



**TO:** Mayor and Councilmembers

**FROM:** Peter Imhof, Planning and Environmental Review Department Director

**SUBJECT:** Planning and Environmental Review Department Priority-Setting Workshop, FY 2022-23 Annual Work Program

**RECOMMENDATION:**

Adopt a revised Annual Work Program for FY 2022-23 for the Planning and Environmental Review Department.

**BACKGROUND:**

The Planning and Environmental Review Department Annual Work Program provides a regular, structured mechanism to allow the Council to review and discuss the Department's work commitments and staffing resources, consider individual Council member's project ideas and provide direction on Department work priorities for the next fiscal year. The draft FY 2022-23 Annual Work Program also summarizes work progress and accomplishments for the past fiscal year, FY 2021-22, and lays the groundwork for the Department budget.

At a workshop on April 25, 2022, the Council discussed Planning and Environmental Review Department work priorities and adopted the FY 2022-23 Annual Work Program for the Department. Subsequent to Council's adoption of the FY 2022-23 Annual Work Program, an additional work item has come to light in the context of preparation of the City's Housing Element update, which was not included in the original draft Annual Work Program, as discussed in more detail below.

**DISCUSSION:**

Following Council adoption of the Planning and Environmental Review Department's FY 2022-23 Annual Work Program on April 14, 2022, staff has identified an additional work item concerning potential Title 17 Zoning Ordinance amendments to address short-term vacation rentals (STVRs) in the City of Goleta, which was not included in the original draft Annual Work Program. In coordination with other City departments, staff is now recommending Council adoption of a revised FY 2022-23 Annual Work Program for the PER Department including this new work item.

During Planning Commission consideration of the draft Housing Element update, the Planning Commission heard public comment concerning the importance of monitoring

and regulating STVRs in the City. While STVRs may provide an important visitor-serving function that supplements more traditional hotel and motel lodging options, the use of the limited existing housing stock within the City for STVRs also competes with the availability of housing units to house residents who live and work in Goleta permanently. Per Planning Commission direction, staff is recommending inclusion of a revised Action Item in the Housing Element to address STVRs.

As proposed, the revised Housing Element Action Item would mandate steps to monitor and address the impact of STVRs on existing housing stock. Such steps would include active monitoring of permitted and unpermitted STVRs in the City, as allowed and licensed under Goleta Municipal Code Chapter 5.08, to ensure no significant loss of existing permanent housing, annual monitoring and enforcement of license requirements, and reporting to Council. The Action Item would require the City to consider ordinance amendments to both Title 5 and Title 17 of the Municipal Code, as necessary to address identified issues regarding impacts of STVRs on residential neighborhoods and the City's existing housing stock. Potential regulations to be considered include without limitation: STVR rental caps (Citywide or by area of the City), separation requirements between STVRs, owner-occupant requirements, different regulations based on the type of STVR (entire unit, guesthouse, or bedroom), and limits on the number of STVRs owned and/or operated by one person or entity.

The draft Housing Element update is scheduled to return to the Planning Commission on May 23, 2022 with revisions responding to Planning Commission and public comments heard on May 9, including the revised Action Item described above. Staff is seeking the Planning Commission's recommendation to Council to authorize submittal of the Housing Element update to the State Housing and Community Development Department (HCD) for review and comments. With the Planning Commission's recommendation for action, staff intends to present the draft Housing Element update to Council next month. Following a 90-day review period by HCD, City staff will then present the Housing Element to the Council for adoption by that statutory deadline in February 2023. Since the Housing Element is not scheduled for adoption by Council until early 2023, staff is proposing this new Annual Work Program work item subject to adoption of the Housing Element update by Council.

Implementation of the revised Housing Element Action Item, assuming eventual Council adoption, will require coordination between PER, the Finance Department and the City Manager's Office. Finance will be primarily responsible for monitoring and enforcement of Title 5 requirements for STVRs, as well as for any necessary revisions to Title 5. PER, for its part, will handle any necessary Title 17 revisions. The proposed new work item in PER's FY 22-23 Annual Work Program encompasses any necessary Title 17 ordinance amendments to regulate STVRs. The Finance Department will include a corresponding work item in its Annual Work Program respecting Title 5 revisions and its monitoring and compliance role with respect to STVRs.

It is important to note that monitoring, research, data collection and reporting by the Finance Department will need to precede the development of any ordinance amendments to either Title 5 or Title 17. It is also important to note the Housing Element with the new Action Item addressing STVRs will not be adopted until early

2023 and Council has not yet reviewed the draft Housing Element with the new Action Item.

Since the purpose of the new Annual Work Program work item is to implement the new Action Item, this work item is contingent on adoption of the Housing Element, and it will not be possible develop Title 17 amendments until following Housing Element adoption. Realistically, given this sequencing and the timeframe of Finance's monitoring and data collection work, Title 17 amendments may need to wait until FY 2023-2024. However, Finance and PER will coordinate efforts in any case.


**FISCAL IMPACTS:**

The proposed revision to the Annual Work Program is consistent with the adopted budget with respect to existing work commitments, including consultant resources. It also lays the groundwork for the next budget cycle assuming a continuation of existing staff resources. As a result, there are no new fiscal impacts, unless the Council chooses to devote new resources to the Department.

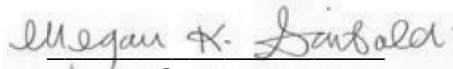
**Reviewed By:**

**Legal Review By:**

**Approved By:**



Kristine Schmidt  
Assistant City Manager



Megan Garibaldi  
City Attorney



Michelle Greene  
City Manager

**ATTACHMENT:**

1. Draft Revised FY 2022-23 Annual Work Program

## Attachment 1

### Planning and Environmental Review Department Annual Work Program FY 2022-23

**FISCAL YEAR 2022-23 ANNUAL WORK PROGRAM  
PLANNING AND ENVIRONMENTAL REVIEW  
DEPARTMENT**



**Final**

**Adopted April 21, 2022**

This page intentionally left blank.

**FISCAL YEAR 2022-23 ANNUAL WORK PROGRAM  
PLANNING AND ENVIRONMENTAL REVIEW DEPARTMENT**

**Table of Contents**

EXECUTIVE SUMMARY.....	7
Coronavirus Pandemic.....	7
Introduction and Purpose.....	7
Department Staffing and Organizational Structure.....	8
Workload Considerations.....	13
ADVANCE PLANNING DIVISION.....	15
Role of the Division.....	15
Projects & Programs/Ongoing Work Efforts.....	15
Key Accomplishments and Project Milestones, FY 2021-22.....	16
Upcoming and Potential New Projects.....	19
CURRENT PLANNING DIVISION.....	21
Role of the Division.....	21
Projects & Programs/Ongoing Work Efforts.....	21
Key Accomplishments and Project Milestones, FY 2021-22.....	22
Upcoming and Potential New Projects.....	23
SUSTAINABILITY PROGRAM.....	25
Role of the Program.....	25
Projects & Programs/Ongoing Work Efforts.....	25
Key Accomplishments and Project Milestones, FY 2021-22.....	25
Upcoming and Potential New Projects.....	27
AFFORDABLE HOUSING IMPLEMENTATION DIVISION.....	29
Role of the Division.....	29
Projects & Programs/Ongoing Work Efforts.....	29
Key Accomplishments and Project Milestones, FY 2021-22.....	30
Upcoming and Potential New Projects.....	31

ADMINISTRATION DIVISION.....	33
Role of the Division .....	33
Projects, Programs & Services/Ongoing Work Efforts .....	33
Key Accomplishments and Project Milestones, FY 2021-22 .....	33
Potential New Projects.....	34
PROJECT NARRATIVES AND SCHEDULES .....	35
Advance Planning Division .....	37
Current Planning Division .....	95
Sustainability Program .....	109
Affordable Housing Implementation Division .....	151
Administration Division.....	163

### **Schedule of Figures**

Figure 1: Planning and Environmental Review Department Structure.....	13
---	----

### **Schedule of Tables**

Table 1: Advance Planning Division Current Projects and Programs, FY 2021-22.....	17
Table 2: Projected Available Capacity, Advance Planning Division .....	18
Table 3: Advance Planning Division, Potential New Projects, and Programs.....	19
Table 4: Current Planning Division Current Projects and Programs, FY 2021-22 .....	22
Table 5: Projected Available Capacity, Current Planning Division .....	23
Table 6: Current Planning Division, Potential New Projects, and Programs.....	23
Table 7: Sustainability Program Current Projects and Programs, FY 2021-22.....	26
Table 8: Projected Available Capacity, Sustainability Program .....	27
Table 9: Sustainability Program, Potential New Projects, and Programs .....	28
Table 10: Affordable Housing Implementation Division, Current Projects and Programs, FY 2021-22 .....	30



Table 11: Projected Available Capacity, Affordable Housing Implementation Division	31
Table 12: Affordable Housing Implementation Division, Potential New Projects, and Programs.....	32
Table 13: Administration Division, Current Projects, Programs, and Services FY 2021-2022 .....	34
Table 14: Administration Division, Potential New Projects, and Programs.....	34

This page intentionally left blank.

## EXECUTIVE SUMMARY

The COVID-19 pandemic continued into FY 2021/22 with the resurgence of COVID-19 through the "Delta" and "Omicron" variants. As a result, for the safety of employees and the public, staff were allowed to continue to work from home, except as required to perform essential functions that could not be performed remotely. During times when the Santa Barbara County Public Health Department reported surges in COVID-19 cases locally, public counters were closed, and public meetings were conducted by videoconference. Library operations were also transitioned to sidewalk service temporarily while rates of COVID-19 transmission were at all-time highs.

However, during this time the City continued to adapt to the remote business environment and successfully ran a "remote city" for a significant portion of the year. Staff installed new technology, streamlined processes, and improved workflows to smoothly transition to the remote office environment, and in so doing in some instances expanded services and productivity. Beginning in July 2021, the City began to fill positions that had been held vacant as part of a citywide hiring freeze during the first year of the pandemic and also added new positions in response to an increasing volume of work and demand for services, resulting in an unprecedented wave of hiring. The details of staffing activity will be described in the respective Work Programs of each department.

FY 2021/22 is coming to a close amid a drop in COVID-19 cases and a lifting of the mask mandates instituted by the State of California and the Santa Barbara County Public Health Officer. With this change in pandemic conditions and precautions, the City of Goleta began returning to in-person operations while still maintaining hybrid in-office/remote schedules for staff, remote meeting participation options for the public, and the improved and virtual processes and software that were made available during the pandemic. This should allow the City to remain flexible and adapt to future changes in the public health situation as necessary.

### **Introduction and Purpose**

This FY 2022-23 Annual Work Program summarizes projects and programs proposed for the Planning and Environmental Review Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work of the Department and an opportunity to consider and give direction concerning the Department's future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the Department's work priorities. It encompasses the work of the two main Divisions, the Advance Planning Division, and the Current Planning Division, as well as the Department's Sustainability and the Affordable Housing Implementation Programs and Administration Division. Because the focus is on discretionary work, the Annual Work Program does not include Building & Safety Services, which are currently contracted out to Willdan based on building permits processed and not discretionary.

The Annual Work Program considers how the work of the Planning and Environmental Review Department proposed for the upcoming year will support the City's Mission

Statement and Core Values, as articulated in the City's Strategic Plan. It furthermore is intended to serve as a basis for budget plan development.

Generalized project schedules with deliverables and tentative completion dates are included in the Annual Work Program for important projects and programs. These schedules are intended as a conceptual tool for project management. They are subject to change due to any number of factors and should not be taken as a fixed commitment.

Estimates of staff time for each project or program are inherently rough and somewhat imprecise. However, cumulatively, they give a roughly accurate depiction of workload and how it relates to staffing for each Division.

In addition to full-time staff, the Department relies on consultants and contracted services to assist in its work. The Annual Work Program shows estimates of consultant cost by project, program, Division and the Department as a whole. Consultant time and cost estimates are in addition to full-time staff. The nature of contracted services is that the consultant/contractor is free from the control and direction of the City in connection with the performance of the work. Nevertheless, staff has attempted to estimate the value of the consultant services in terms of staff equivalents to demonstrate the value of such services. Full Time Equivalents (FTE) for consultant/contract staff assistance are estimated based on cost estimates by Division/Program using average hourly rates. For purposes of FTE equivalency calculations, consultant costs are based on fiscal year expenditures, where possible. Where not available, consultant contract totals are used.

## **Department Staffing and Organizational Structure**

### ***Recent Changes***

For most of FY 2021-22, the PER Department has continued to operate remotely, with most staff working from home during first the Delta and then the Omicron variant surges. The Department has transitioned to electronic permit application and plan submittal and review, which the availability of the new Magnet Permit Tracking System has helped facilitate. Public counters are now once again open for in-person service for limited hours each week, with remote service available electronically by email and phone during all remaining regular business hours.

With the lifting of the citywide hiring freeze last summer, which had been imposed in response to budget constraints resulting from the COVID-19 pandemic, the PER Department has been able to recruit for and fill positions that had been vacant. Staffing vacancies had affected productivity and, in the Current Planning Division, had caused permit processing delays. The PER Department is now fully staffed, with all budgeted positions filled. In particular, in the last six months, the Department was able to fill the following previously vacant positions: an Assistant-Associate Planner in the Current Planning Division, a new Code Compliance Officer, a Senior Housing Analyst in the Affordable Housing Implementation Division and a Sustainability Program Management Assistant.

## ***Current Staffing***

Available staff capacity is a fundamental constraint on the work that the Planning and Environmental Review Department can undertake at any given time. Given this constraint, the Annual Work Program compares workload, both current project commitments and potential new projects, with available staffing. Many projects are multi-year efforts, which are still in process and require a continued commitment of resources. Taking on new projects is possible only to the extent that staff capacity becomes available through the completion of existing commitments or new staffing resources are dedicated.

As a basic principle, the Annual Work Program seeks to utilize City staff fully first and to rely on consultants and contract planning services only when City staff capacity is completely committed. The Annual Work Program also recognizes that use of consultants and contractors may be appropriate to meet workload demands generated by projects of a one-time or short-term nature that exceed available capacity of full-time City staff. The use of outside consultants to assist the Department is constrained by Department budget and also by the finite capacity of managers to manage consultant work in addition to full-time staff.

The Annual Work Program is preliminary to the City's two-year budget plan adoption. It assumes a total of 18.50 full-time equivalent positions (FTEs) available, consisting of 3.0 FTEs in Advance Planning, 10.50 FTEs in Current Planning, 2.0 FTEs in the Sustainability Program, 1.0 FTE in the Affordable Housing Implementation Division and 2.0 FTE in the Administration Division. In addition to full-time staff, the Department is supported by consultant and contract services. The summary below does not count interns or fellowship program participants.

The Planning and Environmental Review Department staff is currently organized into five main divisions as follows: Advance Planning, Current Planning, Building & Safety, Affordable Housing Implementation and Administration. The Department also oversees the City's Sustainability Program.

### **Advance Planning**

<b>FULL TIME POSITIONS</b>	<b>FULL-TIME EQUIVALENT (FTE)</b>	<b>NOTES</b>
Advance Planning Manager	1.0	
Senior Planners	2.0	
<b>FULL AND PART-TIME FTEs</b>	<b>3.0</b>	

As mentioned above, the nature of contracted services is that the consultant/contractor is free from the control and direction of the City in connection with the performance of the work. Therefore, the FTE time estimates below are only for conceptual/illustrative purposes to show the estimated time value.

<b>PART –TIME CONSULTANT POSITIONS CONTRACT SERVICES</b>		
Consultant – RRM	0.50	Title 17 Zoning and Local Coastal Program support services
Consultant – Robert Brown Engineers	0.20	Ellwood Onshore Facility, 421 Piers, and Platform Holly onshore connections work.
Consultant - JDL Mapping	0.30	GIS data and Mapping services
Consultant - ICF	0.20	General Plan
Consultant - Storrer Environmental Services	0.30	Environmental, oil and gas project, beach hazards removal monitoring and other projects as needed
Consultant – Johnson Aviation	0.20	Airport Land Use Planning
Consultant – John Douglas & Associates	1.00	Housing Element related services
Consultant – RRM	0.30	Objective Design Studies
<b>ESTIMATED CONTRACT SERVICES FTEs</b>	<b>3.0</b>	
<b>TOTAL EFFECTIVE FTEs</b>	<b>6.0</b>	

### **Current Planning**

<b>FULL TIME POSITIONS</b>	<b>FULL-TIME EQUIVALENT (FTE)</b>	<b>NOTES</b>
Current Planning Manager	1.0	
Supervising Senior Planners	2.0	
Assistant-Associate Planners	4.0	
Planning Technician	1.0	
Code Compliance Officer	2.0	
Management Assistant	0.5	
<b>FULL AND PART-TIME FTEs</b>	<b>10.5</b>	

As mentioned above, the FTE time estimates for contract services below are only for conceptual/illustrative purposes to show the estimated time value.

<b>CONTRACT SERVICES</b>		
Contract Services– Ordinance work only	0.30	
Contract Services- Project Planning (various)	0.50	
Contract Services- Board & Commission Support	0.25	
<b>ESTIMATED CONTRACT SERVICES FTEs</b>	<b>1.05</b>	
<b>TOTAL EFFECTIVE FTEs</b>	<b>11.55</b>	

### **Sustainability Program**

<b>FULL TIME POSITIONS</b>	<b>FULL-TIME EQUIVALENT (FTE)</b>	<b>NOTES</b>
Sustainability Manager	1.0	
Sustainability Management Assistant	1.0	
<b>TOTAL EFFECTIVE FTEs</b>	<b>2.0</b>	

### **Building & Safety**

The employees listed below work for Willdan, a separate legal entity that provides Building and Safety Services under contract to the City.

