.

“...so many
volunteers...”



City Government

Obviously, the City of Santa Paula will play an integral role in implementing the Vision. The City includes the City Council, Planning Commission and other decision-making or advisory bodies, as well as individual city departments and facilities.

Organizations, Clubs, and Groups

Perhaps the most abundant implementation resource is the many active and committed service clubs, arts and culture organizations, community service groups, etc. in the Santa Paula area already working diligently to improve the community. These groups should take leadership roles in the implementation of the Vision. Additionally, state and national groups and organizations, such as the Nature Conservancy, Sierra Club, etc. may be able to play a role as well.

Schools

School programs, along with students, teachers, principals, and administrators from the Santa Paula school districts, as well as private schools, are vital resources that should not be overlooked. Surrounding colleges, universities, and other educational institutions should also be looked to for involvement and assistance, especially in the areas of education and youth activity.

Religious Institutions

Churches and other religious institutions are a great source of volunteers and leadership that should be capitalized upon to achieve the Vision. Many churches are already involved in activities that directly support goals and action steps identified in the Vision.



Public Agencies

The role of local, regional, and state public agencies should be considered in implementation. Surrounding cities, Ventura County, and Caltrans are just a few of the many public agencies that can help implement the Santa Paula Vision.

Private Sector

The business community of both Santa Paula and the region will be valuable players in the implementation of the Vision. Small businesses, large companies, private property owners, and developers are able to donate materials, invest in projects, share information, and provide desired services and amenities.

Media

The many media outlets in Santa Paula should be looked at as immediate resources to disseminate information, promote activities, and to highlight successes. Adelphia Cable Channel 10, the Santa Paula Times, the Ventura County Star, and Spanish radio are just a few of the many media resources available.

Grantors

Many of the goals and action steps identified as part of the Vision can be accomplished through the work of existing organizations, “sweat equity” and volunteerism, or through donations of materials and resources by private entities. However, numerous action items will require funding beyond what is currently available at the local level for staff, project development, construction, and/or maintenance. Grants may be available through a number of different resources, including: federal, state or regional governments; foundations; major nonprofits; or private companies. A few funding resources to start with might include:

- ◆ Foundation Center (www.fdncenter.org)
- ◆ Catalog of Federal Domestic Assistance (www.cfda.gov/public)
- ◆ National Endowment for the Arts (www.arts.endow.gov/grants/index.html)
- ◆ Red Lodge Clearinghouse (www.redlodgeclearinghouse.org/resources/search.asp).

Vision Implementation Matrix

In addition to the priority projects described in the section above, there are hundreds of projects, programs, and policies that are included as part of the Vision for Santa Paula. Obviously, not all of these can be accomplished at once, nor can they all be achieved quickly. The Vision Implementation Matrix included on the following pages provides a summary of the goals and action steps, along with a tentative timeframe for implementation and a cross reference to just a few of the many resources potentially available. A small box is provided in the matrix to “check off” implemented items.

“IF YOU CAN DREAM IT,
YOU CAN DO IT.”

- WALT DISNEY



Vision Implementation Matrix

Progress	I. SMALL TOWN CHARACTER	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Maintain the agricultural character of the City and surrounding areas.		
	1. Coordinate with surrounding cities (e.g. Fillmore, Ventura City, and Ojai) and Ventura County to preserve agricultural areas around Santa Paula.	MT	C1, C2, C8, D29, D30, G3, G9, G11, G12, G13, G25
	2. Respect greenbelt agreements.	Ongoing	C1, C2, C8, G19, G25
	3. Pursue value-added agricultural opportunities such as agri-tourism, expansion of agricultural products, and community events with an agricultural theme.	ST	C5, D7, D8, G19
	B. Host events and gatherings that bring people together.		
	1. Continue and expand the number of special events and festivals (e.g. DeColores)	Ongoing	C7
	2. Encourage block parties and neighborhood events.	Ongoing	B1, C, D18
	3. Facilitate regular “Town Hall” meetings that allow community interaction and involvement.	ST	C1, D36, D18
	C. Continue to support the revitalization of Downtown as a social and economic hub.		
	1. Implement physical improvements and enhancements.	Ongoing	C5, C8, H, H14
	2. Use the Main Street and the Railroad Plaza as sites for additional community events that celebrate local history, culture, and heritage (e.g. DeColores)	Ongoing	C7, D, H14, R
	D. Provide for managed growth that supports traditional small town characteristics.		
	1. Integrate Smart Growth principles into design guidelines, policies, and ordinances.	ST	C, C1, C2, C8, D45
	2. Develop policies that help to protect the dark evening skies of Santa Paula.	MT	C, C8
	3. Establish design guidelines that support traditional neighborhood development, including: front porches, pedestrian and bicycle connections, trees, etc.	ST	C, C2, C5, C8, D45
	E. Encourage the revitalization of existing neighborhoods.		
	1. Provide incentives for infill development and rehabilitation of existing properties (including financial assistance).	ST	C, C5, C8, C13, G2
	2. Develop design guidelines that ensure redevelopment is compatible with existing character.	ST	C, C8, D45

