



**Agenda Item B.7**  
**CONSENT CALENDAR**  
**Meeting Date: September 6, 2022**

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**TO:** Mayor and Councilmembers

**FROM:** Kristine Schmidt, Assistant City Manager

**CONTACT:** Shannon Kirn, Management Analyst

**SUBJECT:** Goleta Community Center Strategic Plan Contract Award

**RECOMMENDATION:**

- A. Authorize City Manager to execute Professional Services Agreement with Linnett Loving, LLC in the amount not-to-exceed \$67,500, with a term ending June 30, 2023 for developing and implementing a Community Center Strategic Plan; and
- B. Authorize the City Manager to approve an amendment at a future date for extra services with Linnett Loving, LLC in the amount not-to-exceed \$20,000 for possible additional stakeholder input and support for implementation and follow-up.

**BACKGROUND:**

For the last several years, staff have been working with Council's Ad Hoc Goleta Community Center Subcommittee (Committee), on consideration of management alternatives for the Community Center. As part of that, in 2020 the City contracted with Antenore and Associates (A&A) for a facilitated stakeholder and public outreach process to better understand the community's desires for programming and uses at the Goleta Community Center (GCC) and discuss how the facility can best meet those needs.

Antenore and Associate's report, which was presented to the City Council on August 31, 2021, identified eight key areas of needed focus from this public outreach. One of those eight key focus areas was the creation of a strategic plan for the Goleta Community Center. A&A recommended that the City form a small working group to develop a Strategic Plan for the Center, using the input from the stakeholder and public outreach process.

At this workshop, Council asked staff to return to Council on a future date with a plan and timeline to assume management of the facility on July 1, 2022, upon the expiration of the current lease with the non-profit Goleta Valley Community Center organization (GVCC)

and to discuss a process to develop and adopt a Strategic Plan for the Goleta Community Center.

On February 24, 2022, staff returned to the City Council and presented a Management Plan for the Goleta Community Center. Council approved the Management Plan with an effective date of January 1, 2023, which would allow slightly more time for the management transition process, as requested by the GVCC organization. Staff also proposed to work with the Ad Hoc Committee, consisting of two members of the City Council, Mayor Perotte and Councilmember Kyriaco, to develop a Request for Proposals (RFP) for professional facilitation of the Strategic Planning Process, participate in the Strategic Planning Process, and advise staff on the implementation of the resulting Strategic Plan.

At this meeting Council approved a budget appropriation of \$100,000 for professional services and other expenses related to conducting and implementing a Community Center Strategic Planning Process.

## **DISCUSSION:**

### **The RFP Process**

At the April 8, 2022, Ad Hoc Committee meeting, staff received direction to release the RFP for a Community Center Strategic Plan. Staff released the RFP on April 25, 2022 and on May 31, 2022 the City received three proposals from the following:

**Table 1: Proposals Received**

Vendor	Cost Proposal
<b>Linnett Loving, LLC</b>	\$82,200
<b>Morant Mcleod</b>	\$88,000
<b>Regional Government Services (RGS)</b>	\$14,480

None of the proposers were local firms, though the RFP was advertised locally. Staff conducted a comprehensive review of all three proposals and scored each proposal based on the responsiveness and overall quality of the proposal. Linnett Loving, LLC ranked the highest, but staff decided to interview all three consultants. Following the interviews, staff ranked the consultants based on their responses to questions. Staff also conducted reference checks for Linnett Loving and Morant Mcleod. Staff determined that Linnett Loving continued to be the most qualified and demonstrated the highest level of competence in understanding the community-based strategic plan process in addition to the specific needs of the Goleta Community Center.

At the July 25, 2022 Ad Hoc Committee meeting, staff discussed with the Committee the top proposal and recommendation to enter negotiations with Linnett Loving and the Committee agreed.

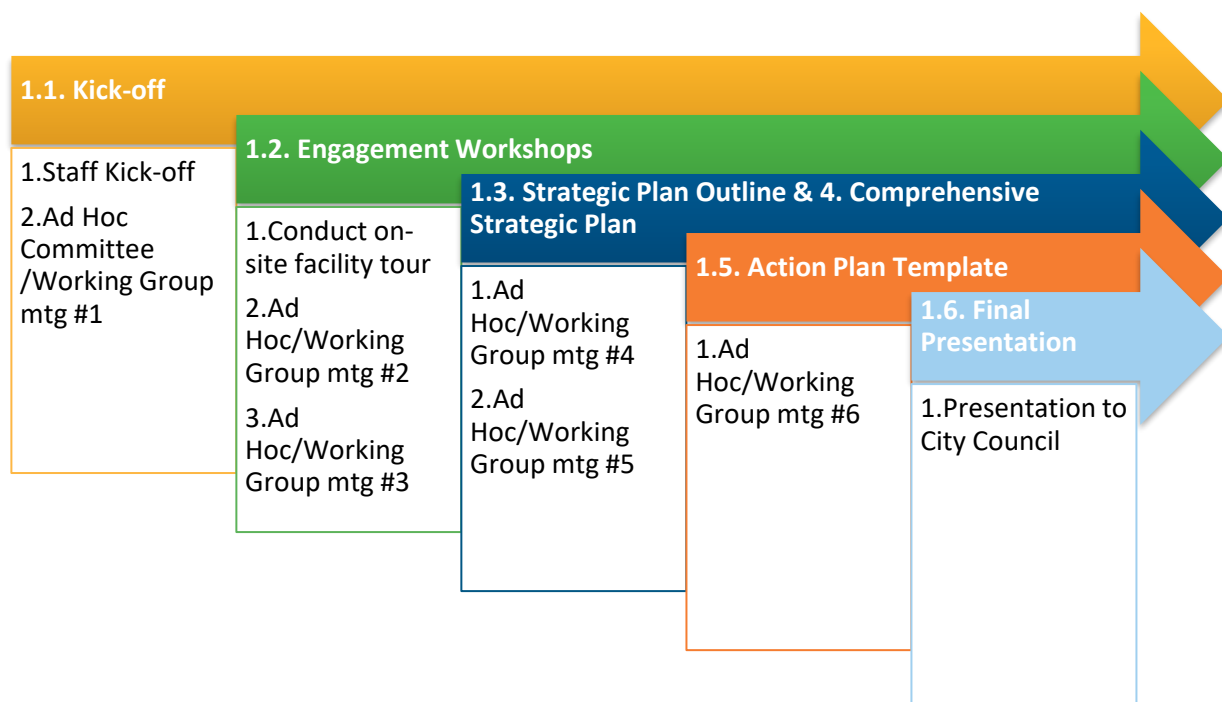
Staff is therefore recommending the City Council authorize the City Manager to execute a Professional Services Agreement with Linnett Loving, LLC in the amount not-to-exceed

\$67,500 for the development of a Goleta Community Center Strategic Plan with a term beginning September 6, 2022 and expiring June 30, 2023 (Attachment 1). The proposal from Linnett Loving is provided in Attachment 2.

## **The Strategic Planning Process**

The Goleta Community Center Strategic Plan RFP was administered to procure professional services with a consultant to develop a Goleta Community Center Strategic Plan that includes recommendations for the future of the GCC and sets a path forward. The Strategic Planning Process will involve establishing a vision for the Community Center, an appropriate mission statement, strategic long-term goals and specific objectives to be implemented over a 3- to 5- year horizon. The timeline for completion is anticipated to be from September 2022 to March 2023. The process is expected to be conducted in six phases as shown in Figure 1.

**Figure 1. GCC Strategic Plan Process**



Throughout these six phases it is anticipated for the consultant to facilitate at least six sessions with the Ad Hoc Committee and the Strategic Plan Working Group (Working Group). The Working Group has been identified and invited to participate by the Ad Hoc Committee and is composed of eight key community stakeholders and leaders. As necessary, the Ad Hoc Committee and Working Group could elect to gather input from additional stakeholders such as: the GVCC Board of Directors, current GCC users and tenants, sports groups, recreation program providers, arts organizations, private organizations needing to use space, Old Town residents, and local non-profits.