CONTRACTED FULL TIME POSITIONS - WILLDAN	FULL-TIME EQUIVALENT (FTE)	NOTES
Building Official	1.0	
Building Inspector	1.0	
Building Technician	1.5	
Assistant Plan Checker	1.0	
<b>TOTAL EFFECTIVE FTEs</b>	<b>4.5</b>	

### **Affordable Housing Implementation**

FULL TIME POSITION	FULL-TIME EQUIVALENT (FTE)	NOTES
Senior Housing Analyst	<b>1.0</b>	
<b>TOTAL EFFECTIVE FTEs</b>	<b>1.0</b>	

### **Department Administration**

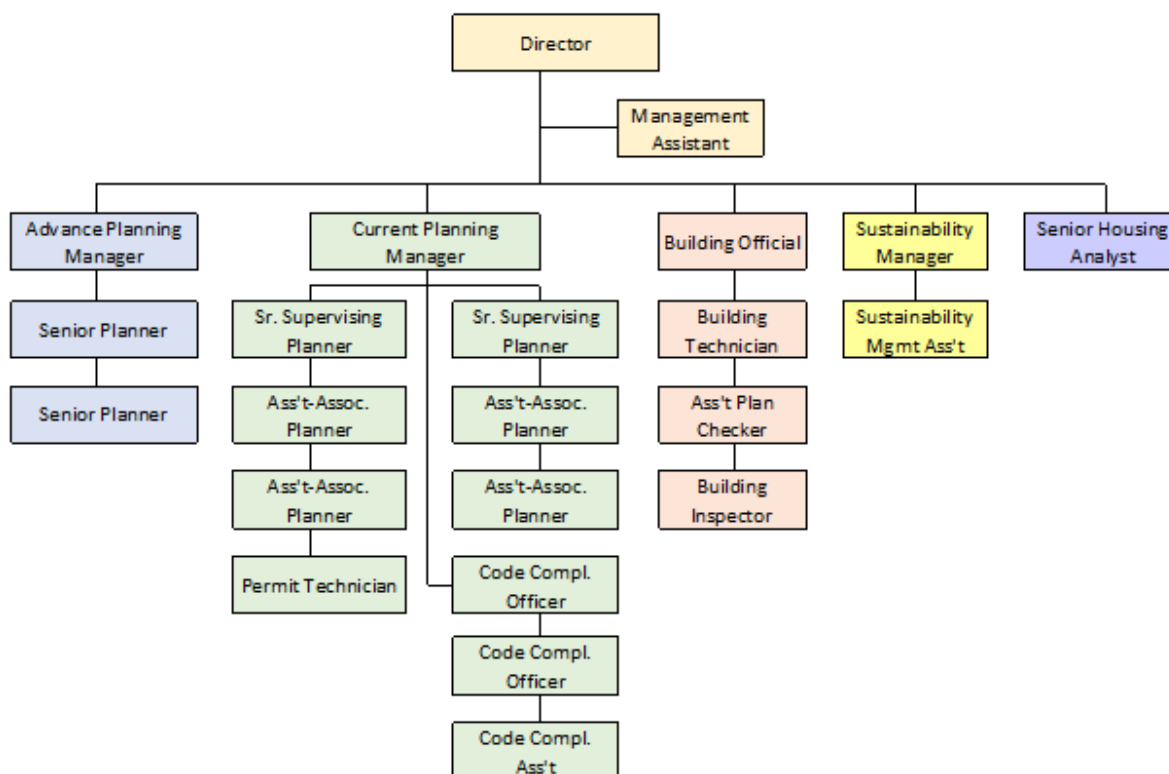
FULL TIME POSITIONS	FULL-TIME EQUIVALENT (FTE)	NOTES
Department Director	1.0	
Management Assistant	1.0	
<b>TOTAL EFFECTIVE FTEs</b>	<b>2.0</b>	

Department Total: 18.5 regular City employees + 4.5 Building & Safety Willdan employees (23 FTE total).

Other contract and consultant services capacity = approximately 4.05 FTE



**Figure 1: Planning and Environmental Review Department Structure**



### **Workload Considerations**

Having worked through its previous backlog and several major projects last year, including the Creek and Watershed Management Plan and two Affordable Housing Fee Studies, the Advance Planning Division is engaged with several important work efforts, including statutorily mandated work, such as the Housing Element update, development of Objective Design Standards and Local Coastal Program. The Housing Element update is statutorily mandated, while the Objective Design Guidelines are needed in response to the new requirements of SB 330 and SB 35. The Division also continues to monitor and participate in a multi-year effort by the State Lands Commission to abandon two wells, pier, and other infrastructure at Haskell's Beach (421 Piers), Platform Holly decommissioning, and the Ellwood Onshore Oil and Gas Facility operations. Additionally, the Division is working with Santa Barbara County Association of Governments on comprehensive changes to the Airport Land Use Compatibility Plan.

The COVID-19 crisis has presented special challenges to the Current Planning Division in permit processing. It has seen an uptick in new permit applications, including for a number of large projects, and has also accelerated transition to electronic permit application submittal and review. Completion of the Magnet Permit Tracking System, including Public Portal, has facilitated this transition. Headway on the close-out of old permit files, delayed by remote work, will resume at such time as staff return to the physical office. The Historic Resources/Cultural Resources Ordinance was adopted on April 5, 2022, and now implementation steps will commence (i.e., training of staff; preparation of educational materials, handouts, and forms; establishment of the Historic Preservation Commission). The hiring of a second full-time Code Compliance Officer is helping to manage the Code Compliance case load.

The Sustainability Program continues to work through an ambitious list of projects of citywide importance. In addition to guiding the City through transition to Central Coast Community Energy (CCCE), the Program has been fully engaged in planning and analysis for the City Hall solar photovoltaic energy project and electric vehicle charging stations as a Strategic Energy Plan implementation step. It is also working on single-use plastics regulation and coordinating a bikeshare pilot program with regional partners.

With the hiring of the new Senior Housing Analyst, the Affordable Housing Implementation Program has been getting up to speed, tackling major new work efforts in addition to its core responsibilities of managing the existing affordable housing inventory, assuring new affordable unit policy compliance, and administering tenant protection programs. Work efforts to date have focused on development of a formal affordable housing policy framework. Development of a Comprehensive Affordable Housing Finance Plan (CAHFP) will follow this effort.

## ADVANCE PLANNING DIVISION

### **Role of the Division**

The Advance Planning Division is primarily responsible for projects and programs to update and implement the City's General Plan, Local Coastal Program, Housing Element, and Zoning Regulations. The division oversees energy project planning, environmental programs and plans, and geographic information systems. Important responsibilities for this division include addressing and complying with legal mandates, acting as liaison to the Santa Barbara County Association of Governments and other local agencies in land use planning matters, overseeing Energy/Oil and Gas programs, and permitting, and maintaining current zoning regulations. In addition, the Advance Planning Division handles a variety of environmental programs and plans, as assigned. Work listed includes work undertaken in conjunction with other departments, performed in a supporting role.

The work of the Advance Planning Division is organized into the following categories:

1. Administrative
2. Required Services
3. Energy/Oil and Gas Programs
4. General Plan Amendments
5. Ordinances
6. Environmental Programs and Plans

### **Projects & Programs/Ongoing Work Efforts**

Table 1 below lists projects and programs currently being undertaken by the Advance Planning Division to which the Advance Planning Division is already committed. It provides an estimate of the staff time per project or program in the current fiscal year.

This table does not include unplanned work performed by Advance Planning staff, such as emergency operations support.

In FY 2021-22, the Advance Planning Division accomplished a number of significant work efforts:

<b>Advance Planning Key Accomplishments and Project Milestones, FY 2021-22</b>
Adoption of Amendments to Title 17 Zoning and SB 9 amendments.
Completion of General Plan and Title 17 Amendment to allow recreational uses in General Commercial land use designation and zone district.
Completion of an Affordable Housing Fee Studies and adoption of Title 17 Amendments and associated fees.
Progress on Objective Design Standards development, including multiple Design Review Board meetings and public outreach.
Completed representation of City of Goleta in SBCAG's Regional Housing Needs Allocation (RHNA) methodology and progress reports to City Council.
Substantial progress on the Housing Element update process, including hiring of consultant, public outreach program and drafting of the Housing Element update (projected).
Continued progress on Local Coastal Program coordination with Coastal Commission staff.
Completion of review and suggested revisions to SBCAG's draft Airport Land Use Compatibility Plan (ALUCP), which received positive comments from Caltrans Division of Aeronautics. (Completion of the ALUCP by SBCAG awaits additional review by other local governments.)
Beach Hazards Removal activities in coordination with the State Lands Commission.
Hosting of Platform Holly, 421 Piers/Wells, and Ellwood Onshore Facility decommissioning. Town Hall virtual public meeting in coordination with the State Lands Commission. Review and preparation of comments on the draft Environmental Impact Report for the 421 Pier decommissioning. Implementation of a Memorandum of Understanding between the City and the State Lands Commission to operate the Ellwood Onshore Facility. Participation in the annual safety audit of the Ellwood Onshore Facility.
Completion of the 2021 General Plan/Coastal Land Use Plan Progress Report to the State Office of Planning & Research and HCD.

**Table 1: Advance Planning Division Current Projects and Programs, FY 2021-22**

CURRENT PROJECTS AND PROGRAMS		Staff FTE
Administrative		0.5
	Interdepartmental coordination and support	
	Supervision	
	Performance evaluations	
	Budgeting	
	Grant writing and management	
	Contract management	
	Other public workshops and outreach	
	Respond to public inquiries regarding General Plan, etc.	
Required Services		0.5
	Maintain General Plan	
	General Plan Annual Report (prior to April each year)	
	Department of Finance and HCD Annual Housing Survey Forms	
	Department of Finance Annual Boundary/Annexation Survey in June each year	
	CIP - Required General Plan Conformity Annual Report (prior to Budget Adoption)	
	Maintain, coordinate, and manage GIS System to implement regulations, policy programs and maps	
	Intergovernmental relations/ coordinate with UCSB, County, City, Airport, and Goleta Slough Management Committee on projects/future growth and planning issues	
	Comment on other agency documents that affect the City	
	SBCAG liaison	
	ALUCP revisions to Council for review and transmittal to SBCAG	
Energy/Oil and Gas Programs		0.2
	Monitor and coordinate State Lands Commission work at EOF, 421, and Platform Holly, including decommissioning planning <sup>1</sup>	
	Oversee air monitoring station permitting	
	Permit and oversee removal of remnant oil and gas beach hazards	
	Piers 421 removal plan, environmental document, and monitoring oversight	
	Miscellaneous oil and gas projects	
General Plan Amendments		0.2
	Coordinate the initiation of GPA requests and development of policy wording	0.1
	GPA to allow recreational uses in General Commercial land use designation	0.1

<sup>1</sup> Transfer of Platform Holly and 421 well permitting work related to plugging and abandonment was transferred to the State Lands Commission under a memorandum of understanding in FY 2018-19.

Ordinances		0.5
	Title 17 Maintenance Amendments (Rounds 2 and 3)	0.2
	SB 9 Ordinance	0.2
	Title 17 Amendments to allow recreational uses in General Commercial	0.1
Major Programs and Plans		2.25
1	Housing Element Update (submittal to HCD)	1.1
2	Objective Design Standards	0.3
3	Affordable Housing In Lieu Fee, DIF Studies and Ordinance	0.25
4	Local Coastal Program development	0.5
5	Assist with Public Works projects	0.1
Total Subscribed		4.15
Division Staff		3.00
Current Available Capacity		-1.15

**Table 2: Projected Available Capacity, Advance Planning Division**

CURRENT PROJECTS AND PROGRAMS		FTE
Total Program Staff		3.00
Current Staff Subscribed		4.15
<b>Projects Completed or to be Completed in Fiscal Year FY 2021-22</b>	<b>Date Completed</b>	<b>FTE</b>
Affordable Housing In Lieu Fee and DIF Studies	Nov 2021	0.25
GPA to allow recreational uses in General Commercial land use designation	Nov 2021	0.1
Title 17 Amendments to allow recreational uses in General Commercial	Nov 2021	0.1
SB 9 Ordinance (two Urgency and one Regular)	Jan 2022	0.2
<b>Projects to Continue into FY 2022-23</b>	<b>Est. Complete</b>	<b>FTE</b>
Administrative	Ongoing	0.5
Required Services	Ongoing	0.5
Energy/Oil and Gas Programs	Ongoing	0.3
General Plan Amendments (Safety Element for ALUCP, Safety Element for Housing Law, and Other)	Ongoing	0.3
Title 17 Maintenance Amendments	Ongoing	0.2
Assist with Public Works projects	Various	0.1
Local Coastal Program (formal submittal to CCC)	June 2023	0.5
Housing Element Update and Other General Plan and Zoning Amendments (Council adoption)	Feb 2023	1.1
Objective Design Standards Ordinance	August 2022	0.2
Total		3.7

**Upcoming and Potential New Projects**

Several projects in the current fiscal year (e.g., ALUCP, Housing Element update, LCP preparation, and Objective Design Standards) will continue into FY 22-23. With these continuing projects, the Advance Planning Division will have committed all available staff capacity, leaving it with negative staff capacity of approximately –0.8 FTE.

**Table 3: Advance Planning Division, Upcoming and Potential New Projects and Programs**

UPCOMING AND POTENTIAL NEW PROJECTS AND PROGRAMS		Staff FTE	Est. Consultant Cost
1	ALUCP Airport Overlay GPA and Zoning Amendment	0.2	
2	Short-term Vacation Rental Title 17 Amendments	0.2	
3	Old Town Visioning Process	0.2	\$75,000
4	GPA Creek & Watershed Management Plan Actions 1.1.1, 5.3.3	0.2	
5	Local Housing Preference Ordinance	0.2	
6	Battery Storage Comprehensive Approach	0.2	
7	Tree Protection Ordinance	0.2	
8	Citywide Design Guidelines	0.3	TBD
9	South Kellogg Industrial Area Evaluation (LU-IA-6)	0.1	
10	Sea Level Rise Action Plan	0.2	TBD
11	Revisit General Plan Amendment (GPA) Initiation Process	0.2	
12	Climate Action Plan Update	1.0	TBD
13	Transportation Element Update	0.5	
	Transfer of Development Rights Ordinance (General Plan LU-IA-5)	0.5	
Total		4.2	

This page intentionally left blank.



## **CURRENT PLANNING DIVISION**

### **Role of the Division**

The Current Planning Division has primary responsibility for the processing of permit applications, both ministerial and discretionary, for current development project proposals. It is tasked with carrying out these permit processes in an efficient, fair, consistent, and timely manner, supported by the best currently available technology.

The Current Planning Division has successfully completed the permitting of several, high-profile projects this past year, relying on contract planner services as needed for full cost-recovery work. The hearing process is underway for the Historic Preservation ordinance, which is anticipated to be completed by the end of the fiscal year.

As noted above, the COVID-19 crisis presented special challenges for permit processing. With the completion of the Permit Tracking System (PTS), including both the public portal and back-office functions, and acquisition of special plan review software, the Current Planning Division has shifted to electronic permit application and plan submittal and processing. These upgrades are major steps toward a paperless office, which will provide efficiency and access benefits as well as remote processing capability.

### **Projects & Programs/Ongoing Work Efforts**

The table below lists projects and programs currently being undertaken by the Current Planning Division to which the Current Planning Division is already committed. It provides an estimate of the staff time and consultant cost per project or program in the current fiscal year. The tables below include the budgeted, still vacant associate planner position, assuming that it will be able to be filled in the near term.

Significant Current Planning Division accomplishments in 2021-22 include:

Current Planning Key Accomplishments and Project Milestones, FY 2021-22	
Continued transition of the PER Department to remote office/electronic submittals & permit processing.	
Implementation of Permit Tracking System back-office functions.	
Processing of permit applications for numerous development projects. Highlights include ongoing review of the Heritage Ridge Project, approval of the Goleta Energy Battery Storage project, Aquatic Center at Goleta Valley Cottage Hospital, Development Agreement with Sywest, and SBCAG transit storage facility projects.	
Code Compliance implementation and effective resolution of high-profile Zoning Enforcement and Compliance cases.	
Completion of Historic Resources/Cultural Resources Ordinance adoption hearings	

Current Planning is now fully staffed with all budgeted positions filled for the first time in over two years.

**Table 4: Current Planning Division, Current Projects and Programs, FY 2021-22**

CURRENT PROJECTS AND PROGRAMS		Staff FTE
Required Services/Administrative		0.8
	Design Review Board Secretary	0.1
	Plan and permit scanning	0.1
	Supervision	0.4
	Performance Evaluations	0.1
	Budgeting	0.1
Development Services and Project Permitting		9.5
	Project Permitting (Ministerial and Discretionary)	7.0
	Code Compliance	2.5
Special Projects		0.2
	Development of a Permit Procedures Manual	0.2
Ordinances		0.25
	Historic and Cultural Preservation Ordinance	0.25
Total Subscribed		<b>10.75</b>
Division Staff		<b>10.5</b>
Current Available Capacity		<b>-0.25</b>

**Table 5: Projected Available Capacity, Current Planning Division**

CURRENT PROJECTS AND PROGRAMS		FTE
Total Program Staff		10.5
Current Staff Subscribed		10.75
Projects Completed and to be Completed FY 2021-22	Date Completed	FTE
Historic Preservation Ordinance	June 2021	0.25
Projects to Continue into FY 2022-23	Est. Complete	FTE
Required Services/Administrative	Ongoing	0.8
Development Services and Project Permitting	Ongoing	9.5
Development of a Permit Procedures Manual	Dec 2022	0.2
Total		10.5
<b>Projected Available Staff Capacity, Fiscal Year 2022-23</b>		<b>0</b>

**Upcoming and Potential New Projects**

Remaining process improvement projects listed below include updating the CEQA thresholds of significance.

**Table 6: Current Planning Division, Potential New Projects, and Programs**

UPCOMING AND POTENTIAL NEW PROJECTS AND PROGRAMS		Staff FTE	Consultant Cost
1	Update of CEQA thresholds of significance	0.25	\$ 75,000
2	South Kellogg Industrial Area Compliance Program	1.50	\$135,000
<b>Total</b>		<b>1.75</b>	

This page intentionally left blank.

## **SUSTAINABILITY PROGRAM**

### **Role of the Program**

The City's Sustainability Program addresses a range of special projects and programs intended to further goals of sustainability, especially with respect to renewable energy and energy efficiency.

