



TO: Mayor and Councilmembers

FROM: Robert Nisbet, City Manager

CONTACT: Ryan Kintz, Assistant to the City Manager
Shannon Kirn, Management Analyst

SUBJECT: 2023-2025 City of Goleta Strategic Plan

RECOMMENDATION:

Adopt Resolution No. 23-__ entitled "A Resolution of the City Council of the City of Goleta, California, Approving the 2023-2025 Strategic Plan as a Policy Document and Hereby Adopting the Plan for Utilization by the Organization."

BACKGROUND:

The City of Goleta's Strategic Plan (Plan) is a guiding policy resource that identifies the priorities and goals of the organization and serves as a roadmap to inform future decision making, the City's budget allocations and defining priorities in the departments' annual work programs. The Plan is driven by the City's Vision Statement which describes the community, key attributes, and values. The Plan covers a two-year period that runs concurrently with the City's Two-Year Budget Plan. This ensures the document continues to be dynamic and reflective of both the long-term goals and current priorities of the City Council and the Goleta community.

On February 7, 2022, Council received a presentation on and discussed the proposed updates for the 2023-2025 Plan. Staff proposed amendments to the current 2021-2023 Plan to reflect the updated strategic goals and budgeted items that staff and the City Council have identified. At this meeting Council provided additional direction to staff on what further changes to make to the Plan. Staff have incorporated all changes with Council concurrence into an updated 2023-2025 Strategic Plan (Attachment 1-Exhibit A).

The purpose of this item is for City Council to review and approve the incorporated changes and adopt Resolution No. 23-__ entitled "A Resolution of the City Council of the City of Goleta, California, Approving the 2023-2025 Strategic Plan as a Policy Document and Hereby adopting the Plan for Utilization by the Organization."

DISCUSSION:

The changes requested by City Council at the meeting on February 7, 2023, have been incorporated into the updated 2023-2025 Strategic Plan (Attachment 1-Exhibit A) and are summarized below by section with additions shown as *italics* and deletions shown as ~~strikethroughs~~.

1. Support Environmental Vitality
 - 1.3.9. *Explore preserving agricultural resources and urban agriculture*
2. Support Community Vitality and Enhanced Recreational Opportunities
 - 2.2.14. *Develop a public art installation policy*
 - 2.2.15. *Explore feasibility of city sponsored community engagement activities and events such as the National Night Out event that occurs each August*
 - 2.5.2. *Explore the opportunity to establish satellite library services in Old Town and include in the development of a Library Strategic Plan*
4. Support Economic Vitality
 - 4.1.5. *Investigate the future vitality of Aero Camino as a distinct planning area*
 - 4.7.6. *Support tenant rights and tenant protections by developing a Tenant Protections Ordinance*
5. Strengthen Infrastructure
 - 5.3.1. *Maintain and regularly update the City's Pavement Management Program to ensure the City tracks and meet the timelines for updating streets, roads, and sidewalks in the City limits*
 - 5.3.2. *Design and construct pavement overlays, rehabilitation and reconstruction projects for both residential and commercial streets that will achieve and maintain a Council-approved Pavement Condition Index (PCI), which is the mechanism for determining which roads to prioritize for the Pavement Management Program*
 - 5.4.13. *Explore and analyze the highest and best use of the triangle property in the short term and in the long term*
6. Return Old Town to a Vital Center of the City
 - 6.3.4 *Explore the potential acquisition of the MOT site with the Goleta Union School District*
9. Ensure Equity, Inclusion, and Access in City Programs, Services, and Activities
 - 9.1.1. *Analyze the City's employment demographics as compared to the demographics of the community and present data to Council*
 - 9.3.2. *Analyze the City's board and commission appointee demographics as compared to the demographics of the community, and develop targeted recruitment strategies to reach qualified candidates from diverse community groups and present data to Council*
 - 9.4. Strategic Goal: Engage *emergent multi-lingual* ~~limited-English~~ speakers in a strategic way
 - 9.5.7 *Explore a method of routine evaluation of equity impacts of City projects and programs*

Staff recommends adopting Resolution No. 23-__ entitled “A Resolution of the City Council of the City of Goleta, California, Approving the 2023-2025 Strategic Plan as a Policy Document and Hereby adopting the Plan for Utilization by the Organization.”

FISCAL IMPACTS:

The budgeted items listed in this Plan are associated with the FY 2023-24 and FY 2024/25 proposed budget that will be brought before Council during the Budget Workshop in June 2023. As such, no budget appropriations are being requested at this time.