### **Consultant Qualifications**

Linnett Loving submitted the most comprehensive proposal demonstrating key staff's professional experience conducting community meetings and facilitating strategic plan processes. Linnett Loving's work focuses on helping governments meet their goals to improve service delivery and address community needs with current resources. With a team of practitioners with over 15 years of experience working within local government, they understand the challenges that local governments face and the strategies to overcome them. The Linnett Loving team has designed, facilitated, and executed several strategic planning, community engagement, and strategic communications projects for mid-size cities, states and at the federal level. Linnett Loving's energetic approach to strategic plans as being more than just "shelf-ware" and rather actionable and achievable strategic plans structured around community priorities made them the top candidate for the GCC Strategic Plan.

### **Cost Proposal**

Linnett Loving's cost proposal was in the middle of the three proposals at \$82,200, which included optional add-on services. After review, staff worked with Linnett Loving and determined the core necessary services and calculated the new not-to-exceed (NTE) total of \$67,500 which also includes travel budget as shown in Attachment 1 - Exhibit B.

Staff is also recommending that the City Manager be authorized to approve an amendment in the future for extra services and expenses in the amount up to \$20,000 for possible additional stakeholder input and support for implementation and follow-up. The 2020 Antenore and Associates outreach process collected extensive public input about the community's interest for the GCC. This included a survey with approximately 300 responses and 6 stakeholder focus groups. The results of the Antenore and Associates process were shared with the City Council at its August 31, 2021 meeting. This report provides an excellent basis of community input that the Strategic Plan Working Group can draw from in developing the strategic plan. However, if the Working Group wishes to conduct additional outreach, or decides that it would like Consultant support in the implementation and follow-up of the strategic plan this contingency amount will allow for such reasonable services without the need to return to Council to amend the contract.

### **GOLETA STRATEGIC PLAN:**

The action recommended here are related to the following goals and objectives from the City of Goleta's 2021-2023 Strategic Plan.

Strategic Goal: Support the continued vigor and vitality in Old Town. Objective: Investigate future management options for the Goleta Valley Community Center and secure a long-term agreement for management of the facility and operations.

**FISCAL IMPACTS:**

The proposed contract amount is for a total not-to-exceed amount of \$67,500 with a termination date of June 30, 2023. Staff is also proposing Council to authorize the City Manager to enter into an amendment for extra services for a total not-to-exceed amount of \$20,000, for possible additional stakeholder input and support for implementation and follow-up.

The current FY 2022/23 budget has \$100,000 available for this project in Professional Services (101-60-6510-51200) and any unexpended funds can be used to begin the implementation of this plan.

**ALTERNATIVES:**

Council could choose not to proceed with the staff and Ad Hoc Committee recommendation and provide staff with different direction or decide not to proceed with this project.

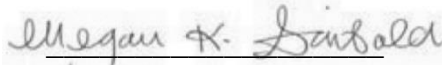
**Reviewed By:**

**Legal Review By:**

**Approved By:**



Kristine Schmidt  
Assistant City Manager



Megan Garibaldi  
City Attorney



Michelle Greene  
City Manager

**ATTACHMENTS:**

1. City of Goleta and Linnett Loving, LLC Professional Services Agreement
2. Linnett Loving, LCC Proposal

## **ATTACHMENT 1**

City of Goleta and Linnett Loving, LLC Professional Services Agreement

Project Name: GCC Strategic Plan

**AGREEMENT FOR PROFESSIONAL SERVICES  
BETWEEN THE CITY OF GOLETA  
AND  
LINNETT LOVING, LLC**

This AGREEMENT FOR SERVICES (herein referred to as "AGREEMENT") is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, by and between the **CITY OF GOLETA**, a municipal corporation (herein referred to as "CITY"), and **LINNETT LOVING, LLC** (herein referred to as "CONSULTANT").

**SECTION A. RECITALS**

1. The CITY has a need for professional consulting services for the Goleta Community Center Strategic Plan Process; and
2. The CITY does not have the personnel able and/or available to perform the services required under this AGREEMENT, and therefore, the CITY desires to contract for professional services to accomplish this work; and
3. The CITY procured these services in compliance with Goleta Municipal Code Section 3.05.260.
4. The City Council, on this 6<sup>th</sup> day of September, 2022, approved this AGREEMENT and authorized the City Manager to execute the AGREEMENT.

**SECTION B. TERMS**

**1. RETENTION AS CONSULTANT**

CITY hereby retains CONSULTANT, and CONSULTANT hereby accepts such engagement, to perform the services described in Section 2. CONSULTANT warrants it has the qualifications, experience, and facilities to properly and timely perform said services.

**2. DESCRIPTION OF SERVICES**

The services to be performed by CONSULTANT are as follows:

Professional consulting services to facilitate and develop a strategic plan for the Goleta Community Center. Services shall generally include establishing a vision for the Community Center, an appropriate mission statement, strategic long-term goals and specific objectives to be implemented over a 3- to 5- year horizon as more

particularly set forth in the Scope of Work, attached as Exhibit "A," and incorporated herein.

CONSULTANT shall deliver to CITY the deliverables defined in Exhibit "A."

### **3. COMPENSATION AND PAYMENT**

(a) **Maximum and Rate.** The total compensation payable to CONSULTANT by CITY for the services under this AGREEMENT **SHALL NOT EXCEED** the sum of \$67,500 (herein "not to exceed amount"), and shall be earned as the work progresses on the following basis:

Hourly at the hourly rates and with reimbursement to CONSULTANT for those expenses set forth in CONSULTANT's Schedule of Fees marked Exhibit "B," attached and incorporated herein. The rates and expenses set forth in that exhibit shall be binding upon CONSULTANT until June 30, 2023, after which any change in said rates and expenses must be approved in writing by CITY's Project Manager as described in Section 5 (CITY is to be given 60 days notice of any rate increase request), provided the not to exceed amount is the total compensation due CONSULTANT for all work described under this AGREEMENT.

(b) **Payment.** CONSULTANT shall provide CITY with written verification of the actual compensation earned, which written verification shall be in a form satisfactory to CITY's Project Manager, as described in Section 5. Invoices shall be made no more frequently than on a monthly basis, and describe the work performed (including a list of hours worked by personnel classification). All payments shall be made within 30 days after CITY's approval of the invoice.

### **4. EXTRA SERVICES**

CITY shall pay CONSULTANT for those CITY authorized extra services, not reasonably included within the services described in Section 2, as mutually agreed to writing in advance of the incurrence of extra services by CONSULTANT. Unless CITY and CONSULTANT have agreed in writing before the performance of extra services, no liability and no right to claim compensation for such extra services or expenses shall exist. The applicable hourly rates for extra services shall be at the hourly rates set forth in Exhibit B, if one is included as part of this agreement. Any compensation for extra services shall be part of the total compensation and shall not increase the not to exceed amount identified in Section 3.



## **5. CITY PROJECT MANAGER AND SERVICES BY CITY**

The services to be performed by CONSULTANT shall be accomplished under the general direction of, and coordinate with, CITY's "Project Manager", as that staff person is designated by CITY from time to time, and who presently is Kristine Schmidt. Project Manager shall have the authority to act on behalf of the CITY in administering this AGREEMENT but shall not be authorized to extend the term of the AGREEMENT or increase the not to exceed amount.

## **6. TERM, PROGRESS AND COMPLETION**

The term of this AGREEMENT is from the date first written above to June 30, 2023, unless term of this AGREEMENT is extended, or the AGREEMENT is terminated as provided for herein.

CONSULTANT shall not commence work on the services to be performed until (i) CONSULTANT furnishes proof of insurance as required by Section 10 below, and (ii) CITY gives written authorization to proceed with the work provided by CITY's Project Manager.

## **7. OWNERSHIP OF DOCUMENTS**

All drawings, designs, data, photographs, reports and other documentation (other than CONSULTANT's drafts, notes and internal memorandum), including duplication of same prepared by CONSULTANT in the performance of these services, are the property of CITY. CITY shall be entitled to immediate possession of the same upon completion of the work under this AGREEMENT, or at any earlier or later time when requested by CITY. CITY agrees to hold CONSULTANT harmless from all damages, claims, expenses, and losses arising out of any reuse of the plans and specifications for purposes other than those described in this AGREEMENT, unless written authorization of CONSULTANT is first obtained.