Progress	II. EDUCATIONAL EXCELLENCE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Provide post-high school educational and training opportunities for Santa Paula residents.		C1, E11, E14
	1. Establish a permanent community college in Santa Paula.	MT	C, C1, E11, E14, G3
	2. Expand vocational training opportunities for both adults and youth.	ST	D8, D12, E11, E14, E16, G3
	3. Expand job and career center collaboration with Ventura County Community	MT	G1, G3,

Progress	II. EDUCATIONAL EXCELLENCE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	College and Santa Paula Union High School District.		G4, G9-18
	4. Establish a community-based steering committee to work with the City, college, school district, public and private institutions, and other educational entities to improve educational offerings and opportunities.	ST	C, C1, D12, D17, D18, E14, E
	5. Provide more accessible public transportation to local colleges and universities (buses, trains, vans, shared-ride programs, etc.).	MT	C, G7, G8, G26, E
	6. Establish “virtual classrooms” through live satellite transmissions to Santa Paula.	MT	E14, C1-2, I2
	7. Establish a community foundation to offer financial support to students.	Ongoing	D36, E11, E14
B. Improve the infrastructure and increase the number of Santa Paula schools.			
	1. Identify and pursue funding necessary to improve schools and related infrastructure.	MT	C1, C6, E,
	2. Build a second Santa Paula high school (possibly on a site shared with the future community college).	MT	C1, C6, E,
	3. Develop future facilities plans to determine the space, building, and technology needs for elementary, secondary, and higher education (public and private).	ST	C, C1, C2, E, E11
	4. Make improvements to existing school facilities.	Ongoing	C6, E
	5. Identify opportunities to co-use new educational facilities for other community needs, such performance center, shared library, athletic fields, etc.).	ST	D, E
C. Increase the involvement of parents, guardians, and the City in the education of youth.			
	1. Expand and improve school activities that involve parents.	ST	E
	2. Develop programs that motivate students to want to succeed.	Ongoing	D1-10, E
	3. Establish a Parent-Teacher-Student Association (PTSA) to assist with such activities as scholarship applications, laptop lending, volunteer mentoring, surveying students to assess needs, etc.	ST	B, E
	4. Establish a Committee of educational partners, library, schools, and youth to help develop, implement, and manage supplemental education and outreach programs.	ST	B, E
	5. Expand and publicize the tutoring, technology, and computer resource programs citywide, including extending evening hours to more adequately meet student needs.	ST	C7, D1-10, E, I2, I3, I4
	6. Institute community-wide learning and education activities, such as book reading contests, “Education in the Streets” fairs, Human School Buses, etc.	ST	C10, E
	7. Institute a “Santa Paula Smart” award program that recognizes a teacher, a student, and a parent each month.	ST	E, H, I
D. Enhance the quality of education in Santa Paula.			
	1. Increase citywide recognition of student and teacher accomplishments, including recognition of school achievements by City Council.	MT	C1, E
	2. Increase the involvement of more community members in educational planning.	MT	E11, E14
	3. Recruit, hire, and maintain motivated teachers.	Ongoing	E, D12, D18
	4. Establish additional community events to welcome new teachers.	ST	E
	5. Initiate incentives for qualified teachers, such as salary increases, housing programs, etc.	MT	C1, E
	6. Improve scheduling of school-related meetings to avoid conflicts with other events and to increase attendance. Identify and pursue funding necessary to enhance school programs and activities.	Ongoing	C, E
	7. Expand inter-district cooperation.	ST	E
	8. Heighten the expectations of students, faculty, and administration.	Ongoing	E

Progress	III. MEANINGFUL YOUTH ACTIVITY AND PARTICIPATION	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross referenced with list
	A. Provide affordable opportunities and facilities for youth to explore hobbies, other interests, and to socialize with each other.		
	1. Build a Teen Center in mid-town Santa Paula that includes an art studio, dance club, study lounge, food, and a place to both listen to and make music.	MT	C7, C10, C11, C12, D9,D, H, I2, I3
	2. Expand current youth activities and locations through collaboration with providers.	ST	C7, C10, C11, C12, D4, D31, D45, D32, D46, E
	3. Pursue a bowling alley as a source of family and youth recreation.	LT	C1, C3, C12
	4. Encourage Downtown businesses that provide entertainment, services, and products that cater to youth.	ST	D9, D11-13
	5. Support the maintenance of the skate park (e.g. repairs, cleaning, moderator).	Ongoing	D3, D10, D15
	6. Open a coffee house/study lounge for students with evening hours.	MT	C11, C12, E14, E16
	B. Provide youth with meaningful ways to become involved in civic life.		
	1. Establish a regular youth column or section in the local newspapers.	ST	E11, I1, I4
	2. Create youth positions on local boards, commissions, and committees.	ST	C1, C10, E11
	3. Develop intern/co-op positions for youth in each City Department.	MT	C
	4. Establish a Santa Paula Youth Corps focused on community service and volunteer projects in partnership with adults.	ST	C9, C13, E11
	5. Provide teen employment opportunities that emphasize career exploration	ST	C, D, E, H
	6. Promote youth participation through one-on-one outreach and discussions.	ST	C, D, E
	C. Provide positive adult mentors and role models for local youth.		
	1. Establish a City mentorship program and database that matches youth with adult mentors (encourage Santa Paula High School alumni, church volunteers, local professionals, etc. to serve as mentors).	ST	A, D4, E11, F
	2. Encourage local professionals, county, and civic organizations to take part in career fairs and youth programs.	Ongoing	A, B, D, H