As part of the FY 2019-20 mid-year financial review, the Council approved funding for a new FTE position in the Sustainability Program. As of October 2021, this new position has now been filled and creates additional staff capacity. However, an upcoming vacancy in the Sustainability Manager position may, depending on when that vacancy can be filled, affect the ability to address workload.

### **Projects & Programs/Ongoing Work Efforts**

The table below lists projects and programs currently being undertaken by the Sustainability Program to which the Sustainability Program is already committed. It provides an estimate of the staff time per project or program in the current fiscal year.

Major accomplishments in FY 2021-22 include:

<b>Sustainability Program Key Accomplishments and Project Milestones, FY 2021-22</b>
Completion through the Finance & Audit Standing Committee and City Council hearings for approval of an Energy Services Agreement and loan documents for the City Hall solar photovoltaic project
Construction of a City Hall microgrid-ready, solar photovoltaic project underway per finalized Energy Services Agreement
Completion of a community interest survey for a bike share pilot program
Completion of grant and equipment purchase agreements and subsequent installation of an off-grid, solar-powered, dual port electric vehicle charging station at City Hall using CalOES and Santa Barbara Air Pollution Control District's (APCD) Clean Air Grant Funds
Successful community outreach and launch for Central Coast Community Energy enrollment
Applications submitted for electric vehicle charging station infrastructure funding
Approval by SCE for participation in the Charge Ready Program for free electric vehicle charging infrastructure deployment at City Hall
APCD notification of a \$215K competitive grant offer for electric vehicle fast charging stations at the Goleta Valley Community Center
Adoption of an AB 1276 Single-use Plastics Implementation Ordinance (anticipated)

**Table 7: Sustainability Program, Current Projects and Programs, FY 2021-22**

CURRENT PROJECTS AND PROGRAMS		FTE
Total Program Staff		2.0
Administrative		0.1
	Supervision Budgeting City Council Energy/Green Issues Standing Committee Liaison Grant Writing and Management Contract Management Equitable Outreach through Public Engagement Channels	
Projects		1.9
	Participation in Regional Climate Collaborative	0.1
	Staff liaison (Green Business Program & Green Business Program Alliance, South County Energy Efficiency Partnership, Tri-County Regional Energy Network, Central Coast Sustainability Summit, UCSB Bike Share)	0.1
	State/federal programs (DOE SolSmart Program; Beacon Program, regulatory updates)	0.1
	Statewide Membership Participation (Local Government Sustainable Energy Coalition, Green Cities California, including the Sustainable States Community Energy Challenge Cohort)	0.1
	Strategic Energy/100% Renewable Electricity Plan Adoption & Implementation	0.3
	3CE Community Choice Aggregation transition	0.2
	City Hall Microgrid-ready Solar Photovoltaic Project installation	0.2
	Electric Vehicle Readiness Planning	0.2
	Regulations for Polystyrene Foam & Single Use Plastic Reduction	0.3
	Shared Micro-Mobility Plan (Bike Share)	0.3
Total Subscribed		2.0
Program Staff		2.0
Available Capacity		0.0

**Table 8: Projected Available Capacity, Sustainability Program**

CURRENT PROJECTS AND PROGRAMS		FTE
Total Program Staff		2.0
Current Staff Subscribed		2.0
Projects Completed and to be Completed FY 2021-22	Date Completed	FTE
3CE Community Choice Aggregation transition	Feb 2022	0.2
Total		0.2
Projects to Continue into FY 2022-23	Est. Complete	FTE
Administrative	Ongoing	0.1
Participation in Regional Climate Collaborative	Ongoing	0.1
Staff liaison (Green Business Program & Green Business Program Alliance, South County Energy Efficiency Partnership, Tri-County Regional Energy Network, Central Coast Sustainability Summit, UCSB Bike Share)	Ongoing	0.1
State/federal programs (DOE SolSmart Program; Beacon Program, regulatory updates)	Ongoing	0.1
Statewide Membership Participation (Local Government Sustainable Energy Coalition, Green Cities California, including the Sustainable States Community Energy Challenge Cohort)	Ongoing	0.1
Strategic Energy/100% Renewable Electricity Plan Adoption & Implementation	Ongoing	0.3
City Hall Microgrid-ready Solar Photovoltaic Project installation	Nov 2022	0.2
Electric Vehicle Readiness Planning	Dec 2022	0.2
Regulations for Polystyrene Foam & Single Use Plastic Reduction	Aug 2022	0.3
Shared Micro-Mobility Plan (Bike Share)	Ongoing	0.3
<b>Total</b>		<b>1.8</b>
<b>Projected Available Staff Capacity, Fiscal Year 2022-23</b>		<b>0.2</b>

**Upcoming and Potential New Projects**

The focus of Sustainability Program in the current fiscal year has continued to be on Strategic Energy Plan implementation, including community enrollment in Central Coast Community Energy and municipal sustainable energy infrastructure projects. As shown in the table above, the City Hall solar photovoltaic project is expected to continue in FY 2022-23, but will wrap up in 2022, creating capacity for new projects.

**Table 9: Sustainability Program, Potential New Projects, and Programs**

UPCOMING AND POTENTIAL NEW PROJECTS AND PROGRAMS		Staff FTE	Consultant Cost
1	Reach Code	0.3	\$20K
2	Home Solar & Battery Energy Storage Program	0.2	-
3	Energy Assurance Planning	0.3	\$40K
4	EV Fleet Transition and Charging Station Needs Plan	0.2	-
5	LEED for Cities Data Tracking/Certification - Sustainability Plan	0.1	-
6	City Facilities – Clean Energy Infrastructure	0.2	\$15K
7	Community Reuse Facility	0.1	-
8	Microgrid at City Hall	0.1	
Total		<b>1.3</b>	



## **AFFORDABLE HOUSING IMPLEMENTATION DIVISION**

### **Role of the Division**

The Affordable Housing Implementation Division provides dedicated focus on meeting the City's responsibilities with respect to affordable housing. While the Advance Planning Division plans high-level housing policy and how the City should accommodate its share of regional housing needs in the Housing Element, this Division implements housing policy to create and maintain affordable housing units in the City. It also ensures consistent application of affordable housing deed restrictions and covenants and enforces tenant rights and protections.

In particular, important duties of the Division include (1) managing and monitoring the inventory of existing affordable housing units, including rental housing units, (2) overseeing the creation and sale or rental of new affordable units to assure fair and consistent application of City rules, (3) annually updating in-lieu fee amounts, managing in-lieu housing funds, and preparing a Housing Trust Fund and Comprehensive Affordable Housing Finance Plan (CAHFP) to guide how funds will be applied to create or preserve affordable units, and (4) enforcing tenant protections, including Fair Housing Act provisions and rental housing mediation.

### **Projects & Programs/Ongoing Work Efforts**

Following lifting of the hiring freeze last year, the PER Department was able to fill the new Senior Housing Analyst position assigned to the Division, so that it now has a full-time dedicated staff member. Current projects and required affordable housing implementation services are listed below along with recommendations for potential new projects for the new Division to undertake.

Development and adoption of an Affordable Housing Implementation Policy Resolution has taken longer than anticipated. This document is intended to specify consistent protocols and requirements for the conditioning of affordable housing units in the City by covenant, agreement, and deed restriction. We now expect to complete this effort in the first half of FY 22-23.

Accomplishments in FY 21-22 include:

Affordable Housing Implementation Division Key Accomplishments and Project Milestones, FY 2021-22	
Hiring of full-time Senior Housing Analyst dedicated to Affordable Housing Implementation work.	
Progress on development of an Affordable Housing Implementation Policy Resolution. Adoption anticipated now in 2022-23.	
Continuing implementation of the Rancho Goleta Mobile Home Park Development Agreement.	
Support for purchases and sales of existing affordable units and creation of new units through development projects.	

**Table 10: Affordable Housing Implementation, Current Projects and Programs, FY 2021-22**

CURRENT PROJECTS AND PROGRAMS		FTE
Total Program Staff		1.0
Required Services		0.6
Existing Affordable Units		0.1
	Monitor inventory of existing affordable housing	
	Monitoring and renegotiate existing housing covenants to preserve affordable housing inventory	
	Managing affordable rental housing inventory	
	Mobile Home Park Preservation: assist park tenants with purchase of units, conduct income surveys and review annual rental reports	
New Affordable Units		0.2
	Assure new affordable units meet City requirements through covenant and deed restriction	
	Determine income eligibility and conduct housing lotteries	
	Contract and oversee Santa Barbara County Housing Authority services	
Housing In-lieu Funds Management		0.2
	Managing and report on housing in-lieu funds and incentive programs	
Fair Housing Enforcement & Tenant Protections		0.1

	Enforce and provide information on Fair Housing Act and tenant rights under State and federal anti-discrimination laws	
	Mediation of landlord-tenant rental housing disputes with the assistance of City of Santa Barbara contract services	
<b>Projects</b>		<b>0.4</b>
	Affordable Housing Implementation Policy Resolution	0.2
	Rancho Goleta Mobile Home Park Development Agreement Implementation	0.2
<b>Total Subscribed</b>		<b>1.0</b>
<b>Program Staff</b>		<b>1.0</b>
<b>Available Capacity</b>		<b>0.0</b>

**Table 11: Projected Available Capacity, Affordable Housing Implementation**

<b>CURRENT PROJECTS AND PROGRAMS</b>		<b>FTE</b>
Total Program Staff		1.0
Current Staff Subscribed		1.0
Projects Completed Fiscal Year 2021-22	Date Completed	FTE
N/A	N/A	N/A
Total		0.0
Projects to Continue into FY 2022-23	Est. Complete	FTE
Affordable Housing Implementation Policy Resolution	Nov 2022	0.2
Existing Affordable Units	Ongoing	0.1
New Affordable Units	Ongoing	0.2
Housing In-lieu Funds Management	Ongoing	0.2
Fair Housing Enforcement & Tenant Protections	Ongoing	0.1
Rancho Goleta Mobile Home Park Development Agreement Implementation	TBD	0.2
<b>Total</b>		<b>1.0</b>
<b>Projected Available Staff Capacity, FY 2022-2023</b>		<b>0</b>

#### **Upcoming and Potential New Projects**

**Table 12: Affordable Housing Implementation, Potential New Projects, and Programs**

UPCOMING AND POTENTIAL NEW PROJECTS AND PROGRAMS		Staff FTE	Consultant Cost
1	Tenant Protections Ordinance	0.2	
2	Prepare a Housing Trust Fund and Comprehensive Affordable Housing Finance Plan (CAHFP)	0.25	\$50,000
Total		<b>0.45</b>	

## **ADMINISTRATION DIVISION**

### **Role of the Division**

The PER Administration Division includes two, existing positions (Department Director and Management Assistant), which carry Department-wide duties and responsibilities. The Division is chiefly tasked with departmental management responsibilities and support functions, including overall Department direction and coordination, agenda management and calendaring, budgeting, and invoicing, personnel matters, departmental representation, and public outreach. As time allows and Departmental needs require, the Department Director and/or Management Assistant may also take on special, department-wide projects or assist particular Department divisions or the City Manager with special projects and assignments.

### **Projects, Programs & Services/Ongoing Work Efforts**

The table below lists projects, programs and services currently being undertaken or provided by the Administrative Division. It provides an estimate of the staff time per project, program, or service in the current fiscal year.

### **Key Accomplishments and Project Milestones, FY 2021-22**

In continuing response to the Covid-19 crisis, Division staff have supported Department needs during remote operations. Staff continue to implement Departmental reforms in response to the 2017 Citygate report and recommendations pertaining to consistent practices and procedures, file management, invoicing, cycle-time standards for permit processing, website updates, data management, and Department-wide training.

**Table 13: Administration Division, Current Projects, Programs, and Services  
FY 2021-22**

CURRENT PROJECTS AND PROGRAMS		FTE
Total Program Staff		2.0
Administrative and Required Services		2.0
	Planning Commission Secretary/Minutes	
	Zoning Administrator	
	Interdepartmental and interdivision coordination	
	Department supervision and direction	
	Annual Work Program	
	Personnel and performance evaluations	
	Budgeting and invoicing	
	Agenda management and calendaring	
	Contract management	
	Departmental support functions, file management	
	Department representation to Council and other agencies	
	Noticing of public hearings	
	Other public outreach	
	Response to public inquiries	
Special Projects (as assigned)		
<b>Total Subscribed</b>		<b>2.0</b>
<b>Program Staff</b>		<b>2.0</b>
<b>Available Capacity</b>		<b>0.0</b>

### Potential New Projects

**Table 14: Administration Division, Potential New Projects and Programs**

POTENTIAL NEW PROJECTS AND PROGRAMS		Staff FTE	Consultant Cost
1	18-month Organizational Transition Plan	0.2	\$12,000
Total		<b>0.2</b>	

## **PROJECT NARRATIVES AND SCHEDULES**

This section presents information by project and program for each Division, including a detailed project description, how the project supports the City's Strategic Plan, project milestones, project schedule and expected completion date. As noted in the Introduction, the schedules shown are tentative and intended as a conceptual tool for project management. They are subject to change due to any number of factors and should not be taken as a fixed commitment.

This page intentionally left blank.



## **Advance Planning Division**

### ***Projects to Continue into FY 2022-23***

#### **Local Coastal Program**

##### *Description*

Certification of the City's Local Coastal Program is required by the California Coastal Act before the Coastal Commission will delegate Coastal Development Permit authority to the City. The Local Coastal Program consists of the portions of City's General Plan Land Use Element, Zoning Code and zoning maps applicable to the portions of the City within the Coastal Zone. With the adoption of the New Zoning Ordinance (Title 17 of the Goleta Municipal Code), City staff, consultant team, and Coastal Commission staff are proceeding with a coordinated review of the City's General Plan and zoning for consistency with the California Coastal Act. Any and all suggested modifications will be reviewed with the public, Planning Commission, and City Council. Prior to formal submittal to the Coastal Commission, Council will consider related the Local Coastal Program application submittal package, consider any recommended amendments, and adopt an environmental review.

##### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES
  - Strategic Goal: Support and implement the General Plan

##### *Project Milestones*

- General Plan adoption in 2006
- March 2020, adoption of the new Zoning Ordinance (Title 17 of the GMC)

##### *Schedule and Completion*

Following new Zoning Ordinance completion, including the follow-up amendments requested by Council (refer to separate Title 17 update work item), final certification of the LCP is expected to be an approximately 34-month process.

This page intentionally left blank.

LCP Workflow and Schedule			Party/Parties	Begin	End	Year 1												Year 2												Year 3											
						Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34		
1	CCC Staff Consultation																																								
1.1	Consult with CCC staff																																								
2	Policy Update																																								
2.1	GPA Initiation	AP																																							
2.2	Refine Draft Policies	AP/RRM																																							
2.3	Public Workshops	AP/RRM																																							
2.4	CC/PC Update	AP/RRM																																							
2.5	Refine Policies	AP/RRM																																							
2.6	PC Hearing(s)	AP/RRM																																							
2.7	CC Hearing (s)	AP/RRM																																							
2.8	CEQA	AP/RRM																																							
2.9	Document Update	AP/ICF																																							
3	Regulations Update																																								
3.1	Update NZO Regulations	AP/RRM																																							
3.2	Public Workshops	AP/RRM																																							
3.3	CC/PC Update	AP/RRM																																							
3.4	Release Hearing Draft	AP/RRM																																							
3.5	PC Hearing	AP/RRM																																							
3.6	CC Hearing (s)	AP/RRM																																							
3.7	CEQA	AP/RRM																																							
3.8	Post-Adoption Updates	AP/Clerk																																							
4	Coastal Commission Review																																								
4.1	Prepare City Submittal	AP/RRM																																							
4.2	CCC Review	AP/RRM																																							
4.3	CCC Hearing	AP/RRM																																							
4.4	PC Hearing	AP/RRM																																							
4.5	CC Hearing	AP/RRM																																							

This page intentionally left blank.

## **Short-Term Vacation Rentals Title 17 Ordinance Revisions**

### *Description*

In conjunction with any necessary revisions to Title 5, Chapter 5.08, by the Finance Department, this project includes the preparation and adoption of any revisions to Title 17 necessary to address General Plan Implementation Action HE-IA-1.7. The ordinance will address identified issues regarding impacts of STVRs on residential neighborhoods and the City's existing housing stock. Potential regulations to be considered include but are not limited to: STVR rental caps (Citywide or by area of the City), separation requirements between STVRs, owner-occupant requirements, different regulations based on the type of STVR (entire unit, guesthouse, or bedroom), and limits on the number of STVRs owned and/or operated by one person or entity.

### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ECONOMIC VITALITY:
  - Strategic Goal: Support organizations, programs and policies that facilitate affordable housing for the Goleta workforce
- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES:
  - Strategic Goal: Support and implement the General Plan

### *Project Milestones*

- Data Collection (by Finance Department)
- Public Outreach
- Drafting Regulations
- Environmental Review
- Adoption Hearings

### *Schedule and Completion*

One begun, the estimated time for project completion is approximately twelve months.

This page intentionally left blank.

Short-Term	Vacation Rental Title 17 Amendments Schedule		Month															
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Public Outreach																	
1.1	Public Workshops	PER/Finance																
1.2	Website Maintenance	PER/Finance																
2	Data Collection																	
2.1	Data Collection	Finance Dept.																
3	Prepare Tree Protection Ordinance																	
3.1	Draft Ordinance	PER/Finance																
3.2	Internal Review of Ordinance	PER/Finance																
3.3	Release Draft Ordinance	PER/Finance																
4	CEQA																	
4.1	Prepare Environmental Document	PER																
5	Adoption																	
5.1	PC Recommendation Hearing	AI																
5.2	PC Staff Report	PER																
5.3	City Council Adoption Hearing	AI																
5.4	CC Staff Report	PER																

This page intentionally left blank.