## **8. PERSONAL SERVICES/NO ASSIGNMENT/SUBCONTRACTOR**

This AGREEMENT is for professional services which are personal to CITY. Samantha Linnett and Evan Loving are deemed to be specially experienced and are a key member of CONSULTANT's firm and shall be directly involved in the performance of this work. These key people shall communicate with, and periodically report to, CITY on the progress of the work. Should any such individual be removed from assisting in this contracted work for any reason, CITY may terminate this AGREEMENT. This AGREEMENT may not be assigned or subcontracted without the City Manager's prior written consent.

## **9. HOLD HARMLESS AND INDEMNITY**

(a) **Hold Harmless for CONSULTANT's Damages.** CONSULTANT holds CITY, its elected officials, officers, agents, and employees, harmless from

all of CONSULTANT's claims, demands, lawsuits, judgments, damages, losses, injuries or liability to CONSULTANT, to CONSULTANT's employees, to CONSULTANT's contractors or subcontractors, or to the owners of CONSULTANT's firm, which damages, losses, injuries or liability occur during the work required under this AGREEMENT, or occur while CONSULTANT is on CITY property, or which are connected, directly or indirectly, with CONSULTANT's performance of any activity or work required under this AGREEMENT.

**(b) Defense and Indemnity of Third Party Claims/Liability.** CONSULTANT shall investigate, defend, and indemnify CITY, its elected officials, officers, agents, and employees, from any claims, lawsuits, demands, judgments, and all liability including, but not limited to, monetary or property damage, lost profit, personal injury, wrongful death, general liability, automobile, infringement of copyright/patent/trademark, or professional errors and omissions arising out of, directly or indirectly, an error, negligence, or omission of CONSULTANT or any of CONSULTANT's officers, agents, employees, representatives, subconsultants, or subcontractors, or the willful misconduct of CONSULTANT or any of CONSULTANT's officers, agents, employees, representatives, subconsultants, or subcontractors, in performing the services described in, or normally associated with, this type of contracted work. The duty to defend shall include any suits or actions concerning any activity, product or work required under this AGREEMENT, and also include the payment of all court costs, attorney fees, expert witness costs, investigation costs, claims adjusting costs and any other costs required for and related thereto.

**(c) No Waiver.** CITY does not waive, nor shall be deemed to have waived, any indemnity, defense or hold harmless rights under this section because of the acceptance by CITY, or the deposit with CITY, of any insurance certificates or policies described in Section 10.

## **10. INSURANCE**

CONSULTANT shall, at CONSULTANT's sole cost and expense, provide insurance as described herein. All insurance is to be placed with insurers authorized to do business in the State of California with an A.M. Best and Company rating of A- or better, Class VII or better, or as otherwise approved by CITY.

Insurance shall include the following (or broader) coverage:

- a) Insurance Services Office Commercial Liability coverage "occurrence" form CG 00 01 or its exact equivalent with an edition date prior to 2004 and with minimum limits of \$1,000,000 per occurrence and \$2,000,000 general aggregate.

- b) Insurance Services Office form number CA 00 01 or equivalent covering Automobile Liability, including hired and non-owned automobile liability with a minimum limit of \$1,000,000 per accident. If the Service Provider owns no vehicles, this requirement may be satisfied by a non-owned and hired auto endorsement to Service Provider's commercial general liability policy.
- c) Workers' Compensation insurance complying with California worker's compensation laws, including statutory limits for workers' compensation and an Employer's Liability limit of \$1,000,000 per accident or disease.
- d) Professional liability insurance that covers the services to be performed in connection with this agreement, in the minimum amount of \$1,000,000 per claim.

Liability insurance policies required to be provided by CONSULTANT hereunder shall contain or be endorsed to contain the following provisions:

- a) Except for professional liability insurance, CITY, its employees, officials, agents and member agencies shall be covered as additional insureds. Coverage shall apply to any and all liability arising out of the work performed or related to the contract. Additional insured status under the general liability requirement shall be provided on Insurance Services Office Form CG 20 10, with an edition date prior to 2004, or its equivalent. Additional insured status for completed operations shall be provided either in the additional insured form or through another endorsement such as CG 20 37, or its equivalent.
- b) General and automobile liability insurance shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability. Coverage will not be limited to CITY's vicarious liability.
- c) Professional liability insurance inception date, continuity date, or retroactive date must be before the effective date of this agreement. CONSULTANT agrees to maintain continuous coverage through a period no less than three years after completion of the services required by this agreement.
- d) Except for professional liability insurance, liability coverage shall be primary and non-contributing with any insurance maintained by CITY.
- e) Evidence of coverage (including the workers' compensation and employer's liability policies) shall provide that coverage shall not be suspended, voided, canceled or reduced in coverage or in limits except

after 30 days' prior written notice has been given to CITY. Such provision shall not include any limitation of liability of the insurer for failure to provide such notice.

- f) No liability insurance coverage provided to comply with this AGREEMENT shall prohibit CONSULTANT, or CONSULTANT's employees, or agents, from waiving the right of recovery prior to a loss. CONSULTANT waives its right of recovery against CITY.
- g) CONSULTANT agrees to deposit with CITY within fifteen days of Notice to Proceed of the Contract certificates of insurance and required endorsements.
- h) There shall be no recourse against CITY for payment of premiums or other amounts with respect to the insurance required to be provided by CONSULTANT hereunder. Any failure, actual or alleged, on the part of CITY to monitor compliance with these requirements will not be deemed as a waiver of any rights on the part of CITY. CITY has no additional obligations by virtue of requiring the insurance set forth herein. In the event any policy of insurance required under this AGREEMENT does not comply with these requirements or is canceled and not replaced, CITY has the right but not the duty to obtain the insurance it deems necessary and any premium paid by CITY will be promptly reimbursed by CONSULTANT or CITY will withhold amounts sufficient to pay premium from CONSULTANT payments.
- i) CONSULTANT agrees to provide immediate notice to CITY of any claim or loss against CONSULTANT arising out of the work performed under this AGREEMENT. CITY assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve CITY.

#### **11. RELATIONSHIP OF CONSULTANT TO CITY**

The relationship of the CONSULTANT to CITY shall be that of an independent contractor and that in no event shall CONSULTANT be considered an officer, agent, servant or employee of CITY. CONSULTANT shall be solely responsible for any workers compensation insurance, withholding taxes, unemployment insurance, and any other employer obligations associated with the described work.

#### **12. CORRECTIONS**

In addition to the above indemnification obligations, CONSULTANT shall correct, at its expense, all errors in the work that may be disclosed during CITY's

review of CONSULTANT's report or plans. Should CONSULTANT fail to make such correction in a reasonably timely manner, such correction shall be made by CITY, and the cost thereof shall be charged to CONSULTANT or withheld from any funds due to CONSULTANT hereunder.

### **13. TERMINATION BY CITY**

CITY, by notifying CONSULTANT in writing, may upon 10 calendar days notice, terminate without cause any portion or all of the services agreed to be performed under this AGREEMENT. If termination is for cause, no notice period need be given. In the event of termination, CONSULTANT shall have the right and obligation to immediately assemble work in progress for the purpose of closing out the job. All compensation for actual work performed and charges outstanding at the time of termination shall be payable by CITY to CONSULTANT within 30 days following submission of a final statement by CONSULTANT unless termination is for cause. In such event, CONSULTANT shall be compensated only to the extent required by law.

### **14. ACCEPTANCE OF FINAL PAYMENT CONSTITUTES RELEASE**

The acceptance by CONSULTANT of the final payment made under this AGREEMENT shall operate as and be a release of CITY from all claims and liabilities for compensation to CONSULTANT for anything done, furnished, or relating to CONSULTANT'S work or services. Acceptance of payment shall be any negotiation of CITY's check or the failure to make a written extra compensation claim within 10 calendar days of the receipt of that check. However, approval or payment by CITY shall not constitute, nor be deemed, a release of the responsibility and liability of CONSULTANT, its employees, subcontractors, agents and CONSULTANTS for the accuracy and competency of the information provided and/or work performed; nor shall such approval or payment be deemed to be an assumption of such responsibility or liability by CITY for any defect or error in the work prepared by CONSULTANT, its employees, subcontractors, agents and consultants.

### **15. AUDIT OF RECORDS**

At any time during normal business hours and as often as it may deem necessary, CONSULTANT shall make available to a representative of CITY for examination of all its records with respect to all matters covered by this AGREEMENT and will permit CITY to audit, examine and/or reproduce such records. CONSULTANT will retain such financial records, time sheets, work progress reports, invoices, bills and project records for at least two years after termination or final payment under this AGREEMENT.