Progress	IV. PARKS AND RECREATION OPPORTUNITIES	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Develop safe neighborhood parks that meet the needs of all ages.		
	1. Improve existing parks facilities.	MT	C3
	2. Build additional neighborhood parks in Santa Paula.	MT	C3, H
	3. Improve lighting at existing parks.	ST	C3
	4. Establish a dog park.	LT	C3, D

Progress	IV. PARKS AND RECREATION OPPORTUNITIES	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	B. Provide for and expand recreational activities for the community and for local youth.		
	1. Build more sports fields for soccer and other team sports for both youth and adults.	MT	C3, E
	2. Expand library hours.	ST	C10
	3. Regularly provide movies in the park.	Ongoing	C7
	4. Investigate the development of a community swimming pool.	ST	C7
	5. Maintain existing and establish new after-school programs at all schools.	Ongoing	E
	6. Collaborate with private entities to offer residents discounted activities (e.g. yoga, horseback riding, scrapbooking, etc.).	MT	C7, D, H
	7. Ensure activities are accessible to those with special needs, as well as are culture and language sensitive.	Ongoing	C7, D
	C. Expand local bicycle and pedestrian trails.		
	1. Develop multi-use trail along river.	MT	C3, C8, G22
	2. Create connections to regional trails	MT	C3, G
	3. Expand the bicycle routes and create a bicycle map.	MT	C3, E

Progress	V. VIBRANT AND STRONG ECONOMY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Diversify and expand commercial and retail business in the City.		
	1. Attract a new, quality grocery store or expand the food choices at existing grocery stores.	ST	C5, D36
	2. Attract new retail stores that provide desired goods at competitive prices, such as clothing.	ST	C5, D25, D36, H
	3. Expand goods and services of existing small businesses.	ST	D25, D36, C14, E14, E16, H
	4. Welcome and provide assistance to new businesses wishing to locate in Santa Paula.	ST	C5, D25, D36, C14
	5. Initiate a “Shop Local” program that includes education on the benefits of keeping dollars in the local economy.	Ongoing	D36, H14
	6. Establish regular communication and coordination between the City, the Chambers of Commerce, and other groups to better encourage business retention, recruitment, and expansion.	ST	C1, D25, D36, H
	B. Enhance tourism as a part of the local economy that promotes and celebrates Santa Paula’s history, cultures, and characteristics.		
	1. Develop marketing materials that promote Santa Paula as a heritage tourism destination.	ST	C5, D25, D36, D40-53, I1, I2, I4
	2. Encourage small bed and breakfasts and boutique hotels to accommodate tourists.	MT	C5, C8D36, D25
	3. Pursue an agricultural/citrus museum.	LT	D43, D48, H3, H15
	4. Establish interpretive orchards/farms to foster education and appreciation.	MT	D7, D8, H3
	C. Retain agriculture as an important community value and industry.		

Progress	V. VIBRANT AND STRONG ECONOMY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	1. Investigate the potential for value-added agriculture (e.g. agri-tourism, making products, such as health and beauty items, out of raw materials etc.)	ST	D36, H3
	2. Highlight local produce at farmers market and publicize the markets more widely.	MT	I1, I4
	3. Pursue jobs and development that build on the agricultural presence and history.	MT	C5
	4. Support the agricultural academies in the school system. Provide educational seminars and events that promote agriculture and agricultural history.	Ongoing	E11, H3, H15
	5. Improve contact and communication with local farm owners and representatives to gain input and involvement.	ST	B, C
	D. Establish a wide range of new jobs that build on local resources and skills and that provide a living wage.		
	1. Institute an aggressive workforce training program, including a career training center.	MT	E11, G1
	2. Promote opportunities for start-up and incubator businesses.	MT	C5, C14, D25, D36, E14, E16
	3. Encourage clean, light industry as a source of jobs and prepare job seekers to match the skills needed.	MT	C1, C5, D25, D36,
	4. Encourage new industries or companies locating in Santa Paula to hire local workers.	Ongoing	C5, D25, D36, C14
	5. Institute one-on-one visits to talk with potential employers.	Ongoing	C5, D25, D36
	6. Provide and expand medical facilities as a means to provide additional jobs.	Ongoing	C, H
	7. Provide for affordable and alternative childcare programs.	ST	F, G3
	8. Continue to promote and encourage motion picture/commercial filming.	Ongoing	C1, C7, D44
	9. Establish a web link from the City website to the local job and career center.	ST	C15
	E. Continue revitalizing Downtown as the social, economic, and entertainment center of the City.		
	1. Implement the recommendations in the Downtown Improvement Plan.	Ongoing	C1, C13, H
	2. Institute Economic Impact Reviews for larger, new commercial development outside of Downtown to identify potential costs and benefits to the community.	ST	B, C1, D25, D36,
	3. Require Cost of Community Services studies to ensure new, larger-scale development will not adversely impact existing level of City services.	ST	C