## **Housing Element Update**

### *Description*

Since 1969, California has required that all local governments adequately plan to meet their share of regional housing needs. California's local governments meet this requirement by adopting housing plans as part of their General Plans, which serve as the local government's "blueprint" for how they will grow and develop. The law mandating that housing be included as an element of each jurisdiction's General Plan is known as Housing Element law. In the Santa Barbara County region, housing need is addressed through a regional process and Housing Elements must be updated every eight years. This project will update the City of Goleta's General Plan to incorporate Goleta's next regional housing need allocation and address the Regional Housing Needs Assessment (RHNA) for the eight-year planning period of 2023-2031.

### *Strategic Plan Consistency*

This project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS
  - Strategic Goal: Provide professional, efficient, and responsible customer Service
    - Objectives: Provide timely feedback on responses to issues and resolutions to citizen Complaints

### *Project Milestones*

- Participate in the SBCAG RHNA planning process.
- Hold three public workshops within the first year of RHNA allocations being given to City.
- Holding requisite Planning Commission and City Council hearings and adopt Housing Element update within 18 months of RHNA allocations.

### *Schedule and Completion*

Completion date depends on successful public outreach at workshops and no continuances or additional public hearings being requested at Planning Commission or City Council. SBCAG anticipates receiving its housing need allocation for the next eight-year projection period in fall of 2021, which will set the new regional housing planning process in motion.

This page intentionally left blank.

Housing Element Update Schedule																				
Advance Planning (4300)																				
		2020	2021											2022						
		Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
1	Project Initiation																			
1.1	RFP/RFQ Release																			
1.2	Consultant Interviews and Selection																			
1.3	Contract Execution																			
1.4	Kickoff Meeting																			
1.5	City Tour																			
2	Date Gathering/Document Review																			
2.1	Review City Documents																			
2.2	Review Dev. Projects																			
2.3	Sites Analysis																			
3	Public Outreach																			
3.1	Outreach Program																			
3.2	Website Management																			
3.3	Outreach Opportunities/Workshops																			
3.4	Housing Sites Visualization Materials																			
4	Housing Element Update																			
4.1	Admin Draft																			
4.2	Public Review Draft																			
4.3	Hearing Draft																			
5	Public Review and Adoption																			
5.1	Public Hearings																			
5.2	Transmit to State HCD for Review																			
5.3	Revise Element and Re-Adopt as needed (before 2-15-23)																			

This page intentionally left blank.

## **Objective Design Standards**

### *Description*

The City currently relies on a combination of objective and subjective design standards and guidelines, implemented through a design review process with the City's Design Review Board and other decision makers, to regulate the design of most housing projects. This project will create a thorough set of objective design standards to govern the development of multiple dwelling housing, both for exclusively residential development proposals and for mixed-use development proposals. The project will result in standards that will be consistent with the requirements for objective standards in compliance with Senate Bill (SB) 35 (Government Code Section 65913.4) and the Housing Accountability Act, as amended in 2019 by SB 330

### *Strategic Plan Consistency*

This Objective Design Standards project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL:
  - Strategic Goal: Support and implement the General Plan
- SUPPORT ECONOMIC VITALITY:
  - Strategic Goal: Support organizations, programs, and policies that facilitate affordable housing for the Goleta workforce

### *Project Milestones*

- SB 2 grant funding application submitted to HCD in June 2020.
- Consultant selection
- Public outreach
- Objective Design Standards preparation
- Workshops and adoption hearings

### *Schedule and Completion*

Timeline for this project is estimated to be 14 months from project start, including request for proposals and consultant hiring process.

This page intentionally left blank.

Objective Design Standards Schedule															
Advance Planning (4300)															
		2020	2021												2022
		Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
1	Project Initiation														
1.1	RFP/RFQ Release														
1.2	Consultant Interviews and Selection														
1.3	Contract Execution														
1.4	Kickoff Meeting														
1.5	City Tour														
2	Date Gathering/Document Research and Review														
2.1	Review City Documents														
2.2	Review Dev. Projects														
2.3	Sites Analysis														
3	Public Outreach														
3.1	Outreach Program														
3.2	Website Management														
3.3	Outreach Opportunities/Workshops														
3.4	Visualization Materials														
4	Objectice Standards														
4.1	Admin Draft														
4.2	Public Review Draft														
4.3	Hearing Draft														
5	Public Review and Adoption														
5.1	Public Hearings														
5.2	Final Standards														
5.3	User's Guide														

This page intentionally left blank.



## ***Advance Planning Division, Potential New Projects and Programs***

### **ALUCP Airport Overlay General Plan and Zoning Amendment**

#### *Description*

This project would include regulations for an Airport Overlay as part of a Title 17 Amendment following the adoption of the Airport Land Use Compatibility Plan (ALUCP) by the Santa Barbara County Association of Governments (SBCAG). A General Plan Amendment (GPA) initiation and related amendments to the Land Use and Safety Elements would be required as part of this project. Environmental review would be required for the General Plan and Title 17 amendments.

#### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability

#### *Project Milestones*

- GPA Initiation
- Draft GPA to Address the ALUCP
- Draft Airport Overlay zoning regulations
- Prepare environmental document
- Planning Commission hearing
- Council hearing and adoption

#### *Schedule and Completion*

An important scheduling consideration is the requirement to adopt ALUCP-related GPAs within 180 days of the adoption of the ALUCP by the SBCAG. Given this short timeline, the GPA initiation should occur prior to the anticipated adoption of the ALUCP, which is anticipated in December 2022. Consultant support is necessary to assist with the amendments, regulations, and the environmental document.

This page intentionally left blank.

Airport Overlay Schedule			2022			2023					
		Party/Parties	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
<b>1</b>	<b>General Plan Amendments</b>										
1.1	City Council GPA Initiation Hearing	PER									
1.2	Draft General Plan Amendments	PER									
<b>2</b>	<b>Zoning Regulations</b>										
2.1	Retain Consultant	PER									
2.2	Draft Airport Overlay Regulations	PER/Consultant									
2.3	Prepare Environmental Document	PER/Consultant									
2.4	Coordination with SBCAG/Airport Staff	PER									
<b>3</b>	<b>Public Process</b>										
3.1	Planning Commission Recommendation Hearing	PER/Consultant									
3.2	City Council Adoption Hearing	PER/Consultant									
Assumption:	Schedule assumes SBCAG adopts the Airport Land Use Compatibility Plan in December 2022.										

This page is intentionally left blank.

## **Local Housing Preference Ordinance**

### *Description*

At the present time, the City does not have either a defined local housing preference. The affordable and market rate housing stock are accessible to anyone. This possible project involves the development of an ordinance for a Local Housing Preference Ordinance. A local housing preference would offer the opportunity to house Goleta employees in Goleta.

### *Strategic Plan Consistency*

This Local Housing Preference Ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ECONOMIC VITALITY:
  - Strategic Goal: Support organizations, programs, and policies that facilitate affordable housing for the Goleta workforce

### *Project Milestones*

- Conduct research on other local housing preference ordinances.
- Develop regulations, including possible incentives.
- Public outreach
- Develop draft regulations and workshop with the public
- Prepare a CEQA document
- Finalize the ordinance
- Adoption hearings

### *Schedule and Completion*

Timeline for this project is estimated to be 10 months from project start. CEQA process is shown, although the project may be exempt from CEQA, since it pertains to only to establishment of a fee and does not contemplate physical development not already planned.

This page intentionally left blank.

Local Housing Preference Ordinance											
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
<b>1</b>	<b>Prepare Amendments</b>										
1.1	Research Other Jurisdictions										
1.1	Review Title 17 for Edits										
1.2	Draft and Format Edits										
1.3	Public Outreach and Workshops										
1.3	CEQA Documentation										
<b>2</b>	<b>Amendment Hearings</b>										
2.1	Draft PC Hearing Packet and Notice										
2.2	PC Recommendation Hearing										
2.3	Draft CC Hearing Packet and Notice										
2.3	CC Amendment Hearing										
<b>3</b>	<b>Updates Title 17</b>										
3.1	Finalize Amendment Files										
3.2	Update Digital Files										

This page intentionally left blank.



## **Old Town Visioning Process**

### *Description*

Old Town is a unique area with a special place in the hearts of Goletans. This project would involve a discreet visioning process through a series of workshops to gain public input on the long-term vision for Old Town Goleta. It would focus on the mix of uses allowable in and the desired look and feel of Old Town, informed by its historical context, with the intent of developing a vision statement prior to action on other, distinct projects with the potential to affect Old Town.

### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability

### *Project Milestones*

- Community workshops
- Draft Vision Statement
- Planning Commission hearing
- Council hearing

### *Schedule and Completion*

The intent is to complete this visioning process prior to making decisions on several, discrete proposals with the potential to affect Old Town, which are currently under consideration, including parking standards, development impact fee beneficial project waivers and a potential formation of a business improvement district.

This page intentionally left blank.

Old Town Visioning Process									
		Party/Parties							
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
<b>1</b>	<b>Workshops</b>	PER/NSPS/PW							
<b>1.1</b>	<b>Public Outreach</b>								
1.1.1	Kickoff Workshop #1	PER/NSPS/PW							
1.1.2	Workshop #2	PER/NSPS/PW							
<b>1.2</b>	<b>Hearings</b>								
1.2.1	PC Hearing	PER/NSPS/PW							
1.2.1.1	Prep - Staff Report	PER/NSPS/PW							
1.2.2	CC Hearing	PER/NSPS/PW							
1.2.2.1	Prep - Staff Report	PER/NSPS/PW							
<b>2</b>	<b>Vision Statement</b>								
2.1	Draft Vision Statement	PER/NSPS/PW							
2.2	Finalize Vision Statement	PER/NSPS/PW							
<b>3</b>	<b>Website Updates</b>								
3.1	Create and Maintain project webpage	PER							

This page intentionally left blank.

## **Battery Storage Comprehensive General Plan Amendment**

### *Description*

This project would comprehensively evaluate the suitability of utility-scale battery storage facilities within the City of Goleta and identify in what land use designations and zones such projects would be compatible, given existing land uses and potential safety issues raised by large, lithium-ion battery storage facilities. Any land use changes proposed as part of the project would require a General Plan amendment and environmental review.

### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability

### *Project Milestones*

- Public workshops
- Draft GPA
- Prepare environmental document
- PC hearing
- Council hearing and adoption

### *Schedule and Completion*

An important scheduling consideration in undertaking this comprehensive review is the pending Southern California Edison Request for Offers (RFO), which seeks battery storage and distributed energy resource proposals as a way to address energy reliability concerns in the Goleta area. Under the RFO, successful proposals are expected to be constructed and on-line by spring of 2021. Given this short timeline, battery storage projects may proceed under the existing General Plan and zoning with appropriate environmental review in parallel with the comprehensive evaluation. It would otherwise be unrealistic for the GPA to be completed in time for battery storage projects to meet this timeframe.

This page intentionally left blank.

Battery Storage GPA Workflow and Schedule																
		Party/Parties														
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14
<b>1</b>	<b>GPA - Battery Storage</b>	<b>PER</b>														
<b>1.1</b>	<b>Draft Revisions to General Plan</b>	PER/Consultant														
<b>1.2</b>	<b>Public Outreach</b>															
1.2.1	Kickoff Workshop #1 - Overview	PER/Consultant														
1.2.2	Workshop #2	PER/Consultant														
1.2.4	Workshop #3	PER/Consultant														
1.2.5	PC Hearing	PER/Consultant														
1.2.5.1	Prep - Staff Report	PER/Consultant														
1.2.6	CC Adoption	PER/Consultant														
1.2.6.1	Prep - Staff Report	PER/Consultant														
1.2.7	Website Maintenance	AP														
<b>1.3</b>	<b>Update General Plan &amp; NZO</b>															
1.3.1	Revise GP Policies as Directed	Consultant														
1.3.1	Revise NZO Development Standards as Directed	Consultant														
1.3.4	Repro and Distribute NZO/GP Updated Pages	PER/Consultant														
<b>1.4</b>	<b>Environmental Review</b>															

This page intentionally left blank.



## **Revisit General Plan Amendment Initiation Process**

### *Description*

Some Council members have suggested revisiting and clarifying the process and criteria by which amendments to the General Plan are initiated. Currently, any General Plan Amendment proposed as part of a development project is evaluated against five factors outlined in City Council Resolution No. 12-13: the amendment proposed appears to be consistent with the Guiding Principles and Goals of the General Plan; the amendment proposed appears to have no material effect on the community or the General Plan; the amendment proposed provides additional public benefit to the community as compared to the existing land use designation or policy; public facilities appear to be available to serve the affected site, or their provision will be addressed as a component of the amendment process; or the amendment proposed is required under other rules or regulations.

This project would reconsider these criteria and the process by which the City considers whether to initiate such amendments to the General Plan.

### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS
  - Strategic Goal: Provide professional, efficient, and responsible customer Service
    - Objectives: Provide timely feedback on responses to issues and resolutions to citizen Complaints
  - Strategic Goal: Continually strive to improve customer service
    - Objective: Based on results of the Information Technology (IT) assessment, invest in technologies that will improve the City's website and the efficiency of online services offered, social media platforms, direct email, text, and voice services, and the City's cable channel

### *Project Milestones*

- City Council Workshop
- Resolution preparation
- City Council hearings

### *Schedule and Completion*

A start date of this project has yet to be established. Based on the schedule provided, revisions to Council Resolution 12-13 or the development of an entirely new initiation procedure will likely take seven months.

GPA Initiation Procedures Workflow and Schedule									
		Party/Parties							
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
1	Resolution Development								
1.1	Public Process								
1.1.1	City Council Workshop	PER							
1.1.1.1	CC Workshop Prep/Staff Report	PER							
1.1.2	Draft Resolution Preparation	PER							
1.1.3	CC Hearing 1	PER							
1.1.3.1	Staff Report Prep	PER							
1.1.3.1	CC Hearing 2	PER							
1.1.4	Staff Report Prep	PER							

This page intentionally left blank.

## **Climate Action Plan Update**

### *Description*

The City's Climate Action Plan presents the methods and results of a 2007 inventory of Greenhouse Gas (GHG) emissions, forecast future citywide emissions, establishes reduction targets for 2020 and 2030, and identifies actions that reduce GHG emission levels.

This project is an update to the CAP. The update will include an updated GHG inventory and a review and refinement of goals and reductions measures to ensure greater effectiveness and tracking if reductions.

### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES
  - Strategic Goal: Support and implement the General Plan

### *Project Milestones*

- Climate Action Plan adopted by City Council on July 15, 2014

### *Schedule and Completion*

One begun, the estimated time for project completion is at least eighteen months and possibly significantly longer. Until a consultant Request for Proposals has been completed, the exact schedule is difficult to determine.

This page intentionally left blank.

CAP Update Workflow and Schedule																
		Party/Parties	Begin	End	Year 1											
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1.1	Updated GHG Analysis	Consultant														
1.2	Public Outreach															
1.2.1	Kickoff Workshop	PER/Consultant														
1.2.2	WS 2 - Define Goals, ID Reduction Measures	PER/Consultant														
1.2.3	PC and or CC Update	PER/Consultant														
1.2.4	WS 3- Reduction Measures Review	PER/Consultant														
1.2.5	PC Hearing	PER/Consultant														
1.2.5.1	Prep - Staff Report	PER/Consultant														
1.2.6	CC Adoption	PER/Consultant														
1.2.6.1	Prep - Staff Report	PER/Consultant														
1.2.7	Website Maintenance	AP														
1.3	Update CAP															
1.3.1	Redefine Reduction Targets	Consultant														
1.3.1	Update Reduction Measures	Consultant														
1.3.3	Update Cost-Benefit Analysis	Consultant														
1.3.4	Finalize Document															

CAP Update Workflow and Schedule																
		Party/Parties	Begin	End	Year 2											
					Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
1.1	Updated GHG Analysis	Consultant														
1.2	Public Outreach															
1.2.1	Kickoff Workshop	PER/Consultant														
1.2.2	WS 2 - Define Goals, ID Reduction Measures	PER/Consultant														
1.2.3	PC and or CC Update	PER/Consultant														
1.2.4	WS 3- Reduction Measures Review	PER/Consultant														
1.2.5	PC Hearing	PER/Consultant														
1.2.5.1	Prep - Staff Report	PER/Consultant														
1.2.6	CC Adoption	PER/Consultant														
1.2.6.1	Prep - Staff Report	PER/Consultant														
1.2.7	Website Maintenance	AP														
1.3	Update CAP															
1.3.1	Redefine Reduction Targets	Consultant														
1.3.1	Update Reduction Measures	Consultant														
1.3.3	Update Cost-Benefit Analysis	Consultant														
1.3.4	Finalize Document															

This page intentionally left blank.



## **Transportation Element Update**

### *Description*

The Transportation Element Update will introduce revisions to the Goleta General Plan to bring the policies and transportation improvements within the Transportation Element up to date. The various subsections to be updated will relate to Regional Setting, Existing Street and Highway Systems, Transit Services, Passenger Rail Services, Existing and Forecasted Future Travel Conditions, and Transportation Issues and Needs. Activities will include retaining consulting/modeling assistance, public workshops, a Planning Commission recommendation hearing and City Council adoption hearing. The project will inform the Regional Housing Needs Allocation planning process, as needed. Environmental review is included in this project along with post-adoption Municipal Code updates for the City website and paper copies of the update to be inserted as replacement pages to the General Plan, as needed.

### *Strategic Plan Consistency*

This Transportation Element Update project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- **STRENGTHEN INFRASTRUCTURE**
  - Strengthen City-wide infrastructure including roads and traffic circulation, including bicycle lanes, paths, and sidewalks.
  - Encourage Use of Alternative Transportation Methods that Reduce Vehicle Miles Traveled (VMT).
- **RETURN OLD TOWN TO A VITAL CENTER OF THE CITY**
  - Complete infrastructure improvements in Old Town.
  - Improve parking availability in Old Town.

### *Project Milestones*

- Public Workshops – Conduct workshops to receive public input.
- CEQA Analysis – Early review of General Plan EIR to determine scope and bounds of any additional CEQA review that could be required.

### *Schedule and Completion*

This project is estimated to take approximately 18 months from the start date.