ALTERNATIVES:

Council may direct staff to make further updates to the Plan. If further updates are needed, staff will come back to Council at the next regularly scheduled meeting with a final version for approval and adoption.


Reviewed By:


Kristine Schmidt
Assistant City Manager

Legal Review By:


Megan Garibaldi
City Attorney

Approved By:


Robert Nisbet
City Manager

ATTACHMENTS:

1. Resolution No. 23-__ entitled “A Resolution of the City Council of the City of Goleta, California, Approving the 2023-2025 Strategic Plan as a Policy Document and Hereby Adopting the Plan for Utilization by the Organization.”

ATTACHMENT 1

Resolution of the City Council of the City of Goleta, California, Approving the 2023-2025 Strategic Plan as a Policy Document and Hereby adopting the Plan for Utilization by the Organization.

Exhibit A. – Updated 2023-2025 Strategic Plan

RESOLUTION NO. 23-XX

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GOLETA, CALIFORNIA, APPROVING THE 2023-2025 STRATEGIC PLAN AS A POLICY DOCUMENT AND HEREBY ADOPTING THE PLAN FOR UTILIZATION BY THE ORGANIZATION

WHEREAS, since incorporation the City Council has engaged in strategic planning and goals setting in order to guide future decision-making; and

WHEREAS, a strategic plan outlines the City Council's vision and goals for the City and the community to address the shifting and expanding needs of the organization and community over time; and

WHEREAS, a strategic plan is used as a management tool to connect staff actions to Council goals and inform the public of the City's vision for the community; and

WHEREAS, a strategic plan further enables the City Council to identify priorities which require City resources and monetary allocations as a part of the City budget process; and

WHEREAS, over the years the City's Strategic Plan is updated to include new organizational priorities and goals that are reflective of issues and projects important to the City Council and the community; and

WHEREAS, in February of 2023, the City Council reviewed the existing plan, revised goals, created new goals to guide the City in its prioritization of work efforts for the next two-year budget cycle covering the time period of July 1, 2023 through June 30, 2025; and

WHEREAS, the City Council now desires to adopt updates to the Strategic Plan to ensure that relevant budgeted items and goals are reflected in the document.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GOLETA, AS FOLLOWS:

SECTION 1.

The City Council finds value in the Strategic Plan as a policy document and hereby adopts the following Plan attached in Exhibit "A" for utilization by the organization.

SECTION 2.

The City Council directs the City Manager to bring the Strategic Plan to the City Council for review and updating prior to any fiscal year budget cycle.

SECTION 3.

The City Clerk shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

PASSED, APPROVED AND ADOPTED this ____ day of _____ 2023.

PAULA PEROTTE, MAYOR

ATTEST:

APPROVED AS TO FORM:

DEBORAH S. LOPEZ
CITY CLERK

MEGAN GARIBALDI
CITY ATTORNEY

STATE OF CALIFORNIA)
COUNTY OF SANTA BARBARA) ss.
CITY OF GOLETA)

I, DEBORAH S. LOPEZ, City Clerk of the City of Goleta, California, DO
HEREBY CERTIFY that the foregoing Resolution No. 23-____ was duly adopted
by the City Council of the City of Goleta at a regular meeting held on the ____ day
of _____, 2023 by the following vote of the Council:

AYES:

NOES:

ABSENT:

(SEAL)

DEBORAH S. LOPEZ
CITY CLERK



2023–
2025

CITY OF GOLETA STRATEGIC PLAN

Table of Contents

INTRODUCTION	3
CITYWIDE KEY INITIATIVES	4
1. SUPPORT ENVIRONMENTAL VITALITY	5
2. SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES.....	7
3. ENSURE FINANCIAL STABILITY	10
4. SUPPORT ECONOMIC VITALITY	12
5. STRENGTHEN INFRASTRUCTURE.....	15
6. RETURN OLD TOWN TO A VITAL CENTER OF THE CITY	19
7. MAINTAIN A SAFE AND HEALTHY COMMUNITY.....	21
8. ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS.....	23
9. ENSURE EQUITY, INCLUSION, AND ACCESS IN CITY PROGRAMS, SERVICES, AND ACTIVITIES	25

Introduction

The Goleta community values its unique features including its diverse blend of neighborhoods, scenic views, open spaces, natural resources, and thriving businesses. To maintain and enhance these distinguishing characteristics, the City Council adopted a Strategic Plan to manage and support the development of the community.