Progress	VI. DIVERSE HOUSING OPPORTUNITIES	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Create a variety of housing opportunities that serve a diverse population.		
	1. Encourage “granny flats” and second units in existing and new neighborhoods.	Ongoing	C, C8
	2. Encourage single-family homes in a variety of sizes, from small one-bedroom homes to larger size homes.	Ongoing	C, C8, D35
	3. Introduce mixed use housing (small housing units above businesses).	Ongoing	C, C8, H
	4. Create live-work opportunities for artists, other trades people, and professionals.	ST	C, C8, D46, D50
	5. Encourage senior housing development.	Ongoing	C, C8, G23
	6. Provide for both rental and ownership opportunities.	Ongoing	C, C8, G2
	7. Adopt and implement inclusionary housing ordinance.	ST	C, C5, C8
	8. Continue the implementation of the adopted General Plan Housing Element.	Ongoing	C, C5, C8

Progress	VI. DIVERSE HOUSING OPPORTUNITIES	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
B. Protect and expand the affordability of housing for Santa Paula residents.			
	1. Encourage Community Land Trusts to preserve affordability of housing units and/or land.	ST	C, D, G2
	2. Pursue a Resident Preference Policy for new affordable housing developed in Santa Paula.	ST	C1, C8
	3. Initiate a home ownership education program/campaign targeted at existing residents.	ST	C, G
C. Encourage rehabilitation of and improvements to existing neighborhoods.			
	1. Establish rehabilitation loans, grants, and other incentives to assist homeowners improve their properties.	Ongoing	C
	2. Establish infill incentives to encourage new housing in existing neighborhoods.	ST	C

Progress	VII. PROTECTED NATURAL ENVIRONMENT	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
A. Preserve natural resources and enhance environmental sustainability.			
	1. Encourage projects that utilize alternative energy sources, such as solar, wind, etc.	MT	D29, D30, G22, H16
	2. Use natural, indigenous plant materials in new projects.	Ongoing	C3, C8, G22, H
	3. Enhance river and creek corridors for the enjoyment of the community.	LT	C3, C8, G22
	4. Expand the City's recycling program.	MT	C
	5. Support organic farming.	ST	D7, D8, G19, H
B. Protect surrounding landscapes and agricultural lands.			
	1. Pursue Open Space Districts, conservation easements, land trusts and other policies to preserve lands.	ST	D29, D30, G25
	2. Work with regional and national organizations such as the American Farmland Trust, Nature Conservancy, and National Parks and Greenways Foundation to help purchase undeveloped lands surrounding the City.	MT	D29, D30, G19, G22, G25
	3. Establish a view preservation ordinance.	ST	C2, C8
	4. Continue to apply hillside/ridgeline development guidelines.	Ongoing	C2, C8, D29, D30, G25
C. Strengthen community understanding of surrounding landscapes and waterways.			
	1. Develop a strong environmental educational program at all grade levels that instills personal responsibility for attitude and behavior toward the local environment.	MT	D29, D30, E, G22, G25, I
	2. Utilize local print and electronic media as a means to educate the community at-large about the local landscape and environment.	MT	G22, D29, D30, G25, I