## **16. WAIVER; REMEDIES CUMULATIVE**

Failure by a party to insist upon the strict performance of any of the provisions of this AGREEMENT by the other party, irrespective of the length of time for which such failure continues, shall not constitute a waiver of such party's right to demand strict compliance by such other party in the future. No waiver by a party of a default or breach of the other party shall be effective or binding upon such party unless made in writing by such party, and no such waiver shall be implied from any omissions by a party to take any action with respect to such default or breach. No express written waiver of a specified default or breach shall affect any other default or breach, or cover any other period of time, other than any default or breach and/or period of time specified. All of the remedies permitted or available to a party under this AGREEMENT, or at law or in equity, shall be cumulative and alternative, and invocation of any such right or remedy shall not constitute a waiver or election of remedies with respect to any other permitted or available right of remedy.

## **17. CONFLICT OF INTEREST**

CONSULTANT is unaware of any CITY employee or official that has a financial interest in CONSULTANT'S business. During the term of this AGREEMENT and/or as a result of being awarded this AGREEMENT, CONSULTANT shall not offer, encourage or accept any financial interest in CONSULTANT'S business by any CITY employee or official.

## **18. CONSTRUCTION OF LANGUAGE OF AGREEMENT**

The provisions of this AGREEMENT shall be construed as a whole according to its common meaning of purpose of providing a public benefit and not strictly for or against any party. It shall be construed consistent with the provisions hereof, in order to achieve the objectives and purposes of the parties. Wherever required by the context, the singular shall include the plural and vice versa, and the masculine gender shall include the feminine or neutral genders or vice versa.

## **19. MITIGATION OF DAMAGES**

In all situations arising out of this AGREEMENT, the parties shall attempt to avoid and minimize the damages resulting from the conduct of the other party.

## **20. GOVERNING LAW**

This AGREEMENT, and the rights and obligations of the parties, shall be governed and interpreted in accordance with the laws of the State of California. Should litigation occur, venue shall be in Superior Court of Santa Barbara County.

## **21. NONDISCRIMINATION**

CONSULTANT shall not discriminate on the basis of race, color, gender, gender identity/expression, pregnancy, sexual orientation, disability, marital status, or any other characteristic protected under applicable federal or state law.

## **22. TAXPAYER IDENTIFICATION NUMBER**

CONSULTANT shall provide CITY with a complete Request for Taxpayer Identification Number and Certification, Form W-9 (Rev. October 2018), as issued by the Internal Revenue Service.

## **23. NON-APPROPRIATION OF FUNDS**

Payments due and payable to CONSULTANT for current services are within the current budget and within an available, unexhausted and unencumbered appropriation of CITY funds. In the event CITY has not appropriated sufficient funds for payment of CONSULTANT services beyond the current fiscal year, this AGREEMENT shall cover only those costs incurred up to the conclusion of the current fiscal year.

## **24. MODIFICATION OF AGREEMENT**

The tasks described in this AGREEMENT and all other terms of this AGREEMENT may be modified only upon mutual written consent of CITY and CONSULTANT.

## **25. USE OF THE TERM "CITY"**

Reference to "CITY" in this AGREEMENT includes City Manager or any authorized representative acting on behalf of CITY.

## **26. PERMITS AND LICENSES**

CONSULTANT, at its sole expense, shall obtain and maintain during the term of this AGREEMENT, all appropriate permits, licenses, and certificates that may be required in connection with the performance of services under this AGREEMENT.

## **27. CAPTIONS**

The captions or headings in this AGREEMENT are for convenience only and in no other way define, limit or describe the scope or intent of any provision or section of the AGREEMENT.

## 28. AUTHORIZATION

Each party has expressly authorized the execution of this AGREEMENT on its behalf and bind said party and its respective administrators, officers, directors, shareholders, divisions, subsidiaries, agents, employees, successors, assigns, principals, partners, joint venturers, insurance carriers and any others who may claim through it to this AGREEMENT.

## **29. ENTIRE AGREEMENT BETWEEN PARTIES**

Except for CONSULTANT'S proposals and submitted representations for obtaining this AGREEMENT, this AGREEMENT supersedes any other agreements, either oral or in writing, between the parties hereto with respect to the rendering of services, and contains all of the covenants and agreements between the parties with respect to said services.

### **30. PARTIAL INVALIDITY**

If any provision in this AGREEMENT is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

### 31. NOTICES

Any notice required to be given hereunder shall be deemed to have been given by depositing said notice in the United States mail, postage prepaid, and addressed as follows:

TO CITY: Attention: Michelle Greene, City Manager  
City of Goleta  
130 Cremona Drive, Suite B  
Goleta, CA 93117

TO CONSULTANT: Linnet Loving, LLC  
111 King William Woods Court  
Midlothian, VA 23113

## 32. COUNTERPARTS AND ELECTRONIC/FACSIMILE SIGNATURES

This Agreement may be executed in several counterparts, which may be facsimile or electronic copies. Each counterpart is fully effective as an original, and together constitutes one and the same instrument.

**In concurrence and witness whereof**, this AGREEMENT has been executed by the parties effective on the date and year first above written.



**CITY OF GOLETA**

**CONSULTANT**

\_\_\_\_\_  
Michelle Greene, City Manager

\_\_\_\_\_  
Samantha Linnett, Partner

**ATTEST**

\_\_\_\_\_  
Deborah Lopez, City Clerk

\_\_\_\_\_  
Evan Loving, Partner

**APPROVED AS TO FORM:**  
MEGAN GARIBALDI, CITY ATTORNEY

DocuSigned by:  
  
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\_\_\_\_\_  
Winnie Cai, Assistant City Attorney

## **Exhibit A Scope of Work**

### **A. Goals and Outcomes**

1. Develop a Goleta Community Center Strategic Plan that includes recommendations for the future of the GCC and sets a path forward, as outline in the Request for Proposals dated April 25, 2022.
2. The Strategic Planning Process will involve establishing a vision for the Community Center, an appropriate mission statement, strategic long-term goals and specific objectives to be implemented over a 3- to 5- year horizon.

### **B. Time for Completion**

1. The time for completion is anticipated to be from September 2022 to March 2023, except as otherwise agreed to between the parties.

### **C. Tasks**

1. General Administration
  - a. Consultant will:
    - i. Communicate on at least a weekly basis with the Project Team
    - ii. Develop meeting agendas
    - iii. Provide meeting minutes and summaries and key findings from workshops
    - iv. Facilitate Ad Hoc Committee and Working Group meetings
    - v. Hold stakeholder meetings as needed
    - vi. Draft, edit and present all interim reports
    - vii. Manage quality control of work product
    - viii. Draft, edit and present final Strategic Plan document to Ad Hoc Committee and City Council
  - b. Project Manager/Staff will:
    - i. Answer questions
    - ii. Provide guidance to consultant
    - iii. Attend meetings
    - iv. Schedule meetings, book rooms and send out agendas
    - v. Approve documents and provide minimal editorial review
    - vi. Manage consultant contract and pay invoices

### **D. Project Phases**

1. Phase 1: Kick-off
  - a. Staff Kickoff
    - i. Meet virtually with Project Manager/staff to identify project milestones, timeline, clarify specific roles and responsibilities and identify and provide any additional information Consultant needs to proceed. This will include an update on the status of the construction at the GCC.