This page intentionally left blank

Transportation Element Update																				
		Party/Parties	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18
1	Interdepartmental Coordination	AP/PW																		
1.1	Consultant Selection	AP/PW																		
1.1.1	Prepare and Release RFP	AP/PW																		
1.1.2	Contractor Selection	AP/PW																		
1.1.2	Staff Report and Council Authorization	AP/PW																		
1.1.4	Execute Contract	AP/Finance																		
1.2	Background Research	AP/PW																		
1.3	Ongoing Coordination	AP/PW																		
2	Policy Assessment and Amendments																			
2.1	Identify List of Topics for Discussion and Change	AP/PW																		
2.2	Public Process	AP/PW																		
2.2.1	Public Workshops	AP/PW																		
2.2.1.1	Public Workshop Prep	AP/PW																		
2.2.2	Planning Commission Workshop	AP/PW																		
2.2.2.1	Staff Report	AP/PW																		
2.2.3	Planning Commission Hearing	AP/PW																		
2.2.3.1	PC Staff Report	AP/PW																		
2.2.4	City Council Adoption Hearing	AP/PW																		
2.2.4.1	CC Staff Report	AP/PW																		
2.2.5	City Council Adopting Second Reading	AP/PW																		
2.2.5.1	CC Staff Report	AP/PW																		
3	Regional Housing Needs Allocation Alignment																			
3.1	Ensure Transportation Element Accommodates RHNA	AP/CAO/PW																		
4	CEQA																			
4.1	Develop Project Description	AP/PW																		
4.2	Prepare CEQA Document	AP/PW																		
5	Post-Adoption	Clerk/PER/Etc.																		
5.1	Electronic and hard copy replacement pages	Clerk																		

This page intentionally left blank.

## **Transfer of Development Rights Ordinance/Program**

### *Description*

The General Plan includes Implementation Action LU-IA-5 that outlines a Transfer of Development Rights Ordinance/Program to be developed by the City. This work program project is intended to satisfy LU-IA-5 by creating an ordinance prescribing procedures for transfer of development rights from parcels within Goleta that may not be buildable due to policy limitations associated with habitat resources to receiving sites designated by the Land Use Plan map for residential use. In addition to the ordinance, the program would need to identify both sending and receiving sites and describe the procedures applicable to approval of individual density transfers. In order to facilitate regional planning goals, the program may include the consideration of areas outside the City's jurisdiction as sender and/or receiver sites.

### *Strategic Plan Consistency*

This ordinance/program project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY
  - Strategic Goal: Adopt best practices in sustainability
- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES
  - Strategic Goal: Support and implement the General Plan

### *Project Milestones*

- Identify potential sending and receiving sites
- Conduct public and Planning Commission workshops
- Development and Adoption of a Transfer of Development Rights Ordinance

### *Schedule and Completion*

This project is estimated to take approximately 17 months from the start date.

This page intentionally left blank

Transfer of Development Rights Ordinance/Program																			
		Party/Parties																	
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17
<b>1</b>	<b>Consultant Selection</b>	<b>AP</b>																	
1.1	Prepare and Release RFP	AP																	
1.2	Contractor Selection	AP																	
1.3	Staff Report and Council Authorization	AP																	
1.4	Execute Contract	AP/Finance																	
<b>2</b>	<b>Regulations Development</b>																		
2.1	Identify List of Sending and Receiving Sites	AP/Consultant																	
2.2	Public Process	AP/Consultant																	
2.2.1	Public Workshops	AP/Consultant																	
2.2.1.1	Public Workshop Prep	AP/Consultant																	
2.2.2	Planning Commission Workshop	AP/Consultant																	
2.2.2.1	Staff Report	AP/Consultant																	
2.2.3	Planning Commission Hearing	AP/Consultant																	
2.2.3.1	PC Staff Report	AP/Consultant																	
2.2.4	City Council Adoption Hearing	AP/Consultant																	
2.2.4.1	CC Staff Report	AP/Consultant																	
2.2.5	City Council Adopting Second Reading	AP/Consultant																	
2.2.5.1	CC Staff Report	AP/Consultant																	
<b>3</b>	<b>Ordinance Development</b>																		
3.1	Draft Ordinance	AP/CAO/Consultant																	
<b>4</b>	<b>CEQA</b>																		
4.1	Develop Project Description (Regulations)	Consultant																	
4.2	Prepare CEQA Document	Consultant																	
<b>5</b>	<b>Post-Adoption</b>	<b>Clerk/PER/Etc.</b>																	
5.1	Incorporate in to online Municipal Code	Clerk																	

This page intentionally left blank.



## **Tree Protection Ordinance**

### *Description*

This project includes the preparation and adoption of a Tree Protection Ordinance. The ordinance will satisfy General Plan Implementation Action CE-IA-4. The ordinance will address tree protection standards, for example: heritage trees; public right-of-way trees; parking lot shade trees; native trees; protective buffer widths for native trees, tree protection zones, and mitigation ratios; street and parkway trees; and anti-topping.

### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES
  - Strategic Goal: Support and implement the General Plan

### *Project Milestones*

- Retain consultant
- Public Outreach
- Field Work
- Drafting Regulations
- Environmental Review
- Adoption Hearings

### *Schedule and Completion*

Once started, the estimated time for project completion is at least eighteen months and possibly significantly longer. Until a consultant Request for Proposals has been completed, the exact schedule is difficult to determine.

This page intentionally left blank.

Tree Protection Ordinance Schedule			Month											
			1	2	3	4	5	6	7	8	9	10	11	12
<b>1</b>	<b>Public Outreach</b>													
1.1	Public Workshops	PER/PW												
1.2	Technical Advisory Committee Meetings	PER/PW												
1.3	Website Maintenance	PER/PW												
<b>2</b>	<b>Field Work</b>													
2.1	Assess Public and Private Trees	Consultant												
<b>3</b>	<b>Prepare Tree Protection Ordinance</b>													
3.1	Draft Ordinance	Consultant												
3.2	Internal Review of Ordinance	PER/PW												
3.3	Release Draft Ordinance	PER/PW												
<b>4</b>	<b>CEQA</b>													
4.1	Prepare Environmental Document	Consultant												
<b>5</b>	<b>Adoption</b>													
5.1	PC Recommendation Hearing	AI												
5.2	PC Staff Report	PER												
5.3	City Council Adoption Hearing	AI												
5.4	CC Staff Report	PER												
Assumption:	RFP, consultant selection, and contract execution occurs prior to the start of work.													

This page intentionally left blank.

## **Citywide Design Guidelines**

### *Description*

The City currently relies on a combination of objective and subjective design standards and guidelines, implemented through a design review process with the City's Design Review Board and other decision makers, to regulate the design of most housing projects. This project will create a thorough set of design guidelines to govern the development of various land uses in the City, with the exception of multiple dwelling housing. Multiple dwelling housing design standards is a separate project. The project will result in citywide design guidelines.

Consistent with General Plan Implementation Action VH-IA-2, this project will provide a consistent basis for reviewing and evaluating projects or improvements proposed within the city. The guidelines should reinforce and provide consistency to the design goals and policies set forth in the Land Use Element for single-family residential, multifamily residential, commercial/industrial, institutional/public, and quasi-public development. The Design Guidelines should also address outdoor lighting, including quality and quantity of illumination levels, glare, light pollution, energy efficiency, safety, and security.

### *Strategic Plan Consistency*

This Citywide Design Guidelines project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL:
  - Strategic Goal: Support and implement the General Plan
- SUPPORT ECONOMIC VITALITY:
  - Strategic Goal: Support organizations, programs, and policies that facilitate affordable housing for the Goleta workforce

### *Project Milestones*

- Consultant selection
- Public outreach
- Design Guidelines preparation
- Workshops and adoption hearings

### *Schedule and Completion*

Timeline for this project is estimated to be 18 months from project start, including request for proposals and consultant hiring process.

This page intentionally left blank.

Citywide Design Guidelines Schedule Advance Planning (4300)		Month																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>1</b>	<b>Project Initiation</b>																		
1.1	RFP/RFQ Prep and Release																		
1.2	Consultant Interviews / Selection																		
1.3	Contract Execution																		
1.4	Kickoff Meeting																		
1.5	City Tour																		
<b>2</b>	<b>Date Gathering/Document Research and Review</b>																		
2.1	Review City Documents																		
2.2	Review Dev. Projects																		
2.3	Sites Analysis																		
<b>3</b>	<b>Public Outreach</b>																		
3.1	Outreach Program																		
3.2	Website Management																		
3.3	Opportunities/Workshops																		
3.4	Visualization Materials																		
<b>4</b>	<b>Design Guidelines</b>																		
4.1	Admin Draft																		
4.2	Public Review Draft																		
4.3	Hearing Draft																		
<b>5</b>	<b>Public Review and Adoption</b>																		
5.1	Public Hearings																		
5.2	Final Guidelines																		
5.3	User's Guide																		

Assumption: Schedule to be updated to reflect the consultant contract.

This page intentionally left blank.



## **South Kellogg Industrial Area**

### *Description*

Following the Current Planning and Code Enforcement effort to address land use conflicts and Code Compliance matters in the South Kellogg Industrial Area of Goleta per LU 4.6 (see separate Current Planning work item), Advance Planning staff will assist with any needed land use designation and zone changes as envisioned by Land Use Element Implementation Action LU-IA-6.

### *Strategic Plan Consistency*

This Citywide Design Guidelines project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL:
  - Strategic Goal: Support and implement the General Plan
- SUPPORT ECONOMIC VITALITY:
  - Strategic Goal: Support organizations, programs, and policies that facilitate affordable housing for the Goleta workforce

### *Project Milestones*

- Project milestones and the Advance Planning project description are dependent on the outcome of the Current Planning and Code Compliance work effort.

### *Schedule and Completion*

Timeline for this project will depend on the outcome of the Current Planning and Code Compliance work effort consistent with Land Use Element LU-IA-6.

This page intentionally left blank.

## **Current Planning Division**

### ***Projects to Continue into FY 2022-23***

#### **Development of a Permit Procedures Manual**

##### *Description*

A Permit Procedures Manual is a guide to planners and others describing the steps in the permitting process for both discretionary and ministerial permits. Development of a Permit Procedures Manual is an essential step to establish and chronicle consistent procedures in the development application review and permitting process. It will help ensure uniform application of procedures and adherence to cycle-time standards as well as memorialize essential institutional knowledge for training new generations of planning staff. This project has trailed Permit Tracking System and Standard Conditions development, which have taken priority.

##### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- **ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS**
  - Strategic Goal: Provide professional, efficient, and responsible customer Service
    - Objectives: Provide timely feedback on responses to issues and resolutions to citizen Complaints
  - Strategic Goal: Continually strive to improve customer service
    - Objective: Based on results of the Information Technology (IT) assessment, invest in technologies that will improve the City's website and the efficiency of online services offered, social media platforms, direct email, text, and voice services, and the City's cable channel

##### *Project Milestones*

- Comparison with County PPM
- Internal staff review and workshop
- Planning Commission update

##### *Schedule and Completion*

Project development will begin following New Zoning Ordinance and Permit Tracking System completion in late 2019 and extend into 2020.

This page intentionally left blank.

Permit Procedures Manual								
		Party/Parties						
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
1	Develop Permit Procedures Manual							
1.1	PPM Preparation	PI/LP						
1.1.1	Review County PPM and past City work	PI/LP						
1.1.2	Draft PPM	PI/LP						
1.1.3	Draft PPM Revisions	PI/LP						
1.1.4	Final PPM							
1.2	Internal Review	PER/CL						
1.2.1	Staff workshop to discuss process/issues	PER/CL						
1.2.2	Circulate draft PPM to Current Planning Division staff	PER/CL						
1.2.3	Second workshop	PER/CL						
2	Post-Adoption							
4.1	Staff Training	PI/LP						
4.2	Produce Copies for Staff	PER						
4.3	Post Online	PER						

This page intentionally left blank.

## ***Current Planning Division, Upcoming and Potential New Projects and Programs***

### **Update of CEQA Thresholds of Significance**

#### *Description*

CEQA Thresholds of Significance determine at what level an environmental impact is considered "significant" for purposes of the analysis required by the California Environmental Quality Act for all non-exempt projects. Update of these thresholds is necessary to reflect the goals of the City of Goleta. The City adopted the County of Santa Barbara CEQA thresholds at incorporation (re-adopted in 2008); these thresholds do not reflect City of Goleta's environmental goals or changes in regulatory framework since that time period (except for VMT adopted on July 1, 2020).

#### *Strategic Plan Consistency*

This project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
  - Objectives: Update the existing CEQA Thresholds Manual

#### *Project Milestones*

- 2008 adoption of the County of Santa Barbara's CEQA Thresholds 2013 SB 375 becomes law
- December 28, 2018, regulatory changes to the CEQA Guidelines that implement SB 743. Local governments required to apply new transportation impact metrics no later than July 1, 2020.
- July 2020, City of Goleta Adopts VMT threshold metric

#### *Schedule and Completion*

Commencement of this project in July 2022, with selection of a consultant. The project is anticipated to take approximately 16 months.

This page intentionally left blank.





This page intentionally left blank.

## **South Kellogg Industrial Area Compliance Program**

### *Description*

Undertake Code Compliance efforts to address land use conflicts and Code Compliance matters in the South Kellogg Industrial Area of Goleta as outlined in General Plan Policy LU 4.6 and Implementation Measures LU-IA-6. General Plan Policy LU 4.6 outlines the following steps:

- a. Inventory of Existing Businesses. The number of businesses and types of uses existing as of 2006 in the subject area is uncertain, as is whether all uses and development have been properly authorized by permits. In association with the owners of these parcels, the City shall require a precise inventory that includes the following information for each separate business activity: (1) the name of the business and its owner; (2) its location on the site; (3) a description of the type of use; and (4) existing site improvements.*
- b. Determination of Permit Status. The City shall review permit records and make a determination as to uses and/or development that have been duly authorized by the appropriate type of permits.*
- c. Cessation of Unpermitted Uses. Uses determined to not have proper permit authorization and which are not allowed by the zoning code shall be terminated.*
- d. Permit Applications. Existing uses and development determined to not have proper permit authorization but which are allowed by the zoning code shall be required to submit the appropriate applications to the City.*
- e. Mitigation of Adverse Impacts on the Adjacent Residential Area. Approvals of any permits shall include conditions that require mitigation of adverse effects on the adjacent residential area.*
- f. Time Frame. The City shall review the status of compliance after 3 years. If substantial progress has not been demonstrated, the City may initiate more intense code enforcement efforts and/or a General Plan amendment process to consider redesignation of the subject area to "Planned Residential – 8 units/acre" or other appropriate land use category.*

Land Use Element Implementation Action LU-IA-6, South Kellogg Industrial Area Compliance Program, provides that "[t]he City shall establish a systematic program to achieve land use compatibility between the South Kellogg Industrial Area and the adjacent residential area. The program shall include the components set forth in LU 4.6 and others as appropriate."

As stated in LU 4.6, the area in question is designated as General Industrial and consists of about 14 parcels, generally located between Highway 101 and Armitos Avenue (including APNs 071-041-029; 071-041-030; 071-041-031; 071-041-032; 071-041-033; 071-041-038; 071-041-039; 071-041-040; 071-041-041; 071-043-002; 071-090-074; 071-090-082; 071-090-083; and 071-090-047).

It is uncertain whether the development and types of uses that exist in this area have been properly authorized and/or can be authorized by permits. Some of the uses known to occur in this area include boat repair; automotive repair; automotive body repair; automotive wrecking/ junk yard; rock crushing, and contractor storage/business activities, etc. Most of the activities are not being conducted indoors and it is not uncommon to observe that these uses are occurring under tents or out of storage containers.

Given the magnitude of the issues, this project will be a multi-year effort involving Current Planning, Building, and Code Compliance staff members. In addition, assistance from the Finance Department staff and the City Attorney's Office would also be needed given the identified tasks. It is estimated that 0.5 FTE Associate Planner, 0.25 FTE Building Official, 0.25 -0.50 FTE Building Inspector, 0.25 of Code Compliance Office Specialist,<sup>2</sup> and 0.25 – 0.50 FTE Code Compliance Officer would be needed annually to accomplish this program. The cost associated with the Associate Planner, the Code Compliance Officer, and Code Compliance Office Specialist would be a soft cost. However, time spent on this project by these staff members would be time away from other responsibilities.

The cost associated with the time spent by the Building Official and Building Inspector would require an additional appropriation, since the work on this project would be beyond that provided by Willdan in relation to plan check and permit inspections. Depending on the range of time spent by the Building Inspector, the estimated cost for these additional services is approximately \$189,000- \$265,000 (\$94,500-135,000 annually) at the current hourly rates specified in Professional Services Agreement 2019-55.

An unknown number of businesses may be affected by this effort and the efforts to implement the above-referenced General Plan Policy and implementation measures. These efforts could result in some of the businesses relocating elsewhere, ceasing operations, or incurring substantial costs in terms of review process and construction to permit ongoing operations.

Finally, this work must be completed before any re-designation or rezoning of the area may take place per Implementation Measure LU-IA-6 (see the separate Advance Planning work item).

---

<sup>2</sup> This allotment represents ½ of the Code Compliance Office Specialist's time available, as this is a 19-hour per week position.

### *Strategic Plan Consistency*

This project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- MAINTAIN A SAFE COMMUNITY

### *Project Milestones*

- Undertake efforts to locate and review permits (Current Planning and Building) previously granted by the County and the City.
- Provide property owners the information collected regarding the approved uses on the property in question and allow time for self-regulation to bring properties into compliance.
- Engage with Santa Barbara County Fire Department, Santa Barbara Air Pollution Control Board, Santa Barbara County Certified Unified Program Agency (CUPA)<sup>3</sup> and other agencies to be part of the inspection team.
- Conduct inspection of the sites to identify violations in terms of uses, operational characteristics, and Building Code issues.
- Pursue Code Compliance through typical City processes (Notices of Violation, Administrative Citations, etc.) and review process, where uses and structures can be allowed by the General Plan and Title 17.

### *Schedule and Completion*

Commencement of this project is to be determined. The project is anticipated to take approximately 24 months.