Progress	VIII. CELEBRATION OF LOCAL ART, ARCHITECTURE, HISTORY, AND CULTURE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Promote heritage and cultural tourism in Santa Paula as a means of showcasing the arts, history, and cultural resources of the area and highlighting the various community festivals and events.		
	1. Showcase the City’s Mural Program (e.g. audio rental devices with local voices telling the real-life stories of the murals; plaques/signs inlaid into sidewalk to serve as a trail).	ST	B1, D36, D41, D42, D43,
	2. Include arts and culture information in all publications, advertising, and promotions related to the region’s amenities and attractions.	Ongoing	C, D36, G21, D48, D53
	3. Continue active support of the California Oil Museum and the Aviation Museum of Santa Paula.	Ongoing	C, G20
	4. Establish a citrus/agricultural museum.	LT	D48
	5. Develop an art museum.	MT	D48, D50
	6. Initiate horse-drawn carriages downtown.	ST	D7, D14, H21
	7. Establish a “Santa Paula Walk of Fame” highlighting celebrities who have filmed movies or lived here.	MT	D43, D49,
	8. Offer gourmet cooking classes or demonstrations centered on locally grown produce.	ST	E17
	9. Establish “tourist/entertainment packages” (train ride, carriage ride to destination, mural tour, dinner at a Santa Paula restaurant, tickets to a local performance, etc.	ST	D36, D40-52, G21, H,
	10. Expand the number of outside student/classroom field trips to Santa Paula attractions.	Ongoing	E
	B. Celebrate the history and diversity of the community by using the arts and cultural programs to build mutual acceptance and to recognize and celebrate the diversity of neighborhoods and residents.		
	1. Create an arts and culture plan for the City that outlines specific ways to celebrate and educate on local diversity and culture.	MT	C, D50
	2. Preserve and recognize history, as well as ethnic and cultural diversity, by continuing to host special events and festivals.	Ongoing	D36, D41, D48
	3. Support the creation of more murals that identify important cultural and historic people and events	Ongoing	B1, D36, D41, D42, D43, H22
	4. Incorporate interpretive historic and cultural elements/art into new projects such as the new bike trail along the railroad corridor.	MT	C3, C8, H22
	5. Capture history and educate the community through the recording interviews of local elders by Santa Paula youth.	ST	D, D47, E
	6. Work to expand the offerings of the Santa Paula Theater Centering (including a Children’s Theater).	ST	D44
	7. Pursue the development of a Multi-Cultural Arts Center.	MT	D18, D40-53
	8. Offer and encourage participation in Spanish language classes.	ST	C10, E
	C. Incorporate heritage and culture into the everyday life of the community and support expanded opportunities and locations for art, history, and cultural events.		
	1. Investigate a “Percent for Art” program to encourage art in all new projects.	ST	C8
	2. Publish a community resource directory of the arts and heritage, including artists, presenters, and programs related to the arts and heritage.	ST	A, D36, D25, D
	3. Initiate a “Concert Under the Stars” program that utilizes the gazebo and/or other parks that focuses on different types of music, including jazz, salsa, classical, etc. and that highlights both local and national performers.	ST	D51, D52
	4. Build an amphitheater or other outdoor facility for performances.	LT	C,D, H
	5. Evaluate the feasibility of establishing a small business incubator for professional	MT	D36, D46,

Progress	VIII. CELEBRATION OF LOCAL ART, ARCHITECTURE, HISTORY, AND CULTURE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	artists and emerging arts organizations.		D50
	6. Develop agricultural landscape art (similar to Salinas).	MT	D50, G19, H
D. Protect, rehabilitate, and celebrate historic structures in Santa Paula.			
	1. Preserve and rehabilitate Glen Tavern Inn.	ST	C8, H18
	2. Expand the use of Historic Districts and designation of historic structures	ST	C8, D43
	3. Strengthen design guidelines for historic buildings.	ST	C8, D43, D45
	4. Initiate an historic plaque program.	ST	C, D43, H14
	5. Initiate cross-cultural education on the reasons for historic preservation, as well as promote tax credits and preservation loans community-wide.	MT	C, D43, D45

Progress	IX. ENGAGED COMMUNITY AND RESPONSIVE GOVERNMENT	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
A. Provide ongoing opportunities for community involvement and participation.			
	1. Establish regular televised “Town Hall” meetings throughout the City that allow for direct dialogue between community members and elected officials.	ST	C, A
	2. Establish a volunteer network/list that promotes volunteerism and best matches volunteers with specific community needs.	ST	A, B, D
	3. Develop new ways for schools, churches, community centers, police/fire stations, and other public buildings to cooperate and get involved with neighborhoods.	ST	A, C9, B1, F, H
	4. Continue bilingual broadcast of City Council meetings and ensure full participation of Spanish speaking community members in community activities.	Ongoing	C, I2
	5. Continue televising City Council meetings and expand to include other meetings relevant to the community.	Ongoing	C, I2
B. Strengthen community leadership.			
	1. Establish a Citywide Vision Advisory Board comprised of local leaders, organizations, residents, and Visioning Steering Committee members to monitor and evaluate the implementation of the Vision.	ST	A, C1
	2. Establish a yearly roundtable meeting for all local organizations, clubs, City, and neighborhood organizations to communicate goals and activities for the upcoming year.	ST	B1, D, C1
	3. Establish neighborhood councils that both meet regularly to improve and protect their neighborhoods and advise elected officials on issues affecting their neighborhood.	ST	A, B1, C
	4. Build the capacity of local leaders by sponsor resident participation in the Ventura County Leadership Program and eventually develop a yearly leadership academy for the City of Santa Paula.	ST	C, D
	5. Create positions for students on boards, commissions, and committees.	ST	A, C, D, E
C. Provide clear, simple, and user-friendly information about City processes and involvement opportunities.			
	1. Establish a master community calendar that includes dates of school, City, and civic and service club meetings and events.	ST	A, C, D, I
	2. Expand frequency and scope of City Newsletter	Ongoing	C

Progress	IX. ENGAGED COMMUNITY AND RESPONSIVE GOVERNMENT	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	3. Increase households with an interactive community website (Internet) for information on City happenings, educational opportunities, and community activities.	MT	C, E
	4. Develop easy-to-understand bilingual handouts that describe technical processes and information.	ST	C