A Strategic Plan identifies the priorities and goals of an organization in order to create a roadmap to guide future decision making. Goleta's Strategic Plan is driven by its **vision statement which describes the community, its key attributes, and its values.** The Plan articulates nine overarching Citywide strategies that guide the City toward achieving its vision. These overarching strategies serve as an umbrella for the strategic goals and objectives organized beneath them. **Strategic goals identify and describe the broad outcomes to achieve each Citywide strategy, and objectives provide measurable targets by identifying specific actions for staff to take.** The Plan is updated on a two-year cycle that **runs concurrently with the City's Two-Year Budget Plan.** The plan assists staff in developing the Budget and annual Work Programs, balancing the identified objectives with available funding and staff resources.



VISION STATEMENT:
Goleta is a beautiful, safe, and diverse community of residents with family- friendly neighborhoods that values the environment, agriculture, and open space while encouraging housing, recreation, and business opportunities.

Citywide Key Initiatives

There are 9 citywide key initiatives. Within these citywide initiatives there are 45 strategies, and 145 objectives.



1 SUPPORT ENVIRONMENTAL VITALITY



2 SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES



3 ENSURE FINANCIAL STABILITY



4 SUPPORT ECONOMIC VITALITY



5 STRENGTHEN INFRASTRUCTURE



6 RETURN OLD TOWN TO A VITAL CENTER OF THE CITY



7 MAINTAIN A SAFE AND HEALTHY COMMUNITY



8 ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS



9 ENSURE EQUITY, INCLUSION, AND ACCESS IN CITY PROGRAMS, SERVICES AND ACTIVITIES

1. SUPPORT ENVIRONMENTAL VITALITY



The City of Goleta strives to support and enhance the quality of life and preserve the integrity of the environment. The City recognizes that open space and natural resources are limited and valuable, which is why the City participates in activities to support a more sustainable community with attention to ecosystem protection. Additionally, the City continues to promote environmental vitality by improving air and stormwater quality, preserving watersheds, and addressing climate change by reducing greenhouse gas emissions and planning for climate adaptation. The City takes a comprehensive approach to sustainable practices that recognize the importance of a strong economy, community well-being and conserving environmental resources today for the benefit of future generations.

1.1. Strategic Goal: Promote renewable energy, energy conservation and local energy resiliency

Objectives

- 1.1.1. Implement the Strategic Energy Plan in furtherance of the City's adopted 100% renewable energy goals
- 1.1.2. Encourage energy conservation through enhanced insulation, LED replacement lighting and similar measures, including at City-owned facilities
- 1.1.3. 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 electric vehicle charging stations at City Hall
- 1.1.4. Adopt a "Reach" Building Code

- 1.1.5. Continue to work with the Santa Barbara County Regional Climate Collaborative to share resources to address climate change
- 1.1.6. Implement the City's Climate Action Plan
- 1.1.7. Update policies to address sea level rise
- 1.1.8. 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

1.2. Strategic Goal: Advance City water conservation efforts and practices

Objectives

- 1.2.1. Expand the use of reclaimed water wherever possible
- 1.2.2. Utilize native, drought-tolerant landscaping on City-owned facilities
- 1.2.3. Encourage the use of greywater systems in residential construction
- 1.2.4. Support water conservation efforts and encourage stormwater capture to facilitate groundwater recharge

1.3. Strategic Goal: Adopt best practices in sustainability

Objectives

- 1.3.1. Update the Community Wildfire Protection Plan
- 1.3.2. Implement the Ellwood Mesa/Sperling Preserve Open Space Monarch Butterfly Habitat Management Plan
- 1.3.3. Implement the Ellwood Mesa Coastal Trails and Habitat Restoration Project
- 1.3.4. Implement the Creek and Watershed Management Plan
- 1.3.5. Offer services and implement programs to help the community reduce, reuse and recycle materials to promote zero waste practices
- 1.3.6. Update the existing CEQA Thresholds Manual
- 1.3.7. Utilize the STAR Community Rating System certification results as a means to assess sustainability efforts
- 1.3.8. Participate in Central Coast Community Energy (3CE)
- 1.3.9. Explore preserving agricultural resources and urban agriculture

2. SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES



Goleta is a highly desirable place to live, work, and play because of the natural beauty of its location and the diversity and vitality of its residents. Preserving the quality of life in Goleta is highly valued and communicated as a priority through the City's vision statement and General Plan. The quality of life is formed through the diverse blend of neighborhoods, housing opportunities, open spaces, parks and recreation, natural resources and habitat, and agricultural landscape throughout the community. These elements must be preserved to maintain Goleta's character and livability for generations to come.