---

<sup>3</sup> CUPA regulates businesses that handle hazardous materials, generate or treats hazardous waste, or operates aboveground or underground storage tanks.

This page has been intentionally left blank.

South Kellogg														
		Party/Parties												
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1	Research past Land Use and Building approvals for 14 parcels	P/Bldg												
2	Research Buisness Licenses approvals	CC												
3	Coordination with outside Agencies regarding inspection plan	CC/Bldg												
4	Provide Property and Business Owners with research information, ask for compliance, and permission to inspection properties	CC												
5	Seek Inspection warrants for properties/businesses that decline permission to inspect	CC												
6	Conduct Inspections in coordination with outside Agencies	CC/Bldg												
7	Issuance of NOV's to businesses and Property Owners with violations	CC												
8	Work with Property Owners to legalize unpermitted structures and use where possible	P/Bldg												
9	Follow Up on NOV's until area is brought into compliance with zoning standards and past approvals	CC/P/Bldg												
	P= Planning													
	CC= Code Compliance													
	Bldg= Building													

South Kellogg														
		Party/Parties												
			Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
1	Research past Land Use and Building approvals for 14 parcels	P/Bldg												
2	Research Buisness Licenses approvals	CC												
3	Coordination with outside Agencies regarding inspection plan	CC/Bldg												
4	Provide Property and Business Owners with research information, ask for compliance, and permission to inspection properties	CC												
5	Seek Inspection warrants for properties/businesses that decline permission to inspect	CC												
6	Conduct Inspections in coordination with outside Agencies	CC/Bldg												
7	Issuance of NOV's to businesses and Property Owners with violations	CC												
8	Work with Property Owners to legalize unpermitted structures and use where possible	P/Bldg												
9	Follow Up on NOV's until area is brought into compliance with zoning standards and past approvals	CC/P/Bldg												
	P= Planning													
	CC= Code Compliance													
	Bldg= Building													

This page has been intentionally left blank.



## **Sustainability Program**

### ***Projects to Continue into FY 2022-23***

#### **Regional Climate Collaborative**

##### *Description*

Following the Central Coast Sustainability Summit in October 2018, the County of Santa Barbara convened a Climate Action and Resiliency Community meeting. With 58 attendees representing state, local, and federal governments; community groups; private business; and academic institutions, the intent was to begin the conversation about working together at the scale needed to address climate change. Since that meeting, representatives from local governments have met numerous times beginning in November 2018 to consider how regional climate collaboration between a multi-sector network of organizations could address climate change mitigation and/or adaptation and resiliency. Formally launched in March 2020, the focus has shifted to the formation of and participation in issue-area subcommittees. Sustainability staff is participating in the public Clean Energy Assurance Subcommittee, transitioning from the Clean Energy Working Group which consisted of local government agency staff only. The Collaborative is structured as an unincorporated membership association, with the County of Santa Barbara providing fiscal and administrative support. The Collaboratives' objectives are listed below:

- Develop a common understanding of regional vulnerabilities and current strategies to address climate impacts.
- Identify regional priorities, planning efforts, strategies, and information and research needs.
- Provide a forum for local and regional organizations interested in tackling climate change efforts.
- Increase regional support and collaboration, leverage resources and opportunities, and avoid duplication.
- Increase the region's ability to identify and obtain resources to support regional priorities, strategies, and information needs.
- Provide a stronger voice for the Santa Barbara region, and its local entities, at the state and federal level to influence policy, regulatory, and funding decisions.
- Share information and best practices about addressing climate change, adaptation, and mitigation within the Santa Barbara region, as well as across the state and nation.

##### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Promote renewable energy, energy conservation and local energy resiliency
    - Continue to work with the Santa Barbara County Regional Climate Collaborative to share resources to address climate change

#### *Project Milestones*

- Formal Launch
- Formation of and Participation in Issue-Area Subcommittees
- Community Outreach
- Guidance and Feedback to Members on Plans/Projects
- Develop Funding Strategy
- Development of a Regional Climate Action Toolkit for County and Cities, including a GHG Inventory
- Development of Website with Member Portal and Public-Facing Pages

#### *Schedule and Completion*

A two-year work plan has been developed for the Collaborative Steering Committee and related Sub- Committees. See attached schedule for the Steering Committee

Regional Climate Collaborative - Steering Committee																
	Party/Parties	Begin	End	Year 1												
				Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	
1	Launch	SBCo	Month 1	Month 1												
2	Formation & Participation in Issue Area Sub-Committees	SBCo/Cities/Public	Month 6	Ongoing												
3	Review & Approve 2-Year Steering Committee Work Plan	Steering Committee	Month 1	Month 2												
4	Provide Guidance & Feedback to County/Cities During Plan Update Processes	Steering Committee	Month 3	Month 12												
5	Support Outreach Efforts	Steering Committee	Month 3	Month 12												
6	Oversee Development of Collaborative Website/Brand	Steering Committee	Month 3	Month 7												
7	Plan & Hold Two All-Members Meetings	Steering Committee	Month 4	Month 12												
8	Prepare a Development/Funding Strategy	Steering Committee	Month 5	Month 12												
9	Provide Guidance & Feedback to County/Cities During Plan Update Processes	Steering Committee	Month 13	Month 24												
10	Support Outreach Efforts	Steering Committee	Month 13	Month 24												
11	Develop Launch and Outreach Plan for Regional Climate Action Framework	Steering Committee	Month 13	Month 24												
12	Plan & Hold Two All-Members Meetings	Steering Committee	Month 14	Month 24												
13	Release Regional Climate Action Toolkit (various components likely available earlier)	Steering Committee	Month 6	Month 24												

Regional Climate Collaborative - Steering Committee																
	Party/Parties	Begin	End	Year 2												
				Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	
1	Launch	SBCo	Month 1	Month 1												
2	Formation & Participation in Issue Area Sub-Committees	SBCo/Cities/Public	Month 6	Ongoing												
3	Review & Approve 2-Year Steering Committee Work Plan	Steering Committee	Month 1	Month 2												
4	Provide Guidance & Feedback to County/Cities During Plan Update Processes	Steering Committee	Month 3	Month 12												
5	Support Outreach Efforts	Steering Committee	Month 3	Month 12												
6	Oversee Development of Collaborative Website/Brand	Steering Committee	Month 3	Month 7												
7	Plan & Hold Two All-Members Meetings	Steering Committee	Month 4	Month 12												
8	Prepare a Development/Funding Strategy	Steering Committee	Month 5	Month 12												
9	Provide Guidance & Feedback to County/Cities During Plan Update Processes	Steering Committee	Month 13	Month 24												
10	Support Outreach Efforts	Steering Committee	Month 13	Month 24												
11	Develop Launch and Outreach Plan for Regional Climate Action Framework	Steering Committee	Month 13	Month 24												
12	Plan & Hold Two All-Members Meetings	Steering Committee	Month 14	Month 24												
13	Release Regional Climate Action Toolkit (various components likely available earlier)	Steering Committee	Month 6	Month 24												

This page intentionally left blank.

## **Strategic Energy/100% Renewable Electricity Plan (SEP) Implementation**

### *Description*

Resolution 17-52 required that the City develop a work plan to identify how it will reach the following renewable energy goals: 1) 100% of electricity use by municipal facilities to come from renewable sources by 2030, including at least 50% of electricity use from renewable sources by 2025; and 2) 100% of electricity for the City's community electricity supply to come from renewable sources by 2030. To meet these goals and to improve the reliability and resiliency of the local energy grid, the City of Goleta entered into an agreement with the County of Santa Barbara and the City of Carpinteria to work together to develop a regional strategic energy plan. Through this process, Goleta developed a city-specific roadmap to reach 100% renewable energy.

The City Council adopted the resulting Strategic Energy/100% Renewable Electricity Plan on July 16, 2019. The Plan identifies strategies in five program areas for the City to prioritize in order to meet its goal, including regulatory policy-driven actions to drive new local development, actions aimed at changing the electricity supply to Goleta, actions related to increasing options for financing renewable projects, actions to address electricity usage and supply at City facilities, and actions related to outreach and advocacy. For each strategy, the Plan identifies funding and staffing requirements, associated yearly timeline, and energy impacts.

### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Promote renewable energy, energy conservation and local energy resiliency
    - Implement the Strategic Energy Plan in furtherance of the City's adopted 100% renewable energy goals
    - Encourage energy conservation through enhanced insulation, LED replacement lighting and similar measures, including at City-owned facilities

Encourage renewable energy generation and use through installation of solar panels, battery energy storage, electric vehicle charging stations and similar measures, including at City owned facilities and complete installation of solar panels and electric vehicle charging stations at City Hall

- Continue to work with the Santa Barbara County Regional Climate Collaborative to share resources to address climate change

- Promote increased electric grid resiliency by encouraging backup inverters, microgrids, battery storage and other strategies, as appropriate, to enable Goleta to withstand blackouts and other energy challenges
- Strategic Goal: Adopt best practices in sustainability
  - Implement a Community Choice Aggregation Program by and through participation in Central Coast Community Energy's (CCCE) Program

### *Project Milestones*

The recommended actions to overcome barriers to renewable energy identified in the SEP are listed below as milestones of project implementation.

- Adoption of Ordinances to Streamline Solar and Storage Permitting
- Institution of Energy Benchmarks for Large Commercial Buildings
- Implement Community Choice Aggregation
- Develop a Community Solar Project
- Release an RFO for a Pilot Back-up Inverter Program
- Create a Property Assessed Clean Energy or On-Bill Financing Program
- Provide Financial Incentives to Support Project Viability
- Monitor and Apply for Regional, State, federal, and foundation grants
- Create and Implement an Energy Assurance Plan
- Support a County-Wide "One-Stop Shop" Resource & Education Center for Information on Regional Energy Programs

### *Schedule and Completion*

Each recommended action will have a separate timeline based on specific tasks required. See attached schedule from the Strategic Energy Plan estimated on an annual basis for each project milestone listed above.

Strategic Energy/100% Renewable Electricity Plan Implementation																
		Party/Parties	Begin	End	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1	Adoption of Ordinances to Streamline Solar and Storage Permitting	PER/CAO	Year 1	Year 1												
2	Institution of Energy Benchmarks for Large Commercial Buildings	PER	Year 1	Year 2												
3	Implement Community Choice Aggregation	PER	Year 1	Year 4												
4	Develop a Community Solar Project	PER	Year 1	Year 2												
5	Release an RFO for a Pilot Back-up Inverter Program	PER	Year 1	Year 2												
6	Create a Property Assessed Clean Energy or On-Bill Financing Program	PER	Year 1	Year 2												
7	Provide Financial Incentives to Support Project Viability	PER/Finance	Year 1	Year 9												
8	Monitor and Apply for Regional, State, Federal, and Foundation Grants	PER	Year 1	Ongoing												
9	Create and Implement an Energy Assurance Plan	PER/PW/INS	Year 1	Year 3												
10	Support a County-Wide "One-Stop Shop" Resource & Education Center for Information on Regional Energy Programs	PER/Regional Coordination	Year 1	Ongoing												
	Ongoing Monitoring/Reporting/Implementation															

This page intentionally left blank.



## **SEP - City Hall Microgrid-ready Solar Photovoltaic Project**

### *Description*

Encouraging renewable energy generation and use through installation at City-owned facilities is identified in the City's budget, Strategic Plan, and Resolution 17-52, which identifies Council's adopted 100% Renewable Energy Goal for the City by 2030. This resolution also includes an interim goal for at least 50% of electricity use by municipal facilities to come from renewable sources by 2025.

In pursuing this target, the City has an opportunity to lead by example by powering its own facilities with renewable energy, thus providing community-wide visibility and building momentum to fully implement the Strategic Energy Plan (SEP). In particular, the acquisition of the City Hall building allows the City to implement a high-visibility clean energy project that would help achieve the City's goal.

With completion of solar photovoltaic (PV) and battery energy storage and microgrid feasibility assessments in 2020, as well as numerous City Council and Standing Committee meetings (Energy/Green, Public Safety & Emergency Preparedness, Finance & Audit), a request for proposal process, Council action to select a vendor and technical configuration, and an extensive contract negotiation and approval process in 2021, the City Hall project now moves to implementation.

### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Promote renewable energy, energy conservation and local energy resiliency
    - Implement the Strategic Energy Plan in furtherance of the City's adopted 100% renewable energy goals
    - Encourage energy conservation through enhanced insulation, LED replacement lighting and similar measures, including at City-owned facilities
    - Encourage renewable energy generation and use through installation of solar panels, battery energy storage, electric vehicle charging stations and similar measures, including at City owned facilities
    - Complete installation of solar panels and electric vehicle charging stations at City Hall

- Promote increased electric grid resiliency by encouraging backup inverters, microgrids, battery storage and other strategies, as appropriate, to enable Goleta to withstand blackouts and other energy challenges

#### *Project Milestones*

- Energy Services Agreement and Loan Document approval
- Site study, PV engineering and design
- Interconnection application
- Design Review Board Advisory Review
- Permit drawings submitted for building permit
- PV equipment procurement
- PV construction
- Inspections and Permit Signoff
- SCE Permission-to-Operate

#### *Schedule and Completion*

See attached schedule.

City Hall Microgrid-ready Solar Photovoltaic Project																			
		Party/Parties	Begin	End	2021														
					Oct	Nov	Dec	January	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec
1	City Council Approval - Energy Services Agreement & Loan Documents	PER/CC	10/19/21	10/19/21															
2	Site Study, PV Engineering & Design	PER/Consultant	12/1/21	2/28/22															
3	Interconnection Application	Consultant	12/13/21	3/31/22															
4	Design Review Board Advisory Review	PER/Consultants/DR B	2/24/22	2/24/22															
5	Permit Drawings Submitted for Building Permit	PER/Consultant	3/1/22	4/30/22															
6	PV Equipment Procurement	Consultant	5/1/22	7/31/22															
7	PV Construction	PER/Consultant	8/1/22	9/30/22															
8	Inspections & Permit Sign-off	PER/Consultant	9/1/22	9/30/22															
9	SCE Permission to Operate	SCE/PER/Consultant	10/1/22	11/30/22															

This page intentionally left blank.

## **Electric Vehicle Charging Station Infrastructure Deployment**

### *Description*

Currently, transportation accounts for more than 50% of California's, and about 40% of Santa Barbara County's greenhouse gas emissions. In September 2020, Governor Newsom issued an executive order requiring sales of all new passenger vehicles to be zero-emission by 2035 and additional measures to eliminate harmful emissions from the transportation sector. The order directs the State Air Resources Board, the Energy Commission, Public Utilities Commission and other relevant State agencies, to use existing authorities to accelerate deployment of affordable fueling and charging options for zero-emission vehicles (ZEVs), in ways that serve all communities and in particular low-income and disadvantaged communities, consistent with state and federal law.

Encouraging electric vehicle charging stations is identified in the City's budget and Strategic Plan, and in 2020, the City Council adopted an Electric Vehicle Charging Station Permit Streamlining Ordinance. To prepare for the deployment of electric vehicle infrastructure in Goleta, staff began pursuing various funding opportunities in the latter half of 2021. This process focused on evaluating the potential for developing electric vehicle charging station (EVCS) infrastructure at City facilities. Applications were submitted to SCE's Charge Ready Program, the California Energy Commission's CALeVIP Program, the VW Light Duty EV Infrastructure Program, and the Santa Barbara County Air Pollution Control District's Clean Air Grants Infrastructure Program. Additionally, Central Coast Community Energy provides enhanced incentives for member agencies to support EV charging infrastructure development. Finally, conduit will be installed as part of the solar PV project at City Hall to allow for easy installation of a minimum of three dual-port EV chargers in the future.

SCE notified the City in November 2021 that it approved the Goleta City Hall site to preliminarily move forward with their Charging Infrastructure and Rebate offering. Under this offering, SCE provides – at no cost to the recipient - utility distribution service upgrades or the “make-ready” infrastructure up to the electrical vehicle supply equipment (EVSE) stub-out to support the installation of EV charging equipment, and also provides rebates to participants to help offset the purchase and installation of approved EV charging station equipment. Staff is working with the Green Committee on recommendations for the final design plan which will be brought forward to the full Council for consideration and approval with related agreements.

APCD has recently notified the City of an offer of grant funds for various equipment at the Goleta Valley Community Center totaling \$215,000. The final award amount and equipment will be based on a vendor proposed design as well as feasibility of installing the equipment based on coordination with the General Services and Public Works Departments relative to ongoing projects at the GVCC site. Staff is awaiting news from the CALeVIP program for the library location.

The deployment of EVCS can encourage local drivers to consider purchasing ZEVs and support the development of a local public charge network. Major benefits of EVRP include

improvement in local air quality, reduction of greenhouse gas emissions that impact climate change, increase in the use of renewable energy, and more efficient use of existing grid energy by off-peak ZEV charging. The City would be able to utilize assistance from local organizations in outreach. The Community Environmental Council and Ecology Action were awarded funding from an Electrify America grant to drive ZEV awareness and education in low-income and disadvantaged communities.

#### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Promote renewable energy, energy conservation and local energy resiliency
    - Encourage renewable energy generation and use through installation of solar panels, battery energy storage, electric vehicle charging stations and similar measures, including at City owned facilities and complete installation of solar panels and electric vehicle charging stations at City Hall

#### *Project Milestones*

The recommended actions to implement Electric Vehicle Charging Station Infrastructure Deployment are outlined below:

##### City Facilities:

- Participate in funding opportunities to support EVCS infrastructure (CALeVIP, APCD, Charge Ready 2, etc.)
- Select an EVCS vendor and proceed with contract approval and installation

##### Community Outreach:

- Support and leverage consumer education and outreach on the benefits of ZEVs
- Work with local organizations to raise awareness on ZEVs and available rebate and incentive programs

#### *Schedule and Completion*

See attached schedule.