Progress	X. ACCESS TO AFFORDABLE AND HIGH QUALITY HEALTH CARE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Ensure that the physical, dental, and mental health needs of Santa Paulans are met.		
	1. Re-open the Santa Paula Hospital.	ST	C, G, H
	2. Research hospital district to tax in order to pay for the hospital.	ST	C
	3. Establish a medical clinic in the high school or school nurse to provide healthcare to students.	ST	E, H23
	4. Utilize public television, radio, Internet, and special classes to provide bilingual publicity for healthcare/ insurance programs available, including: Veterans programs, State-sponsored family programs, Healthy Families, AIM, etc.	ST	G5, H23, I
	5. Establish a public gym with low or subsidized fees.	MT	C7, H
	6. Establish a local Task Force to research and report on existing health data and healthcare needs in the Santa Paula community.	ST	B, C, H23
	B. Promote additional education on healthy lifestyles.		
	1. Utilize public television, radio, Internet, and special classes to provide bilingual community education on important health issues.	ST	G5, H23, I
	2. Promote healthy lifestyle programs to local school-aged children using volunteer health care providers (e.g. local doctors, nurses, nutritionists, exercise physiologist, etc.).	ST	E, G5, H23, I
	3. Research grants focusing on obesity and diabetes in children to include nutrition counseling, medical evaluations, cooking/shopping classes, gym memberships.	ST	D, G5, H23
	4. Promote and follow “Active Living by Design” principles that connect physical health to land use, transportation, and trails.	ST	G5, H23
	C. Provide for and accommodate the needs of an aging society.		
	1. Provide assisted living developments.	MT	C5, G27, H23
	2. Establish senior day care center.	ST	C, D14

Progress	XI. BEAUTIFICATION AND ARCHITECTURAL INTEGRITY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Encourage and support neighborhood efforts to create a beautiful community.		
	1. Continue Santa Paula Beautiful events and encourage and sponsor additional neighborhood clean-ups (provide garbage dumpsters, bags, gloves, etc.).	Ongoing	B, C, D33
	2. Institute a Mayor’s “Santa Paula Beautiful” award program that recognizes role-model residences that have been improved.	ST	B, C, D

Progress	XI. BEAUTIFICATION AND ARCHITECTURAL INTEGRITY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	3. Enhance the Chamber’s “Yard of the Month” program.	ST	D36
	4. Develop educational “how-to” materials pertaining to property upkeep and rehabilitation.	MT	C
	5. Establish a small loan/grant program to assist property owners with property improvements.	ST	C
	6. Develop volunteer maintenance teams to assist property owners unable to mow, pick weeds, etc. around their homes.	ST	B, D, H14
	7. Initiate a “Santa Paula Home Makeover” effort that uses local volunteers (landscapers, contractors, etc.), donated materials (hardware stores, etc.), and the local cable channel to promote and cover the events.	ST	A, B, D, H
B. Enhance the “curb appeal” and image of the City.			
	1. Develop a landscaping and enhancement plan for Harvard Boulevard.	ST	C, H
	2. Establish attractive gateways at entrances to the City.	ST	B, C
	3. Develop a landscaping plan/program to encourage more flowers and landscaping in neighborhoods and along City streets.	ST	B, C
	4. Aggressively enforce codes with absentee landlords and use the media, signs in yards, and other techniques to increase pressure to comply.	ST	C
C. Encourage and support the beautification and historical character of Downtown.			
	1. Implement small-scale improvements such as window flower boxes, welcoming benches, pocket parks and plazas, etc.	ST	C, H
	2. Initiate volunteer teams that include property owners, business owners, local artists, and residents to assist property owners with building improvements.	ST	B, D, H
	3. Initiate a Chamber “Business of the Month” program to recognize improved businesses.	ST	D25, D36
D. Ensure high quality design of homes, commercial buildings, public facilities, and other structures.			
	1. Enhance citywide design guidelines.	ST	C8, D45
	2. Make it easier for property owners to improve property through a more flexible and streamlined approval process.	ST	C

Progress	XII. ENHANCED MOBILITY AND QUALITY INFRASTRUCTURE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
A. Expand and promote regional and local public transportation.			
	1. Develop Amtrak connections to Los Angeles and surrounding region.	LT	G26
	2. Develop a VCTC partnership and cooperative effort to implement a commuter train route to Santa Paula.	LT	C3, G3, G26
	3. Support the Santa Paula Airport through attendance at airport events and the museum.	ST	B, D40, H17
	4. Explore the possibility of a public helicopter service at the Santa Paula airport.	LT	H17
	5. Explore a City taxi service.	ST	A, C
	6. Publicize and expand trolley or small local bus service that services major Santa Paula locations such as downtown, Harvard Blvd, etc. that may be used by senior citizens, local youth, and/or those without cars.	ST	C, G26
B. Reduce reliance on the automobile by making walking and bicycling more attractive and convenient.			
	1. Enhance pedestrian circulation through safe sidewalks and pedestrian amenities	ST	C3
	2. Promote a walkable community by linking existing and new neighborhoods to jobs, services, and recreation through sidewalks and trails.	ST	C3, H