- ii. Deliverables:
    - 1. Finalized Project Timeline and Process
    - 2. Schedule of weekly check-ins
  - b. Ad Hoc Committee and Working Group Meeting # 1(Approx. 1-2 hrs.)
    - i. Meeting #1 will be a virtual meeting to review the findings of the Public Outreach Report, project scope, timeline and consider the input of these groups on the process and timeline.
      - 1. Determine if additional community/stakeholder engagement is needed.
- 2. Phase 2: Engagement Workshops
  - a. Conduct on-site facility tour and become familiar with existing facility, features, amenities and equipment.
  - b. Ad Hoc/Working Group Meeting #2 (Approx. half-day) will be an in-person workshop to actively engage with the Ad Hoc Committee and Working Group members and draw out in-depth feedback. These activities will include, but are not limited to:
    - i. Visioning exercises of an ideal future state
    - ii. SWOT analysis
    - iii. Mission and values statement framing
    - iv. Ideation and brainstorming for community center priorities, services and programming
    - v. Rapid prototyping for programming options, including story lining and feasibility impact model activities
  - c. Ad Hoc/Working Group Meeting #3 (Approx. half-day) will be an in-person continuation of the discussion from the second meeting including a review of the outcomes from that meeting.
- 3. Phase 3: Strategic Plan Outline
  - a. Ad Hoc/Working Group Meeting #4 (Approx. 1-2 hrs.) will be a virtual meeting to review and collect feedback on the draft strategic plan outline document.
    - i. Deliverable:
      - 1. Finalized Strategic Plan Outline
- 4. Phase 4: Comprehensive Strategic Plan
  - a. Ad Hoc/Working Group Meeting #5 (Approx. 2 hrs.) will be a virtual meeting to review and collect feedback on the comprehensive strategic plan document.
    - i. Deliverable:
      - 1. Finalized Strategic Plan Draft
- 5. Phase 5: Action Plan Template
  - a. Ad Hoc/Working Group Meeting #6 (Approx. 2 hrs.) will be a virtual meeting to review and collect feedback on the Annual Action Plan Template.

- i. Deliverable:
    - 1. Finalized Annual Action Plan Template
- 6. Phase 6: Presentation to City Council
  - a. Develop all materials needed for the City Council meeting
  - b. Attend and assist in presenting Draft Strategic Plan to City Council for discussion and adoption. Consultant's participation in this meeting(s) can be virtual. (Approx. 1-2 hrs.)
  - c. Incorporate direction from the City Council into final plan document.

#### **E. Extra Services**

The following extra services may be authorized by the Project Manager, as provided in Section 4 of this agreement, subject to the hourly rates in Exhibit B.

- 1. Additional Stakeholder Input: As determined by the Project Manager gather additional input from stakeholders such as, but not limited to the GVCC Board of Directors, current GCC users and tenants, sports groups, recreation program providers, arts organizations, private organizations needing to use space, Old Town residents, youth organizations and local non-profits.
- 2. Implementation and Follow-up: Conduct follow-up sessions with staff to gauge the progress of implementation at 3 and 6-months points after plan delivery. These follow-up sessions will follow the format of a performance management meeting, reviewing key performance indicators against implementation progress. During the sessions Consultant will gauge current progress, identify any challenges the team may be facing, and brainstorm solutions and develop implementation plans to overcome those challenges.

## Exhibit B Pricing Schedule

I. List of positions and fully loaded hourly rates used in pricing of sections II and III below. The list of positions and hourly rates will be used for service requests throughout contract term:				
Job Role/Title	Hourly Rate	Job Description		
Partner, Designer	\$ 150.00	Designs & facilitates community engagement activities.		
Partner, Strategist	\$ 150.00	Develops and manages project strategy & deliverables.		
II. Lump sum pricing for project				
Job Role/Title	Hourly Rate	# Hours	Subtotal	Comments
Initial Kickoff				*Costing estimates by project element
Partner, Designer	\$ 150.00	10	\$ 1,500.00	
Partner, Strategist	\$ 150.00	10	\$ 1,500.00	
Engagement Workshops				
Partner, Designer	\$ 150.00	60	\$ 9,000.00	
Partner, Strategist	\$ 150.00	50	\$ 7,500.00	
Strategic Plan Outline				
Partner, Designer	\$ 150.00	24	\$ 3,600.00	
Partner, Strategist	\$ 150.00	24	\$ 3,600.00	
Comprehensive Strategic Plan				
Partner, Designer	\$ 150.00	30	\$ 4,500.00	
Partner, Strategist	\$ 150.00	40	\$ 6,000.00	
Action Plan Template				
Partner, Designer	\$ 150.00	40	\$ 6,000.00	
Partner, Strategist	\$ 150.00	40	\$ 6,000.00	
Presentation to City Council				

Partner, Designer	\$ 150.00	20	\$ 3,000.00	
Partner, Strategist	\$ 150.00	20	\$ 3,000.00	
<b>Total NTE Base Services</b>			<b>\$ 55,200.00</b>	*Itemized actual expenses will be submitted on invoices, not to exceed total.
<b>III. Other Expenses Estimated</b>				
<b>Item Title</b>	<b>Cost</b>	<b>Quantity</b>	<b>Subtotal</b>	<b>Comments</b>
<i>Airfare</i>	\$ 800.00	2	\$ 1,600.00	
<i>Accommodations</i>	\$ 600.00	6	\$ 3,600.00	
<i>Ground Transportation</i>	\$ 700.00	1	\$ 700.00	
<i>Subtotal Travel per Trip</i>			\$ 5,900.00	
Total Travel for 2 Trips		2	\$ 11,800.00	
Workshop supplies	\$ 500.00	1	\$ 500.00	
<b>Total Estimated Expenses</b>			<b>\$ 12,300.00</b>	
<b>TOTAL NTE BASE CONTRACT</b>			<b>\$ 67,500.00</b>	
<b>IV. Optional Extra Services</b>				
Partner, Designer	\$ 150.00	TBD	TBD	
Partner, Strategist	\$ 150.00	TBD	TBD	
Travel & Expenses	At Cost		TBD	

## **ATTACHMENT 2**

Linnett Loving, LLC Proposal



Linnett Loving

Response to City of Goleta  
**GOLETA COMMUNITY CENTER STRATEGIC PLAN FOR  
THE CITY OF GOLETA, CALIFORNIA**

May 31, 2022

**Submission To:**

Shannon Kirn, Management Analyst  
130 Cremona Drive, Suite B  
Goleta, CA, 93117

**Submission From:**

Linnett Loving, LLC  
111 King William Woods Court  
Midlothian, VA, 23113





## **Cover Letter**

At Linnett Loving, local government is our passion. Our team is composed of civic innovation nerds who understand the challenges local governments face and are excited to help solve them. We know the impact your work has for your constituents and will help create positive change for the communities you serve in the ways only local government truly can. This is the value we want to bring to the City of Goleta through the community center strategic plan.

The Linnett Loving team consists of Samantha and Evan, two dedicated partners with extensive experience in strategic planning, community engagement, and project management. Based on the data provided in the solicitation, the Goleta Community Center is a key landmark for the community, but is in need of improvements in safety and structure, programming, and public communications. The team will provide several key services the City of Goleta requires to make these improvements, including strategic planning, community engagement, change management, and strategic communications.

The project approach covers the general administration, project kickoff, committee and council meetings presentations, background research, site visit(s), strategic planning facilitation and the creation of a final strategic plan called for in the solicitation as well as a detailed timeline and deliverables. The strategic plan will include:

- The new Goleta Community Center Vision, Mission, Goals, Objectives, and Key Performance Indicators,
- A final decision on the future management model, including the funding implications and staffing needs of that decision,
- Community center programming objectives, including the organizations that would provide that programming if not the City itself,
- Prioritization of center facility upgrades based on structural, safety, and programming needs, as well as identified funding sources for those upgrades, and
- A new sample lease agreement (if necessary) and a space rental agreement, fees, policies, and standard rental procedure for programming and events.

Beyond the elements of the strategic plan called for in the solicitation, Linnett Loving is proposing to provide:

- Community partner engagement,
- A strategic communications plan,
- A risk management plan,
- A financial plan, and
- Implementation and evaluation follow-up.



These items address needs identified in the 2020 Antenore & Associates Goleta Community Center Report. These services have all been explained in the approach section and included on the pricing sheet as optional additional services.

We look forward to the opportunity to work with you to return the Goleta Community Center to its status as the heart of the city. Thank you for your time and consideration.