Electric Vehicle Charging Station Infrastructure Deployment																
		Party/Parties	Begin	End	Year 1											
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1	Site visits and quotes from vendors for EVCS	PER	Month 1	Month 9												
2	Participate in funding opportunitites to support EVCS infrastructure	PER	Month 1	Month 12												
3	Energy / Green Issues Standing Committee Review	PER	Month 4	Month 9												
4	Contract Approvals	PER	Month 11	Month 12												
5	Installations	PER	Month 12	TBD												
Outreach and Education																
1	Create outreach material on available rebate and incentive programs	PER	Ongoing	Ongoing												
2	Work with local organizations to raise awareness on ZEVs	PER	Month 1	Month 12												

This page intentionally left blank.



## **Polystyrene Foam & Single-use Plastics Reduction**

### *Description*

In an effort to address the growing problem of plastics present in the environment, a number of California municipalities have proposed or passed ordinances addressing the distribution of Expanded Polystyrene foam (EPS) products and single use plastics (straws, stirrers, cutlery, condiment packets, plastic sandbags, etc.), including the Cities of Carpinteria and Santa Barbara. Following meetings with representatives from local environmental groups to discuss efforts being undertaken to educate the public about the extent of single-use plastic pollution in the environment and encourage people to voluntarily limit or discontinue the use of plastic straws and other single-use plastics, City Council has expressed support for examining the issue and considering a potential ban or otherwise reduction in use of such products.

The topic was discussed at the Green Committee in December 2021 to provide an update on recent state law (AB 1276) affecting the regulation of single-use plastic items, provide information on components of ordinances addressing single-use plastic reduction generally, including approaches utilized by other jurisdictions, and seek feedback from the Committee on next steps regarding development of similar regulations for the City. AB 1276 makes single-use food ware accessories only available on request and requires that on or before June 1, 2022, local jurisdictions shall authorize an enforcement agency to enforce the regulations. The Green Committee gave staff additional direction to draft regulations that go beyond AB 1276 requirements.

Staff is proceeding with a two-phased approach to development of single-use/plastics reduction regulations. The first phase will be development of an ordinance intended to solely comply with AB 1276. The second phase will be development of more comprehensive regulations for Council consideration, including a robust public outreach effort.

### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
    - Utilize the Sustainability Tools for Assessing and Rating (STAR) Community Rating System certification results as a means to assess sustainability efforts
    - Develop a Sustainability Plan to identify and achieve goals that foster Sustainability
    - Offer services and implement programs to help the community reduce, reuse and recycle materials to promote zero waste practices

### *Project Milestones*

- Model Ordinance Research
- Draft Ordinance – Phase I City Council Energy / Green Issues Standing Committee Review and Recommendation
- Council Consideration and Adoption Hearings – Phase I
- Community Engagement
- Draft Ordinance – Phase II
- City Council Energy / Green Issues Standing Committee Review and Recommendation
- Council Consideration and Adoption Hearings – Phase II
- Community Engagement

### *Schedule and Completion*

The project would require approximately 12 months from start to finish. See attached schedule.

EPS/Single-Use Plastics Reduction																	
		Party/Parties	Begin	End	Year 1												
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	
1	Model Ordinance Research	PER	Month 1	Month 3													
2	Draft Ordinance - Phase I (AB 1276 Compliance)	PER	Month 3	Month 4													
3	City Council Energy/ Green Issues Standing Committee Review and Recommendation	PER	Month 4	Month 4													
4	City Council Consideration and Adoption Hearings - Phase I	PER	Month 5	Month 6													
5	Community Engagement	PER/PIO/Code Compliance/PW	Month 6	Month 7													
6	Draft Ordinance - Phase II	PER	Month 7	Month 7													
7	City Council Energy/ Green Issues Standing Committee Review and Recommendation	PER	Month 8	Month 8													
8	City Council Consideration and Adoption Hearings - Phase II	PER	Month 9	Month 10													
9	Community Engagement	PER/PIO/Code Compliance/PW	Month 11	Ongoing													

This page intentionally left blank.

## **Shared Micro-mobility Pilot – Bicycles**

### *Description*

In 2016 UCSB began investigating the feasibility of establishing an on-campus bike share program. Other local entities were also exploring the idea for a regional bike share program, including Santa Barbara Bicycle Coalition, the County of Santa Barbara, the City of Santa Barbara, Santa Barbara City College, MTD, and the Santa Barbara County Association of Governments. UCSB interns assisted in developing a South Coast Bike Share Feasibility Report in partnership with these organizations. The topic was discussed at the Green Committee on June 8, 2016, and the Report was presented to the Committee on October 11, 2016. Since that time, UCSB decided to proceed with a pilot program and City of Goleta staff participated in UCSB's Request for Information vendor proposal review process, bicycle testing, and the vendor selection process. This process resulted in the development of an agreement between UCSB and CycleHop, LLC as UCSB's official bike share vendor.

The topic was initially discussed at the Green Committee in Fall 2018 in order to determine the most effective way to evaluate and implement a bike share program in Goleta. Options identified included joining an existing bike share program such as UCSB's, ban deployment and operation of bike share, establish a permitting program that would allow multiple bike share operators, and taking no further action. Due to the significant contribution of GHG emissions from the transportation sector, staff recommends continuing to prioritize pursuit of programs that support alternative transportation modes. Because Council adopted regulations prohibiting shared on-demand motorized scooter operations in December 2018, a focus on bike share only at this time is recommended.

At the Green Committee meeting in March 2021, the Committee received an update on status and approaches taken by neighboring jurisdictions to implement bike share and staff provided information on issues related to bike share operation generally. The Committee supported the creation of a survey to gauge community interest on a potential bike share pilot program and, at the meeting in June 2021, the Committee reviewed and discussed a draft survey prior to release. The survey was released in both English and Spanish in summer 2021 and yielded 411 responses, 400 from the English survey and 11 from the Spanish survey. The information provided from the survey results can be used to assess the value of a future bike share pilot program and has identified areas of concern to address in the development of a potential program design and/or regulations.

For reference, the County instituted a permit process to allow shared micro-mobility devices and the City of Santa Barbara proceeded with an RFP process for a pilot bike share program. The City of Santa Barbara has moved forward with the vendor BCycle in 2021, delayed from May 2020 due to the COVID pandemic. CycleHop, LLC ended its contract with UCSB and ceased service in Spring 2020. UCSB is evaluating other vendor options and there may be an option for the City to participate in a future vendor selection

process. Recognizing the benefits of a regionally integrated program and noting that 69% of respondents prefer a pilot that would operate regionally, staff will continue to participate in any regional discussions led by SBCAG to collaborate on a model regional approach to shared micro-mobility, including bikeshare.

### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
    - Utilize the Sustainability Tools for Assessing and Rating (STAR) Community Rating System certification results as a means to assess sustainability efforts
    - Develop a Sustainability Plan to identify and achieve goals that foster Sustainability
- STRENGTHEN INFRASTRUCTURE:
  - Strategic Goal: Encourage use of Alternative Transportation Methods that reduce vehicle miles traveled
    - Evaluate opportunities for shared mobility approaches across the region
    - Encourage and promote alternative transportation, including transit, biking and walking

### *Project Milestones*

- City Council Energy / Green Issues Standing Committee review and direction on program decision points
- Community Outreach
- City Council Energy / Green Issues Standing Committee review and recommendation on path for implementation of a pilot program
- City Council consideration and direction
- Development and release of RFP for vendor selection
- Vendor review and selection process
- Contract approval
- Implementation

### *Schedule and Completion*

See attached schedule. This is an estimate since timing for the proposed project depends on the implementation path.

Shared Micro-Mobility - Bicycles																
		Party/Parties	Begin	End	Year 1											
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1	City Council Energy / Green Issues Standing Committee Review and Direction on Program Decision Points	PER	Month 1	Month 2												
2	Community Outreach	PER/PIO	Month 3	Month 4												
3	City Council Energy / Green Issues Standing Committee Review and Direction on Path for Implementation of a Pilot Program	PER	Month 5	Month 5												
4	Potential Development of Ordinance Regulating Shared Mobility Operators	PER	Month 5	Month 6												
4	City Council staff report	PER	Month 6	Month 6												
5	City Council Consideration and Direction	PER	Month 7	Month 7												
6	Development and Release of RFP for Vendor Selection	PER	Month 8	Month 10												
7	Vendor Review and Selection Process	PER/Selection Committee	Month 11	Month 12												
8	Contract Approval	PER/PIO/Vendor	Month 12	Month 13												
9	Implementation	PER/PW/PIO	Month 13	Month 18												

Shared Micro-Mobility - Bicycles											
		Party/Parties	Begin	End	Year 2						
					Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	
1	City Council Energy / Green Issues Standing Committee Review and Direction on Program Decision Points	PER	Month 1	Month 2							
2	Community Outreach	PER/PIO	Month 3	Month 4							
3	City Council Energy / Green Issues Standing Committee Review and Direction on Path for Implementation of a Pilot Program	PER	Month 5	Month 5							
4	Potential Development of Ordinance Regulating Shared Mobility Operators	PER	Month 5	Month 6							
4	City Council staff report	PER	Month 6	Month 6							
5	City Council Consideration and Direction	PER	Month 7	Month 7							
6	Development and Release of RFP for Vendor Selection	PER	Month 8	Month 10							
7	Vendor Review and Selection Process	PER/Selection Committee	Month 11	Month 12							
8	Contract Approval	PER/PIO/Vendor	Month 12	Month 13							
9	Implementation	PER/PW/PIO	Month 13	Month 18							

This page intentionally left blank.



## ***Sustainability Program, Upcoming and Potential New Projects and Programs***

### **Reach Code**

#### *Description*

California local governments are allowed to adopt and enforce energy standards that are more stringent than the California Building Energy Efficiency Standards for newly constructed buildings and additions, alterations, and repairs to existing buildings (also known as Title 24). Known as a reach code, part of the process of adopting the standards involves application to the California Energy Commission (CEC), for approval and certification of local standards exceeding the minimum statewide standards. The application must include analysis how the energy savings and cost-effectiveness of the proposed standards would meet or exceed the energy savings and cost-effectiveness of existing standards.

In order to progress toward meeting the renewable electricity goals, the City could establish such a reach code, and in fact, has done this in the past when it adopted local energy efficiency standards in 2010. Title 24 has become more stringent over time, exceeding those previously adopted standards, which have sunset. For a new reach code, the City would need to identify and establish goals to prioritize in the reach code, such as increased battery storage deployment or building electrification; complete a cost-effectiveness analysis for the measures proposed; conduct public outreach and bring forth a proposed ordinance to the appropriate Council Standing Committee and the City Council for consideration. If adopted, the City would then file an application with the CEC for approval before a reach code could take effect.

The California Green Building Standards Code, or CALGreen, is part of the California Building Standards Code. While reach codes only address energy usage in buildings, the CALGreen code applies to the planning, design, operation, construction, use and occupancy of every newly constructed building or structure. Local jurisdictions have the ability to voluntarily adopt tiers in CALGreen, Tier 1 or Tier II, that are two higher levels of green building standards than what is legally mandated statewide. The adoption of such a tier could be in addition to, or an alternative to a reach code. Another alternative approach to reach codes followed by some jurisdictions, including the City of Santa Barbara, is to adopt prohibitions on natural gas infrastructure in new buildings. This option differs from a reach code in that it doesn't amend any of the California Buildings Standards Codes. And may avoids the necessity of CEC approval.

Through Central Coast Community Energy's Member Agency Reach Code Program, the City is eligible for a \$15,000 incentive payment to offset staff costs associated with the adoption of a reach code. The Tri-County Regional Energy Network (3C-REN) also has free technical assistance and outreach services available to jurisdictions.

#### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Promote renewable energy, energy conservation and local energy resiliency
    - Explore adoption of a "Reach" Building Code

#### *Project Milestones*

- Pursue Technical Assistance offerings through 3C-REN to explore code types
- Coordinate with the Building Department to evaluate any Title 24 measures to pursue and establish goals
- Coordinate with the Building Department to evaluate any measures to pursue to warrant adoption of CALGreen tier status and establish goals
- Coordinate with the California Energy Commission (CEC) regarding reach code process
- Identify optional scopes and structures
- Conduct internal and external outreach and refine scope
- Obtain or complete Cost-effectiveness analyses for City measures
- Create draft ordinance
- Community engagement and required public comment period
- City Council Energy/Green Issues (or Ordinance) Standing Committee Review and Recommendation
- City Council First Reading
- City Council Second Reading
- Submit application to the CEC and gain approval
- File ordinance with the Building Standards Commission
- Develop or obtain educational materials and procedural documents as necessary

#### *Schedule and Completion*

Title 24 standards are updated at the statewide level every three years. The 2022 standards will go into effect in January 2023 and are in effect through 2025. Given the time required for CEC review and approval, the City would need lead time to explore a replacement code and prepare for the application process, including determination of applicability of cost-effectiveness reports for the approved 2022 standards which are expected to be released in summer 2022. See attached schedule.

Reach Code																	
		Party/Parties	Begin	End	Year 1												
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	
1	Pursue Technical Assistance offerings through 3C-REN to explore code types	PER	Month 1	Month 3													
2	Coordinate with the Building Department to evaluate Title 24 and/or CALGreen Measures to Pursue and Establish Goals	PER	Month 1	Month 3													
3	Identify Optional Scopes and Structures	PER	Month 1	Month 3													
4	Coordinate with the California Energy Commission Regarding Process	PER/CEC	Month 4	Month 4													
5	Conduct internal and external outreach and refine scope	PER/Consultant	Month 3	Month 5													
6	Complete Cost-effectiveness Analyses for City Measures	PER/Consultant	Month 5	Month 7													
7	Create Draft Ordinance	PER	Month 6	Month 8													
8	Community Engagement and Required Public Comment Period	PER	Month 9	Month 10													
9	City Council Energy / Green Issues Standing Committee Review and Recommendation	PER	Month 10	Month 10													
10	City Council First Reading	PER/Consultant	Month 11	Month 12													
11	City Council Second Reading	PER	Month 13	Month 13													
12	Submit Application to the California Energy Commission and Gain Approval	PER/Consultant/CEC	Month 14	Month 17													
13	File Ordinance with the Building Standards Commission	PER	Month 18	Month 18													
14	Develop or obtain educational materials and procedural documents as necessary	PER/Consultant	Month 18	Month 18													

Reach Code																	
		Party/Parties	Begin	End	Year 2												
					Month 13	Month 14	Month 15	Month 16	Month 17	Month 18							
1	Coordinate with the Building Department to evaluate Title 24 and/or CALGreen Measures to Pursue and Establish Goals	PER	Month 1	Month 3													
2	Identify Optional Scopes and Structures	PER	Month 1	Month 3													
3	Coordinate with the California Energy Commission Regarding Process	PER/CEC	Month 4	Month 4													
4	Conduct internal and external outreach and refine scope	PER/Consultant	Month 3	Month 5													
5	Complete Cost-effectiveness Analyses for City Measures	PER/Consultant	Month 5	Month 7													
6	Create Draft Ordinance	PER	Month 6	Month 8													
7	Community Engagement and Required Public Comment Period	PER	Month 9	Month 10													
8	City Council Energy / Green Issues Standing Committee Review and Recommendation	PER	Month 10	Month 10													
9	City Council First Reading	PER/Consultant	Month 11	Month 12													
10	City Council Second Reading	PER	Month 13	Month 13													
11	Submit Application to the California Energy Commission and Gain Approval	PER/Consultant/CEC	Month 14	Month 17													
12	File Ordinance with the Building Standards Commission	PER	Month 18	Month 18													
13	Develop or obtain educational materials and procedural documents as necessary	PER/Consultant	Month 18	Month 18													

This page intentionally left blank.

## **Home Solar & Battery Energy Storage Program**

### *Description*

This project would facilitate the installation of residential solar photovoltaic (PV) and battery energy storage systems at the community scale with no out of pocket costs to the homeowner or renter, regardless of income level or credit history. The structure would be modelled after a program in operation at the City of Parlier in Fresno County. Implemented through a public-private partnership, the City would be a “Programmatic Participant” with a third-party solar and battery manufacturer, which would enter into a 20-year Power Purchase Agreement (PPA) with the homeowner or renter (with approval of the landlord). The City would provide support and promotional services and information about the terms and qualifications of the third-party to program participants.

Similar to the Power Purchase Agreement entered into for installation of solar PV at City Hall, the third-party owns the solar PV system and is fully responsible for all ownership costs, including financing, operations and maintenance (O&M), insurance, and system output. The PPA requires no upfront financial investment by a homeowner or renter; rather, the third-party manages the procurement of materials and installation by licensed contractors, and then recoups those costs over time through energy payments from the homeowner or renter, who agrees to purchase at a fixed rate the energy produced by the solar PV system installed.

In addition to the reduction in carbon emissions, the benefit to this approach is that it would be a broad, communitywide offering available to all income levels, with each system designed to cover almost all the annual electricity usage of a particular site and provide important resilience benefits during grid interruptions in the form of onsite batteries to provide back-up power and avoidance of peak pricing during regular day-to-day use. There would be an option for participants to purchase the system after 20 years.

Specific details of the program would need to be vetted by the City prior to moving forward. The timeline listed below acknowledges analysis needed with an ultimate start date dependent upon Council approval and the implementation path.

### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Promote renewable energy, energy conservation and local energy resiliency
    - Implement the Strategic Energy Plan in furtherance of the City's adopted 100% renewable energy goals

- Encourage renewable energy generation and use through installation of solar panels, battery energy storage, electric vehicle charging stations and similar measures, including at City owned facilities
- Promote increased electric grid resiliency by encouraging backup inverters, microgrids, battery storage and other strategies, as appropriate, to enable Goleta to withstand blackouts and other energy challenges

#### *Project Milestones*

- Staff Meets with Program Developers & Evaluates Feasibility
- Internal Stakeholder Evaluation of Program
- Green Issues Standing Committee Review & Recommendation
- City Council Approval of Program
- City Signs Conditionally Binding LOI
- Promotional Outreach for Program
- Draft Modeling for Participating Homes
- Consultant Engineers & Permits Solar/Battery Systems
- City Council Confirmation of the LOI Conditions
- City Council Enters Master PPA with Third-Party
- Systems Are Built for Customers

#### *Schedule and Completion*

See attached schedule.