Progress	XII. ENHANCED MOBILITY AND QUALITY INFRASTRUCTURE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	3. Expand walking and biking trails, including on-street bike paths.	MT	C3
	4. Add bicycle racks throughout Santa Paula.	ST	A, C3, H14
	5. Explore a free bike program that provides the use of used bikes to get around the City. (Old police bikes)	ST	A, C9, H14
	C. Improve streets and sidewalks.		
	1. Repair deteriorating streets.	ST	C3
	2. Repair deteriorating sidewalks and build new sidewalks where breaks in accessibility exist.	ST	C3
	3. Empower residents to raise additional funds for improvements to their neighborhood through yard sales, grants, donations, self-assessments, etc. (Neighborhood Repair Committees).	ST	B, C3
	D. Minimize negative impacts of automobiles and maintain slow, safe traffic speeds.		
	1. Provide traffic calming to keep traffic slow in and around residential areas.	ST	B1, C3, C8
	2. Designate “Pedestrian Priority” zones and protect through traffic calming, signage, protected crosswalks, reduced speeds, and amenities.	ST	C3, B1

Progress	XIII. SAFE AND SECURE CITY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Establish a community where residents are safe and a City free of litter, graffiti, and vandalism.		
	1. Utilize the We-tip hotline and promote through signage and information in utility bills.	ST	C1, C7, C9, D36, D25, E, I
	2. Increase the cooperation between Ventura County Fire & Sheriff.	Ongoing	C1, C9
	3. Strengthen neighborhood watch programs and provide incentives for program leaders such as annual recognition dinners, etc.	ST	A, B, C7, C9, D36, C11
	4. Ensure properly funded Police and Fire services.	Ongoing	C1
	5. Enhance the graffiti removal program.	MT	B, C1, C3, C6, C7, C9, C12, C13, D34, E
	6. Develop other outlets for artistic expression that include local artist involvement.	Ongoing MT	B, C1, C3, C6, C7, C9, C12, C13, D50, E
	7. Expand community involvement requirements as part of probation programs.	ST	C1, C3, C5, C9
	8. Apply Crime Prevention Through Environmental Design (CPTED) principles to all new development.	ST	C1, C2, C8, C9, C14
	9. Pursue state and federal funding for established programs such as the “Safe Routes to Schools” program.	ST	C, E
	10. Evaluate a safety tax study.	Ongoing	C1, C6
	B. Improve the perception of Santa Paula as a safe community by both residents and outsiders.		
	1. Institute or expand community-policing program to increase the police presence	ST	B, C7, C9,

Progress	XIII. SAFE AND SECURE CITY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	in Santa Paula neighborhoods.		D36, C12, C14, D18-36
	2. Establish a Safety Committee that includes youth members to enhance safety programs and promote positive publicity and education.	ST	A, B, C1, C5, C7, D36, C13, D3, E, F, G2, I
	3. Develop marketing materials and other communication tools that highlight values and attributes of Santa Paula (e.g. corner of the newspaper dedicated to positive stories, letters to the editor, brochures, etc.)	ST	C1, E, I1, I4
	4. Improve relationship between the community and the police officers.	Ongoing	B, C9, D
	5. Enhance local ownership and stewardship of the community.	ST	A, B, D1-36, G2, H2,

Community Implementation Resources

The following list provides just the beginning of the many resources available to help with implementing the Vision for Santa Paula. The list should be continually refined and added to as appropriate. The resources are cross-referenced in the Vision Implementation Matrix.

A. Citywide Vision Advisory Board

B. Community Members

1. Neighborhood Councils
2. Santa Paula Seniors

C. City Government

1. City Council
2. Planning Commission
3. Public Works Department (Parks & Facilities)
4. Building and Safety Department
5. Economic Development Department
6. Finance Department
7. Community Services Department
8. Planning Department
9. Fire and Police Departments
10. Blanchard Community Library
11. Community Center
12. Anti-Graffiti Committee
13. Santa Paula Redevelopment Agency
14. Santa Paula Housing Authority
15. City Manager

D. Organizations, Clubs, and Groups

Youth

1. Boy Scouts
2. Girl Scouts
3. Santa Paula Little League
4. Santa Paula Boys and Girls Club
5. American Youth Soccer Organization (AYSO)
6. 4 Square's Detour Youth Group
7. 4-H Clubs (e.g. Briggs, Mupu)
8. Santa Paula High School Future Farmworkers of America

9. Optimists
10. Santa Paula Association of Skaters

Service/Social Clubs

11. Kiwanis Club
12. Rotary Club
13. Odd Fellows
14. American Association of Retired Persons (AARP) (Santa Paula Chapter #2022)
15. The Arc of the United States
16. Knights of Columbus
17. League of United Latin American Citizens
18. Santa Paula Latino Town Hall
19. Lions Club of Santa Paula
20. Loyal Order of Moose
21. Women of the Moose
22. Masonic Lodge #291
23. A.I.M. USA (Meals on Wheels and CASP)
24. Mercy Charities
25. Mexican American Chamber of Commerce
26. Santa Clara Valley Hospice
27. Soroptomists
28. St. Vincent de Paul Society
29. Nature Conservancy
30. Sierra Club
31. The Ebell Club
32. S.P.Y.R.T.
33. Santa Paula Beautiful
34. The Spirit of Santa Paula
35. Habitat for Humanity of Ventura County
36. Chamber of Commerce
37. Veterans of Foreign Wars (VFW)
38. Casa del Mexicano
39. Independent Order of Oddfellows