SIGNATURE: Evan Loving DATE: 05/30/22

Evan Loving  
Partner  
Linnett Loving, LLC

SIGNATURE: Samantha Linnett DATE: 05/30/22

Samantha Linnett  
Partner  
Linnett Loving, LLC



### **Linnett Loving Qualifications**

<b>Corporation Name</b>	Linnett Loving, LLC	
<b>EIN</b>	87-4246477	
<b>Address</b>	111 King William Woods Court Midlothian, VA, 23113	
<b>Contact Information</b>	Evan Loving <a href="mailto:evan@linnettloving.com">evan@linnettloving.com</a> 703-705-2739	Samantha Linnett <a href="mailto:samantha@linnettloving.com">samantha@linnettloving.com</a> 518-937-4449
<b>Website</b>	<a href="https://linnettloving.com">https://linnettloving.com</a>	

At Linnett Loving, we work with local governments across the U.S. to solve their most pressing challenges and better serve their residents. Our work focuses on helping governments meet their goals to improve service delivery and address community needs with current resources. With a team of practitioners with over 15 years experience working within local government, we understand the challenges that local governments face and the strategies to overcome them.

We provide several key services relevant to the City of Goleta's requirements:

- **Strategic Planning:** At Linnett Loving, we think strategic plans should be more than shelf-ware. We coach clients through developing actionable strategic plans with achievable goals and measurable performance outcomes that will structure government and community priorities.
- **Community Engagement:** From program design to strategic planning to training, none of our work is done in a vacuum. Linnett Loving has trained professional facilitators to design and lead group workshops of employees, constituents, and program users to accomplish the project goals in an interactive and equitable way.
- **Change Management:** Linnett Loving knows even positive change can be difficult. We have strategies to help include, communicate with, and train government staff and community stakeholders in new processes and programs that result from our design and planning work.
- **Strategic Communications:** Governments have multiple groups of constituents and stakeholders to serve, all which prefer to receive and engage with information in different ways. We use strategic communications to map key audiences, develop two-way communication channels, host public and employee engagement sessions, and utilize traditional and digital media channels for public communications.



The Linnett Loving team has designed, facilitated, and executed several strategic planning, community engagement, and strategic communications projects for mid-sized cities, states, and at the federal level. While some of our team's relevant experience is described in more detail in the "Related Experience Highlights and References" section, a few key related projects include:

- Henrico County Finance Department Strategic Planning (2020)
- Employee Experience Organizational Design and Strategic Planning for a large federal agency (2021-2022)
- Citywide Strategic Planning for the City of Syracuse (2018 - 2019)
- Virginia Energy Strategic Planning (2016-2018)
- Housing Stability Public Engagement & Initiative Plan (2018-2019)
- City of Syracuse Code Enforcement Process Improvement and Change Management (2016-2018)
- Syracuse Northeast Community Center Strategic Communications (2016)

Each of these projects required varying levels of executive leadership workshops, stakeholder mapping and community engagement, strategic communications planning and execution, quantitative and qualitative data analysis, change management strategies and training, risk management and financial forecasting, performance management and metric tracking, and program implementation.

Linnett Loving will not be contracting with any subcontractors for this project and does not have any potential conflicts of interest. Our proposed project team's information can be found below.



## Meet Our Team



**Samantha Linnett**  
Lead Designer

Samantha is a civic innovation nerd who is obsessed with how local government works (seriously, she once emailed her team while on vacation to let them know Madrid does trash pickup at 2am instead of while cars are on the road). With over six years of public sector experience, Samantha specializes in human-centered design and equitable community engagement, using strategic communications and stakeholder engagement strategies to help develop public sector solutions. Samantha has worked with multiple large federal agencies, providing organizational design and strategic planning services. Prior to this, her work centered around local housing policy and public engagement. Using the human-centered design process, she worked with city departments to improve the health and safety of residents' homes and focused on finding ways to reduce housing instability.

Key project responsibilities will include, but are not limited to:

- Strategic planning workshop development and facilitation
- Community engagement planning and execution
- Qualitative analysis
- Strategic plan development
- Strategic communications plan development
- Branding and logo design
- Preparation of presentation materials



**Evan Loving**  
Lead Strategist

Evan is a public administration professional with more than a decade working for local and state governments, specializing in strategic planning, analysis, and decision-making. He has specific subject matter experience and expertise in local government administration, project management, civic innovation, municipal law, municipal finance, capital projects, infrastructure investment, energy policy, environmental policy, tax policy, and legislative affairs. Throughout his career, Evan has always focused on community engagement as a vital element to any public service or project.

Key project responsibilities will include, but are not limited to:

- Strategic planning workshop development and facilitation
- Strategic plan development
- Organizational risk analysis
- Financial analysis
- Risk management plan development
- Financial plan development
- Preparation of meeting materials and logistics



## **Approach**

### **Project Kickoff**

At the start of the project, Linnett Loving will host a kickoff meeting with the City's project manager and staff to identify milestones, timeline, clarify specific roles and responsibilities and identify resources. A finalized project plan and timeline will be submitted based on this discussion. The team will also set up regular project check-ins with the City's project manager during this meeting.

Linnett Loving will also conduct introductory meetings with the Ad hoc Committee and Working Group, the GVCC Board of Directors, the Department of Public Works, and the General Services Department to get up-to-date progress reports on the status of facility upgrades, public communications, and ask any additional questions about the background information on the center and its programming history. During this time, Linnett Loving will also visit the community center, and review any additional background and research materials and reports on the center (information attached to the RFP has already been reviewed in preparation for this response).

<b>Project Kickoff Deliverables:</b>
Finalized Project Plan
Meeting agendas
Meeting minutes
Schedule of weekly check-ins

### **Council/Committee Meetings**

Linnett Loving will assist with the development and presentation of strategic planning materials and progress updates for the City Council and Commission meetings. We expect a minimum of four (4) Council/Committee meetings to present and gather feedback on the Strategic Plan Annotated Outline, Draft Strategic Plan, Draft Annual Action Plan Template, and the Final Strategic Plan. Additional meetings will be supported for progress updates as necessary.

<b>Council/Committee Meetings Deliverables:</b>
All materials for at least four (4) Council/Committee meetings/presentations
Presentation facilitation (virtual or in-person)
Meeting minutes



## Strategic Planning

The strategic planning process will occur in three phases: 1) Ad hoc committee and working group workshop sessions, 2) community organization engagement (*optional*), and 3) strategic plan development.

### 1) Ad hoc Committee and Working Group Workshop Sessions

Linnett Loving will begin the strategic planning process by hosting three (3) half-day workshops with the City's Ad hoc Committee and Working Group members. These workshops will be conducted in-person (as public health restrictions allow) and will allow us to create the key outline for the strategic plan.

- Day 1: The first workshop session will focus on developing the vision, mission, and values of the Goleta Community Center.
- Day 2: The second workshop session will develop key goals and objectives for the Goleta Community Center, as well as brainstorm key performance measures for those goals and objectives.
- Day 3: The third workshop will focus discussion around the future management model, based on the new vision, mission, goals and programming objectives.

Linnett Loving will use a variety of human-centered design activities during the workshops to engage with the committee and working group members and draw out in-depth feedback. These activities will include, but are not limited to,

- Visioning exercises of an ideal future state
- SWOT analysis
- Mission statement framing
- Ideation and brainstorming for community center priorities, services and programming
- Rapid prototyping for management options, including storylining and feasibility-impact model activities

### 2) Community Organization Engagement (*optional*)

Depending on the outcome of the workshop sessions and direction of the new management model, Linnett Loving will want to conduct additional engagement on future center programming needs. Building on the work already conducted by Antenore & Associates, we would conduct community engagement specifically tailored to understand programming needs and wants.



The Antenore & Associates community survey identifies a large variety of programming types that community members would like to use at the center. We can prioritize these programming needs based on the distribution of how many respondents identified them. Based on these categories, Linnett Loving will conduct a community gap assessment to determine which organizations in the city already offer this type of programming, and whether they would be interested in hosting that programming at the Goleta Community Center in the future. This will allow us to determine what types of programming would have to be newly hosted by the City, what already exists, and what community organizations' needs are to host specific programming at the center.

Linnett Loving will host a series of focus group sessions with community organizations offering aligned programming. We propose conducting up to three (3) 90-minute sessions with up to 12 community organizations in each to better understand organizational service offerings and program hosting needs. Focus groups will be conducted virtually via Zoom, Microsoft Teams, or Google Meet.

### 3) Strategic Plan Development

Linnett Loving will develop the strategic plan based on workshop session and focus group input, as well as all of the historical feedback and data on the project, and present it in four parts: 1) a Strategic Plan Annotated Outline, 2) a Draft Strategic Plan, 3) a Draft Annual Action Plan Template, and 4) the Final Strategic Plan. Each part will be presented to and reviewed by the City project manager, City Council, Ad hoc Committee, and Working Group for feedback before moving to the next stage.