2022 Home Solar & ESS Program (Electriq)	Year 1												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	
Staff Meets with Program Developers & Evaluates Feasibility													
Internal Stakeholder Evaluation of Program													
Green Issues Standing Committee Review & Recommendation													
City Council Approval of Program													
City Signs Conditionally Binding LOI													
Promotional Outreach for Program													
Draft Modeling for Participating Homes													
Consultant Engineers & Permits Solar/Battery Systems													
City Council Confirmation of the LOI Conditions													
City Council Enters Master PPA with Electriq													
Systems Are Built for Customers													
2022 Home Solar & ESS Program (Electriq)	Year 2												
	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	
Staff Meets with Program Developers & Evaluates Feasibility													
Internal Stakeholder Evaluation													
Green Issues Standing Committee Review & Recommendation													
City Council Approval of Program													
City Signs Conditionally Binding LOI													
Promotional Outreach for Program													
Draft Modeling for Participating Homes													
Consultant Engineers & Permits Solar/Battery Systems													
City Council Confirmation of the LOI Conditions													
City Council Enters Master PPA with Electriq													
Systems Are Built for Customers													

This page intentionally left blank.



## ***Sustainability Program, Upcoming and Potential New Projects and Programs***

### **SEP - Energy Assurance Planning**

#### *Description*

Creating an Energy Assurance Plan (EAP) was identified as a strategy in the Strategic Energy Plan (SEP) and is an important step in improving security and reliability of energy infrastructure by creating a plan to protect key sites so that they can continue to operate in the event of a disaster or electricity outage. Additionally, this strategy was included in the SEPs for the County and City of Carpinteria. The County Board of Supervisors has prioritized Energy Assurance Planning in Phase I of its SEP implementation and has contracted with a consultant to develop a program to provide Energy Assurance Assessment Services. There are opportunities to collaborate regionally on such an effort as part of the Regional Climate Collaborative's Clean Energy Assurance Subcommittee.

The program began with a market sector analysis to gather information on the local commercial building stock to supplement an existing market characterization study of multi-family building stock. It will then include property owner education and outreach. For interested property owners, the County's Energy Assurance Assessment service offering will begin with a high-level assessment or survey of the site's energy infrastructure and potentially a more detailed audit. The audit will include a comprehensive review of various elements ranging from business and revenue risk to power interruptions, applicability analysis of PV, storage, EV charging infrastructure to more extensive energy management strategies. Finally, technical assistance in the form of RFPs and assistance with rebates and financing would be available to ensure energy assurance upgrades are made, followed by promotions of properties that complete projects.

In addition to participating in the County's program, staff has been awarded funding as part of a competitive grant application for work to support Energy Assurance Planning (CalOES). Depending on what services are utilized through the County's program, such funding could support this effort. Additionally, the Central Coast Community Energy (CCCE) Policy Board approved \$25M in seed funding for establishment of an Uninterruptible Power Supply Fund to provide financing for critical infrastructure facility resiliency investments. Completing Energy Assurance Planning would help the City prepare to take advantage of that opportunity as a member agency.

### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Promote renewable energy, energy conservation and local energy resiliency
    - Implement the Strategic Energy Plan in furtherance of the City's adopted 100% renewable energy goals
    - Encourage energy conservation through enhanced insulation, LED replacement lighting and similar measures, including at City-owned facilities
    - Encourage renewable energy generation and use through installation of solar panels, battery energy storage, electric vehicle charging stations and similar measures, including at City owned facilities
    - Complete installation of solar panels and electric vehicle charging stations at City Hall
    - Promote increased electric grid resiliency by encouraging backup inverters, microgrids, battery storage and other strategies, as appropriate, to enable Goleta to withstand blackouts and other energy challenges

### *Project Milestones*

- Collaborate with, and participate in, the Santa Barbara County Energy Assurance Assessment Services Program
- Identification of Key Issues and Critical Facilities and Sites through an Energy Assurance Survey and Audit
- Draft Plan and solicit service providers, focusing on opportunities for renewable energy and battery storage at identified Sites
- City Council Energy / Green Issues Standing Committee Review
- Release RFP for 3rd-party contract for service provider
- City Council Approval for Contract

### *Schedule and Completion*

See attached schedule.

Energy Assurance Planning																							
		Party/Parties	Begin	End	Year 1											Year 2							
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	
1	Collaborate & Participate in SB County Energy Assurance Assessment Services Program	PER/SBCo	Month 1	Month 8																			
2	Identify Key Issues and Critical Facilities and Sites via EA Survey and Audits	PER/SBCo/Consultant	Month 5	Month 8																			
3	City Council Energy / Green Issues Standing Committee Review	PER	Month 8	Month 8																			
4	Draft Plan and Solicit Service Providers, Focusing on Opportunities for Renewable Energy and Battery Storage at Identified Sites	PER/Consultant	Month 9	Month 12																			
5	Release RFP for 3rd-Party Contract for Service Provider	PER/Consultant	Month 12	Month 13																			
6	City Council Staff Report	PER	Month 14	Month 15																			
7	City Council Approval for Contract	PER	Month 16	Month 16																			
8	Implementation	PER/Consultant	Month 17	Ongoing																			

This page intentionally left blank.

## **LEED for Cities Data Tracking – Supports Future Sustainability Plan**

### *Description*

The STAR Community Rating System provides a comprehensive approach to defining sustainability. The City of Goleta can utilize its STAR certification results and post-certification activities to begin a conversation about what characteristics contribute to a sustainable community, in anticipation of development of its first sustainability plan. In November 2018, the U.S. Green Building Council (USGBC) announced that the STAR Community Rating System would be fully integrated into USGBC's LEED for Cities and Communities programs. At the same time, the USGBC recognized the City of Goleta as a LEED Silver City based on its prior STAR certification.

Through its Arc Platform, LEED helps cities and communities benchmark current performance and track performance metrics in categories such as Energy, Water, Waste, Transportation, Education, Equitability, Prosperity, and Health & Safety. To become certified by the USGBC under the LEED for Cities Program, an application must be submitted based on a comprehensive effort to gather and report data for specific LEED credits pursued by the City. The Arc Crosswalk, a data gathering tool, supports this reporting effort. Once certified, the results would be utilized by the City to pursue continuous improvement and educate residents, visitors and business owners in order to demonstrate commitment to sustainability, human health and economic prosperity.

Additionally, the Institute for Local Government's Beacon Program provides a framework for sharing best practices and recognizes cities and counties for voluntary efforts to adopt policies and programs that promote sustainability. The City has previously received a Spotlight Award for Sustainability Best Practices at the Gold level which helped identify the City's activities in particular issue areas. In October 2020 the Institute for Local Government recognized the City with the Platinum level Beacon Award for Sustainability Best Practices, the highest level.

### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
    - Utilize the Sustainability Tools for Assessing and Rating (STAR) Community Rating System certification results as a means to assess sustainability efforts
    - Develop a Sustainability Plan to identify and achieve goals that foster Sustainability

### *Project Milestones*

- Utilize the STAR framework as incorporated into LEED for Cities to help develop a vision for sustainability
- Utilize the STAR certification results to identify strengths and weaknesses and prioritize next steps
- Develop an internal team and work with LEED staff to identify a plan to apply for LEED for Cities certification
- Utilize the STAR framework as incorporated into LEED for Cities and LEED for Cities key indicators to gather data on LEED credits, identify metrics to track progress on the Arc Platform and determine sustainability goals
- Coordinate with LEED for Cities staff to submit an application for certification
- Analyze the results to identify strengths, weaknesses, gaps and areas for improvement
- Develop an implementation strategy and identify projects to reach the sustainability goals within a plan
- Identify support structures or systems needed to achieve the sustainability plan

### *Schedule and Completion*

Utilizing the Arc Platform to track LEED for Cities data is an ongoing activity. Completing an application for LEED certification and utilizing the results for a future Sustainability Plan development effort would require approximately 18 months from start to finish. See attached schedule.



This page intentionally left blank.



## **Community Reuse Facility**

### *Description*

During the Annual Work Program review for FY21-22, public comment was received proposing the development of a community reuse facility following the closure of the Habitat for Humanity's non-profit ReStore. The City Council added the item to the list of new projects and programs. As proposed by the community member, the concept is a brick and mortar facility intended to accomplish the following tasks:

- Assist contractors in diverting quality reusable materials from the landfill or recycling
- Conserve the embodied energy of these materials by segregating them from the waste stream and integrating them into the resource stream
- Provide a place where reusable structural building materials can be warehoused and procured
- Reinforce and expand a conscious awareness of the urgent value of reuse by providing the community with a visible institution that conveys the value of the resource conservation process.

### *Strategic Plan Consistency*

This planning effort supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ENVIRONMENTAL VITALITY:
  - o Strategic Goal: Adopt best practices in sustainability
    - Offer services and implement programs to help the community reduce, reuse, and recycle materials to promote zero waste practices

### *Project Milestones*

- Coordinate with project proponent
- Coordinate with Santa Barbara County Resource Recovery & Waste Management Division regarding County plans for such a facility at the South County Recycling & Transfer Station (SCRTS)
- Present Concepts to Energy / Green Issues Standing Committee
- Determine budgetary feasibility

### *Schedule and Completion*

A start date and schedule for this project has yet to be established.

## **Affordable Housing Implementation Division**

### ***Projects to Continue into FY 2022-23***

## **Affordable Housing Policy Implementation Program (AHPIP) Resolution**

### ***Description***

The Affordable Housing Policy Implementation Program (AHPIP) project will accomplish preparation of a procedures manual guiding implementation of the City's adopted affordable housing-related policies. The manual will be adopted by resolution of the City Council and is intended to serve as a living document, guiding and explaining how the City's affordable housing program is administered. The provisions of the document will ensure that Council's adopted policies are implemented appropriately, predictably, and fairly.

### ***Strategic Plan Consistency***

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES:
  - Strategic Goal: Support and implement the General Plan
- SUPPORT ECONOMIC VITALITY:
  - Strategic Goal: Support organizations, programs, and policies that facilitate affordable housing for the Goleta workforce
- ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS:
  - Strategic Goal: Maintain transparency in all aspects of City government

### ***Project Milestones***

- Public workshop
- City Council review

### ***Schedule and Completion***

This project is underway, with a project completion date of October 2021. The process began in a prior year with a housing consultant creating an initial draft. The draft was circulated internally for comments, and the new Senior Housing Analyst has received the feedback and is incorporating items into a draft to be presented at a public workshop with the City Council. Following Council and public comment, Housing staff will further refine the document and return to Council for adoption by resolution.

This page intentionally left blank.

Affordable Housing Policy Implementation Program Workflow and Schedule												
		Party/Parties										
			2022									
			Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
<b>1.1</b>	<b>Draft AHPIP</b>											
1.1.1	Internal review of Consultant's Working Draft	PER/City staff										
1.1.2	Incorporate feedback	Housing										
<b>1.2</b>	<b>Public Meetings/Hearings</b>											
1.2.1	CC Public Workshop	Housing										
1.2.1.1	Prep - Staff Report	Housing										
1.2.2	CC Review/Adoption	Housing										
1.2.2.1	Prep - Staff Report	Housing										
<b>1.3</b>	<b>Publication</b>											
1.3.1	Website Maintenance	PER										
1.3.2	Finalize Document & Publish	Housing										

This page intentionally left blank.

***Affordable Housing Implementation Division, Upcoming and Potential New Projects and Programs***

**Prepare a Housing Trust Fund and Comprehensive Affordable Housing Finance Plan (CAHFP)**

*Description*

This project will accomplish preparation of a Housing Trust Fund and Comprehensive Affordable Housing Finance Plan (CAHFP) addressing how accumulated housing in-lieu and impact fees in the City's Housing Trust Fund will be applied toward the development, preservation, and rehabilitation of affordable units. The General Plan Housing Element requires preparation of this plan to guide management of the Housing Trust Fund.

*Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL:
  - Strategic Goal: Support and implement the General Plan
- SUPPORT ECONOMIC VITALITY:
  - Strategic Goal: Support organizations, programs, and policies that facilitate affordable housing for the Goleta workforce
- ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS:
  - Strategic Goal: Maintain transparency in all aspects of City government

*Project Milestones*

- Public workshops

*Schedule and Completion*

The CAHFP will build upon the City's adopted policies regarding affordable housing as well as the provisions of the Affordable Housing Policy Implementation Program (AHPiP). The bulk of the CAHFP project will therefore occur following the AHPiP's adoption and will likely require 12 months to complete, with assistance from a qualified consultant to help the City with financial analysis, public workshops, and prioritization of the uses of affordable housing funds.

This page intentionally left blank.



Comprehensive Affordable Housing Finance Plan Workflow and Schedule														
		Party/Parties												
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
<b>1.1</b>	<b>Public Outreach</b>													
1.1.1	Kickoff Workshop	PER/Consultant												
1.1.2	Define Goals	PER/Consultant												
1.1.3	ID Funding Sources, Tools and Strategies	PER/Consultant												
1.1.3	CC Update	PER/Consultant												
1.2	<b>Hearings</b>													
1.2.1	PC Recommendation	PER/Consultant												
1.2.1.1	Prep - Staff Report	PER/Consultant												
1.2.2	CC Adoption	PER/Consultant												
1.2.2.1	Prep - Staff Report	PER/Consultant												
1.2.3	Website Maintenance	AP												
<b>1.2</b>	<b>Draft CAHFP</b>													
1.2.1	Outline Plan	Consultant												
1.2.2	Draft Policies	Consultant												
1.2.3	Finalize Document	Consultant												

This page intentionally left blank

## **Tenant Protections Ordinance**

### *Description*

A core responsibility of the Affordable Housing Implementation Division is to provide tenants with information concerning their rights under the Fair Housing Act and local requirements and as well as under State and federal anti-discrimination laws. This project would formalize local tenant protection standards and protocols in an ordinance.

### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- SUPPORT ECONOMIC VITALITY:
  - Strategic Goal: Support organizations, programs, and policies that facilitate affordable housing for the Goleta workforce
    - Objective: Provide assistance, financial or otherwise, where possible, and regulatory changes to support affordable housing by for-profit and non-profit developers, and homeowners

### *Project Milestones*

- Public outreach
- Draft ordinance
- Adoption hearings

### *Schedule and Completion*

This ordinance process would involve public outreach, research, and adoption hearings and is estimated to require approximately 6-7 months.

This page intentionally left blank.

Tenant Protections Ordinance Workflow and Schedule									
		Party/Parties							
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
1	Land Use Regulations								
1.1	Draft Tenant Protection Regulations								
1.2	Public Engagement								
1.2.1	Public Workshop	PER							
1.2.1.1	Public Workshop Prep	PER							
1.2.2	Planning Commission Workshop	PER							
1.3	Adoption Hearings								
1.1.3	Planning Commission Hearing	PER							
1.1.3.1	PC Staff Report	PER							
1.1.4	City Council Adoption Hearing	PER							
1.1.4.1	CC Staff Report	PER							
1.1.5	City Council Adopting Second Reading	PER							
1.1.5.1	CC Staff Report	PER							
1.4	CEQA	PER							
2	Post-Adoption	Clerk/PER/Etc.							
2.1	Incorporate in to online Municipal Code	Clerk							
2.2	Produce Resolution Copies for Staff	PER							

This page intentionally left blank.

## ***Administration Division, Upcoming and Potential New Projects and Programs***

### **18-Month Organizational Transition Plan**

#### *Description*

This project was recommended by the June 2017 Citygate Organizational Assessment Report to reevaluate the structure of the PER Department. As envisioned by the Citygate report, a collaborative PER Department process, involving PER staff and other City departments, would develop an “18-month PER Organizational Transition Plan” to re-orient skillsets away from vacant land development and toward Old Town development activities and greater coordination with other City departments.

#### *Strategic Plan Consistency*

This ordinance project supports the following Strategies, Goals and Objectives of the Strategic Plan:

- ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS
  - Strategic Goal: Provide professional, efficient, and responsible customer Service
    - Objectives: Provide timely feedback on responses to issues and resolutions to citizen Complaints
  - Strategic Goal: Continually strive to improve customer service
    - Objective: Based on results of the Information Technology (IT) assessment, invest in technologies that will improve the City’s website and the efficiency of online services offered, social media platforms, direct email, text, and voice services, and the City’s cable channel

#### *Project Milestones*

- Formation of Transition Plan Working Group
- Working Group meetings
- Public workshops

### *Schedule and Completion*

Now that the backlog of existing work in both the Advance Planning and Current Planning Divisions has been substantially reduced, with completion of existing work priorities, such as the new Zoning Ordinance and Permit Tracking System, this project may proceed. It involves open-ended discussion, a visioning process about the future of the PER Department and could involve fundamental changes to the Department structure.



18-Month Organizational Transition Plan																							
		Party/Parties	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	
1	Transition Plan Development																						
1.1	Public Process																						
1.1.1	Council - Authorized to Initiate Plan	PI																					
1.1.2.1	Form Transition Plan Study Team	PI																					
1.1.3	Staff/interdepartmental Workshops - Input	PI																					
1.1.4	Transition Team Meetings	TBD																					
1.1.5	Staff/interdepartmental Workshops - Review Draft Plan	PI																					
1.1.6	Public review of Draft Plan	PI / TBD																					
1.1.7	PC review of Draft Plan	PI / TBD																					
1.1.8	Council review of Draft Plan	PI / TBD																					
1.1.9	Council adoption of Final Plan	PI / TBD																					
1.2	Management Plan Development																						
1.2.1	Draft Outline	PI / TBD																					
1.2.2	Populate Outline	PI / TBD																					
1.2.3	Restudy and begin drafting Plan	PI / TBD																					
1.2.4	Staff review of Draft Plan	PI / TBD																					
1.2.5	Consolidate Revisions for Final Draft Plan presentation	PI / TBD																					
1.3	CEQA																						
1.3.2	NON-EIR (exemption)																						
1.4	Implementation	PI / TBD																					
1.5	GENERAL																						
1.5.1	Website Maintenance	PER																					
1.5.2	Upload Relevant Material	PER																					
1.5.3	Upload Comments	PER																					

This page intentionally left blank.