Culture/History/Arts

40. Aviation Museum

41. California Oil Museum
42. Murals of Santa Paula
43. Santa Paula Historical Society
44. Santa Paula Theatre Club
45. A.I.A. (American Institute of Architects)
46. ARTSPACE.COM
47. VCCF (Ventura County Community Foundation)
48. Ventura County Museum of History & Art
49. Ventura County Film Commission
50. The Arts Alliance of Ventura County
51. Ventura Music Festival
52. New West Symphony

Services / Other

53. Heritage Valley Vision

E. Schools

1. Barbara Webster Elementary
2. Blanchard Elementary
3. Glen City Elementary
4. Isbell Middle School
5. Grace Thille Elementary
6. Thelma Bedell Elementary
7. Santa Clara Elementary School
8. Briggs Elementary School
9. Olivelihoods Elementary School
10. Mupu Elementary School
11. Santa Paula High School
12. Renaissance High School
13. Alternative Program
14. Ventura College
15. Thomas Aquinas College
16. College Extension East Campus
17. Oxnard College Cooking Program

F. Religious Institutions

1. Ministerial Association
2. Pastoral Association
3. Universalist Church
4. The Presbyterian Church
5. The First Christian Church
6. Our Lady of Guadalupe
7. Abundant Life
8. Adult Faith Development

9. Asamblea Apostolica
10. Calvary Baptist Church
11. Calvary Chapel of Santa Paula
12. Canons Regular of the Immaculate Conception
13. Centro Cristiano Hispano
14. Chapel of Praise – Church of God
15. Church of Christ
16. Church of Christ Scientist
17. Emmanuel Lutheran Church
18. First Baptist Church
19. First United Methodist Church
20. Jehovah's Witnesses
21. Missionaries of St. Dominic
22. Presbyterian Church
23. St. Paul's Episcopal Church
24. United Methodist Church
25. St. Sebastian Catholic Church

G. Public Agencies

1. Job and Career Centers of Ventura County
2. Cabrillo Economic Development Corporation
3. Ventura County
4. Caltrans
5. County Health Department
6. Ventura County Sheriff's Department
7. Greyhound Transportation
8. Southern Pacific Railroad
9. City of Ventura
10. City of Camarillo
11. City of Fillmore
12. City of Moorpark
13. City of Ojai
14. City of Oxnard
15. City of Port Hueneme
16. City of Simi Valley
17. City of Thousand Oaks
18. City of San Buenaventura
19. AG Futures Alliance
20. Ventura County Community Foundation
21. Heritage Valley Visitors Bureau
22. Friends of Santa Clara River
23. Santa Paula Commission on Aging
25. SOAR (Save Our Open Space)

26. VCTC (Ventura County Transportation Commission)

H. Private Sector

1. Local small businesses
2. Ventura Coastal Association of Realtors
3. Limoneira Associates
4. Santa Paula Memorial Hospital
5. DW Burhoe Construction, Inc.
6. Harmony Construction of California
7. Kmart Corporation
8. Pool Company
9. Twyford Plant Laboratories
10. Warnaco Olga, Inc.
11. Wyerhaeuser Company
12. The Vons Companies, Inc.
13. Hillhaven Corporation
14. Downtown Merchants Assoc.
15. Hansen Trust
16. Southern California Edison
17. Santa Paula Airport
18. Glen Tavern Inn
19. Santa Paula Inn Hotel
20. Ocean Gateway Hotel
21. Local Stables
22. % for Art
23. Healthcare providers

I. Media

1. Santa Paula Times
2. Adelpia Cable
3. Television Channel 10
4. Ventura County Star
5. English/Spanish Radio

Action Planning Worksheets

Action Planning Worksheet (sample)

Action Step(s): Create positions for students on boards, commissions, and committees.

Related Goal(s): Strengthen Community Leadership

Vision Priority Area: Engaged Community & Responsive Government

How Will You Measure Success/ Outcome? By July 2005, at least five students will have served in a formal position on a local board, commission, or committee and will have reported that it was a positive experience that provided them with new leadership skills. (measurement tool = interviews)

✓	Tactic	Who	By When	Resources
	Contact local service clubs and organizations to determine willingness to have/create student positions.	MICHAEL, JANE, and CARMEN	August 2004	C1, C2, C12, C13, D (service clubs and culture/arts)
	Conduct outreach to high school to develop student interest.	BOBBY, CHRISTOPHER, and LORI	October 2004	D(youth), E
	Match students with at least five willing groups, clubs, or organizations.	VISION ADVISORY COMMITTEE	December 2004	Same as above
	Submit a story to local media to highlight student participation.	MICHAEL	January 2005	I1, I3, I4, I5
	Prepare and administer a “post-service” survey or interview for the students after at least 5 months of service.	BOBBY and CARMEN	June 2005	E
	Etc.			