The Strategic Plan will identify and organize priorities over a 3-5 year horizon, and will include:

- The new Goleta Community Center Vision, Mission, Goals, Objectives, and Key Performance Indicators.
- A final decision on the future management model, including the funding implications and staffing needs of that decision.
- Community center programming objectives, including the organizations that would provide that programming if not the City itself.
- Prioritization of center facility upgrades based on structural, safety, and programming needs, as well as identified funding sources for those upgrades.
- A new sample lease agreement (if necessary) and a space rental agreement, fees, policies, and standard rental procedure for programming and events.

In addition to these items called for in the solicitation, Linnett Loving feels it is crucial to accompany the Strategic Plan with the following additional items in order to ensure operational efficiency and management success:





- A strategic communications plan, including for construction and upgrade timelines, programming communications, center event schedule, etc.
- A risk management plan for staffing, operations, and insurance.
- A financial plan to address the budgeted deficit of community center upgrades, ongoing maintenance, and potential for future City management of the center.

Each of these items are described in more detail in the sections below.

<b>Strategic Planning Deliverables:</b>
Workshop Agendas
Notes and Qualitative Analysis from Workshops
Focus Group Interview Guides ( <i>optional</i> )
Notes and Qualitative Analysis from Focus Groups ( <i>optional</i> )
Annotated Strategic Plan Outline
Draft Strategic Plan
Draft Annual Action Plan Template
Final Strategic Plan

### **Strategic Communications Plan (*Optional*)**

A key challenge area identified in the Antenore & Associates materials was public communications: residents of the City of Goleta did not know how to use the center, what center programming was available, or what the construction schedule and center availability was. Linnett Loving will develop a strategic communications plan that will help to structure future communications, reaching the appropriate audiences through a variety of methods.

The strategic communications plan will include the following:

- Current communications audit to determine what media and methods are currently being used, paired with evaluation results from the Antenore & Associates survey.
- Stakeholder mapping to identify and prioritize key audiences that the community center needs to communicate with and their preferred methods of communication.
- Goals and objectives for the center's communications, including key messaging to be used to reach those objectives.



- Tactical plan to identify methods of communication to disseminate key messaging on digital media, social media, and traditional media options, based on key audience preferences.
- Performance evaluation metrics to determine the success of different communications.
- A communications calendar developed specifically for facility construction updates, programming and events.

As part of the strategic communications plan, Linnett Loving will also assist with any necessary rebranding of the community center, including with the key messaging included above and with a new logo and branding kit as desired.

<b>Strategic Communications Deliverables:</b>
Strategic Communications Plan
Goleta Community Center Logo
Branding Kit

#### **Risk Management Plan (*Optional*)**

While the previous work of Antenore & Associates identified risks associated with capital, there are additional risks in operating the facility. Linnett Loving will conduct meetings with relevant staff or contractors to understand the daily operations of the community center to evaluate risks posed by these operations. Based on this information and our on-site visit, we will develop a risk management plan, which includes mitigation options related to operations, staffing, and insurance requirements, tailored to the new management model determined in the strategic plan.

<b>Risk Management Deliverables:</b>
Meeting Agendas
Meeting Minutes
Risk Management Plan

#### **Financial Plan (*Optional*)**

Linnett Loving will conduct meetings with relevant staff or contractors to allow us to develop a financial plan, including identifying all areas of potential funding for ongoing center renovations and maintenance, programming, and general operations. The goal of this plan will be to address



any budget deficits and allow the center to operate on a financially sustainable basis. This plan will include financial modeling based on historical data, defined projections, and estimates.

<b>Financial Management Deliverables:</b>
Meeting Agendas
Meeting Minutes
Financial Plan

#### **Implementation and Evaluation Follow-up (*Optional*)**

Linnett Loving will conduct follow-up sessions with the City of Goleta team at the 3-month and 6-month implementation marks after plan delivery. These follow-up sessions will follow the format of a performance management meeting, reviewing key performance indicators against implementation progress. During the sessions we will gauge current progress, identify any challenges the team may be facing, and brainstorm solutions and develop implementation plans to overcome those challenges. Follow-up sessions will be conducted virtually over Zoom, Microsoft Teams, or Google Meet.

<b>Implementation and Evaluation Follow-up Deliverables:</b>
Follow-up session agendas
Session notes
Micro-implementation plans



## Project Timeline

Activity	Week of**											
	8/1*	8/8*	8/15	8/22	8/29	9/5	9/12	9/19	9/26	10/3	10/10	10/17
Project Kickoff												
Introductory Meetings												
Site Visit												
Strategic Planning Sessions												
Community Engagement ( <i>optional</i> )												
Annotated Strategic Plan Outline												
Council/Committee Review												
Draft Strategic Plan												
Draft Annual Action Plan Template												
Council/Committee Review												
Final Strategic Plan												
Strategic Communications Plan												
Risk Management Plan												
Financial Plan												
Final Review & Project Closeout												

\*contractors on site; start date is flexible as needed.

\*\*timeline is an estimate and subject to change based on feedback and review periods, as well as any necessary project adjustments. Final project timeline will be developed in the kickoff meeting at project launch.



## **Key Personnel and Qualifications**

### **Organizational Plan**

Linnett Loving LLC	
Evan Loving, Partner & Lead Strategist	Samantha Linnett, Partner & Lead Designer
274	274
Key project responsibilities will include, but are not limited to: <ul style="list-style-type: none"><li>• Strategic planning workshop development and facilitation</li><li>• Strategic plan development</li><li>• Organizational risk analysis</li><li>• Financial analysis</li><li>• Risk management plan development</li><li>• Financial plan development</li><li>• Preparation of meeting materials and logistics</li></ul>	Key project responsibilities will include, but are not limited to: <ul style="list-style-type: none"><li>• Strategic planning workshop development and facilitation</li><li>• Community engagement</li><li>• Qualitative analysis</li><li>• Strategic plan development</li><li>• Strategic communications plan development</li><li>• Branding and logo design</li><li>• Preparation of presentation materials</li></ul>

\*No subcontractors will be used for this project.



## **Evan Loving**

Project Manager & Lead Strategist

Evan is a public administration professional with more than a decade working for local and state governments, specializing in strategic planning, analysis, and decision-making. He has specific subject matter experience and expertise in local government administration, project management, civic innovation, municipal law, municipal finance, capital projects, infrastructure investment, energy policy, environmental policy, tax policy, and legislative affairs. Throughout his career, Evan has always focused on community engagement as a vital element to any public service or project.

### **Relevant Project Experience**

**Virginia Energy Strategic Planning.** Defined goals and strategies within the State's energy office to guide staffing, operations, facilities, as well as policies on energy financing, renewable energy development, energy storage, demand response, energy efficiency programs, weatherization, environmental reclamation, emission reductions, and electric vehicle infrastructure. Collaborated with community stakeholders to conduct outreach to hard-to-reach populations impacted by environmental challenges including climate change. Reviewed, reported on, and incorporated public input into the State's proposed energy goals and departmental strategies.

**Syracuse Strategic Planning.** Worked with a facilitation team to manage strategic planning for the City's executive senior staff, overseeing administration, communications, policy, operations, public safety, and law. The strategic planning team held multiple offsite meetings with the senior staff, developing the plan in phases, which would be presented for review and approval at the start of subsequent sessions.

**Henrico County, Department of Finance Strategic Planning.** Facilitated the development of the departmental action plan focused on addressing core issues raised in the annual employee survey. The action plan focused on achievable outcomes to address deficiencies in general management, transition to remote work, and space management.

### **Certifications & Trainings**

Driving Government Performance, Harvard Kennedy School Executive Education, 2019

### **Education**

Juris Doctor

The T.C. William School of Law, University of Richmond, 2015

Master of Public Administration

The Wilder School of Government and Public Affairs, Virginia Commonwealth University, 2015

Bachelor of Arts in Government & International Politics

Schar School of Policy and Government, George Mason University, 2011



## **Samantha Linnett**

Project Manager & Human-Centered Designer

Samantha Linnett is a civic innovator with over six years of public sector experience. She specializes in human-centered design and equitable community engagement, using strategic communications and stakeholder engagement strategies to help develop public sector solutions. Samantha has worked with multiple large federal agencies, providing organizational design and strategic planning services for employee experience programs and developing process improvements for social welfare programs. Prior to this, her work centered around local housing policy and public engagement. Using the human-centered design process, she worked with city departments to improve the health and safety of residents' homes and reduce housing instability.

### **Relevant Project Experience**

**Citywide Strategic Planning.** Designed strategic planning and team building offsite workshop and engagement activities. Facilitated activities for executive leadership team to evaluate DiSC personality and work style results; identify values, vision, and mission; and develop strategic priorities and objectives across the city. Identified roles and responsibilities across strategic objectives with executive leads and department heads. Developed values, vision, mission, objectives and key performance indicators final report after the session.

**Housing Stability Community Engagement.** Defined engagement goals and designed engagement strategies to accomplish those goals. Collaborated with community stakeholders to conduct outreach to hard-to-reach renter populations. Interviewed city residents to understand their experiences with housing instability. Designed and facilitated three community engagement workshops with city residents, resulting in over 300 ideas for mitigating housing instability from residents experiencing the challenge.

**Employee Experience Organizational Design.** Developed a strategic plan and priorities for a new employee experience office. Designed and hosted employee engagement sessions and town halls to understand employee experience pain points. Analyzed annual employee viewpoint survey data to identify trends in employee satisfaction with different areas of the organization. Worked with employees to identify highest priority goals and initiatives for the new office and program.

**Community Center Strategic Communications.** Worked with a neighborhood community center to redesign communications materials based on new branding. Identified key stakeholders and preferred communications methods. Developed communications materials for center programming. Updated digital programming content. Conducted stakeholder outreach and engagement for center programming.

### **Certifications & Trainings**

Prosci Change Management Certified, 2021

Design Thinking Facilitation Certified, Design Thinkers Group, 2020

Community Engagement Training, Public Agenda, 2018

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Bloomberg Philanthropies Human-Centered Design Training, 2017

Education

Master's in Public Administration

Maxwell School of Citizenship and Public Affairs, Syracuse University, 2020

Bachelor's in Public Relations & Public Policy

S.I. Newhouse School of Public Communication & Maxwell School of Citizenship and Public Affairs,  
Syracuse University, 2016





## **Related Experience Highlights and References**

<b>Project Title</b>	Citywide Strategic Planning (2018-2019)
<b>Description</b>	An energetic leadership team for a mid-size city needed to align a range of projects and initiatives across multiple portfolios. The group developed a defined mission statement, vision, and values, but had a challenge incorporating these into the long, intermediate, and short term operations. Leaders, directors, managers, supervisors, and staff could not easily identify how these efforts fit into the mission, vision, values or align their efforts with each other. Overall there was a lack of clear direction, too many priorities for the available resources, lack of aligned effort of executive priorities, and a lack of accountability. The executive leadership team participated in offsite facilitated strategic planning sessions to identify, analyze, and articulate select priorities, develop clear, consistent goals to share throughout organizational leadership, identify roles and responsibilities for every goal-supporting action, modernize organizational structure, and create a strategy to engage relevant stakeholders (internal and external).
<b>Outcome / Deliverable(s)</b>	The team hosted off-site strategic planning workshops with leadership and developed a strategic planning matrix, which acted as a clear map for any city effort and tied directly to the City's performance management dashboard, which was the focus of weekly meetings with all department heads. The matrix categorizes projects and initiatives by objectives, rather than portfolios, and includes timeframes and staff assignments. This document was revisited each week by the executive team to assure the organization's efforts aligned with the strategic plan. The plan also included a gap analysis so that needs could be addressed proactively. The executive leadership team had improved quality and time in decision making. Resources from across the organization were more effectively and efficiently allocated to projects and initiatives that aligned with the mission, vision, and values. Leaders were able to hold each other and staff accountable to clear timelines and objectives. Staff were more empowered to act with clearer direction and adequate support.
<b>Relevance</b>	This project demonstrates a large-scale strategic planning effort for a mid-sized city of approximately 150,000 residents. It included engagement and workshoping with senior executive staff, as well as community partner engagement and use of city data for priority-setting. The project went beyond strategic plan development and included facilitated implementation and performance management.
<b>Reference</b>	Christine Elliott, Fmr. Director of Administration, City of Syracuse 315-439-4607  *Samantha and Evan were members of the Syracuse team and led the design and execution of this project and the following performance management implementation*



<b>Project Title</b>	Virginia Energy Strategic Plan (2016-2018)
<b>Description</b>	The State of Virginia Department of Energy supports residential, commercial, and utility projects. The department's strategic plan defined goals and strategies within the State's energy office to guide staffing, operations, facilities, as well as policies including resiliency, energy financing, renewable energy development, energy storage, demand response, energy efficiency programs, weatherization, environmental reclamation, and emission reductions. The energy financing and renewable energy efforts focus on diversifying the state energy mix by creating additional solar, onshore wind, offshore wind, and hydroelectric generation. The Department worked to minimize negative externalities from projects through proper siting, hazard mitigation from additional utility scale and residential investment, and from net metering. The State also supported planning, implementation, and management of demand response projects in which large public or private users such as local governments, universities, manufacturers, or aggregated individuals were able to respond in ways that improved grid resilience. The Dept. of Energy also worked closely with the Virginia Dept. of Housing and Community Development to fund and provide expertise on energy efficiency and weatherization programs reducing energy consumption and improving community health and safety. The Department was responsible for monitoring and reporting utilities progress towards their share of statewide energy and emission reduction goals.
<b>Outcome / Deliverable(s)</b>	The strategic plan ensured optimal operation of agency staff, programs, policies, and facilities. The net effect of the agency programs was a dramatic shift in focus towards cleaner energy, energy efficiency, carbon reduction, and environmental resilience. Prior to these efforts there was virtually no renewable energy deployment in Virginia. Solar deployment increased 933% in 2016 and 126% in 2017. The State also developed and approved a pilot project for the first utility-scale offshore wind in federal waters in 2017; the project was completed in 2020. In 2018, Virginia Energy's Energy Savings Performance Contracting (ESPC) program worked with state agencies and other public bodies to enter into \$80M worth of contracts with energy service companies to significantly reduce energy costs. In 2018, the State had 110 MW of demand response in the Virginia Energy program.
<b>Relevance</b>	This project demonstrates Linnett Loving's experience with strategic planning that includes facilities, program, and project management. The facilities and programs include those which hosted and engaged the general public as well as specific industry stakeholders.
<b>Reference</b>	Michael Phillips, Program Coordinator, Virginia Clean Cities 434-760-4485  *Evan was a key member of the Virginia Energy team developing, implementing, and managing these projects from 2016-2018*



<b>Project Title</b>	Housing Stability Community Engagement (March 2018 - February 2019)
<b>Description</b>	The City of Syracuse Innovation Team was working to develop solutions to improve housing stability for the city's renters. Renters that experienced the greatest instances of instability, or having to move multiple times within a year, were low-income renters and renters-of-color. The city wanted to develop services and solutions to help these renters maintain stable housing in collaboration with the renters themselves. The Innovation Team hosted a series of resident interviews at a local community center and food bank located in the heart of one of the areas of highest housing instability in the city. They interviewed 18 different renters on their experience with housing instability and identified causes of instability for those renters. Interview participants were provided with a grocery store gift card in exchange for their time. Additionally, the team hosted three different workshop ideation sessions at community centers in lower-income areas of the city. Each session was attended by 30-100 city residents who provided their feedback on housing stability challenges and potential solutions.
<b>Outcome / Deliverable(s)</b>	At the end of these engagements, the city had over 300 ideas of potential housing stability solutions that were developed into a portfolio of 11 new city initiatives.
<b>Relevance</b>	This project represents Linnett Loving's ability to conduct equitable community engagement, including with hard-to-reach populations, and to take qualitative feedback and incorporate it into a plan and portfolio of initiatives and programs ready for implementation.
<b>Reference</b>	Adria Finch, Fmr. Director of Innovation, City of Syracuse 518-651-1401  *Samantha was a member of the Syracuse team and led the design and execution of this project*



### **Services Agreement**

Linnett Loving has no requested exceptions or alternate language proposals to the Sample Consulting Services Agreement attached in Appendix C of the solicitation.