2.1. Strategic Goal: Provide community development for neighborhoods and social welfare assistance for disadvantaged and/or marginalized groups.

Objectives

- 2.1.1.** Implement the Homelessness Strategic Plan to prevent homelessness in the City and to address the needs of Goleta-area homeless, and those at risk of experiencing homelessness, including homeless veterans, youth, seniors, individuals, families, and the vehicular homeless
- 2.1.2.** Restructure the tourism and economic development funding provided through the Support to Other Agencies Program as an RFP to enable expanded purposes, including community development purposes
- 2.1.3.** Explore options to replace discontinued senior nutrition, recreation, and support programming at the Goleta Community Center

2.2. Strategic Goal: Support programs that enhance quality of life in the Goleta community such as recreation, public safety, human services, and cultural arts

Objectives

- 2.2.1.** Implement the Parks, Facilities, and Playgrounds Master Plan
- 2.2.2.** Implement the Goleta Community Center Strategic Plan
- 2.2.3.** Explore opportunities for increasing the number of active parks and open space, emphasizing underserved areas of the community and areas designated for future new residential development
- 2.2.4.** Ensure that new parks and recreational amenities for the public are provided concurrent with new development
- 2.2.5.** Construct a splash pad at Jonny D. Wallis Neighborhood Park
- 2.2.6.** Evaluate and refine the formalized process for providing support to other agencies by establishing specific program and service categories and a funding and management process specific to each category
- 2.2.7.** Update the Lake Los Carneros Natural and Historical Preserve Master Plan
- 2.2.8.** Collaborate with representatives of the Chumash to assess the development of a Chumash cultural center in Goleta
- 2.2.9.** Install a restroom facility at Evergreen Park
- 2.2.10.** Renovate the multi-purpose recreation field at Evergreen Park after reclaimed water service is secured
- 2.2.11.** Construct a community garden at Armitos Park
- 2.2.12.** Explore opportunities for expansion of passive open space on Ellwood Mesa (Mathilda Parcels) as they arise
- 2.2.13.** Encourage and help facilitate public trail access from the community to the rural foothills and mountainous areas of the Los Padres National Forest
- 2.2.14.** Develop a public art installation policy
- 2.2.15.** Explore feasibility of city sponsored community engagement type of activities such as the National Night Out event that occurs each August

2.3. Strategic Goal: Support childcare initiatives and programs

Objectives

- 2.3.1.** Adopt a Childcare Strategic Plan
- 2.3.2.** Participate in county-wide and Santa Barbara South Coast regional efforts to increase the availability and affordability of childcare

- 2.3.3.** Promote incorporation of childcare centers into future commercial and residential development and evaluate the community's need for additional affordable, quality childcare

2.4. Strategic Goal: Support and implement the General Plan

Objective

- 2.4.1.** Implement the Historic Preservation and Cultural Resource Program and the associated ordinance

2.5. Strategic Goal: Support the Goleta Library as a robust community resource

Objective

- 2.5.1.** Develop, adopt, and begin to implement a Strategic Plan for the Goleta Valley Library
- 2.5.2.** Explore the opportunity to establish satellite library services in Old Town and include in the development of a Library Strategic Plan



3. ENSURE FINANCIAL STABILITY



The long-term financial health of the City is an essential component to be able to deliver high-quality services to residents and businesses. Financial sustainability includes effective financial accounting systems, improved resource management, strong investment programs, prudent budgeting principles, revenue diversity and investment in city infrastructure.



3.1. Strategic Goal: Provide accurate, reliable, and timely financial information

Objective

- 3.1.1. Explore additional software modules such as and Content Manager for the City' financial system

3.2. Strategic Goal: Enhance revenue by seeking grants and implementing financing strategies that strengthen the City's budget

Objective

- 3.2.1. Evaluate debt financing options and secure financing for large infrastructure projects with long useful lives to achieve inter-generational equity

3.3. Strategic Goal: Maintain sound fiscal policies and budgeting principles

Objective

- 3.3.1. Update and implement the Cost Allocation Plan and Comprehensive User Fee Study to ensure full cost recovery

3.4. Strategic Goal: Address Revenue Neutrality Agreement

Objective

- 3.4.1. Explore opportunities to further address revenue neutrality agreement

3.5. Strategic Goal: Maintain and update the 5-year budget forecast and long-range financial forecast

Objectives

- 3.5.1. Enhance the current 5-year budget forecast, including analysis on other primary special revenue operation funds
- 3.5.2. Maintain and update the 20-year long range financial forecast

3.6. Strategic Goal: Maintain prudent financial reserve policy

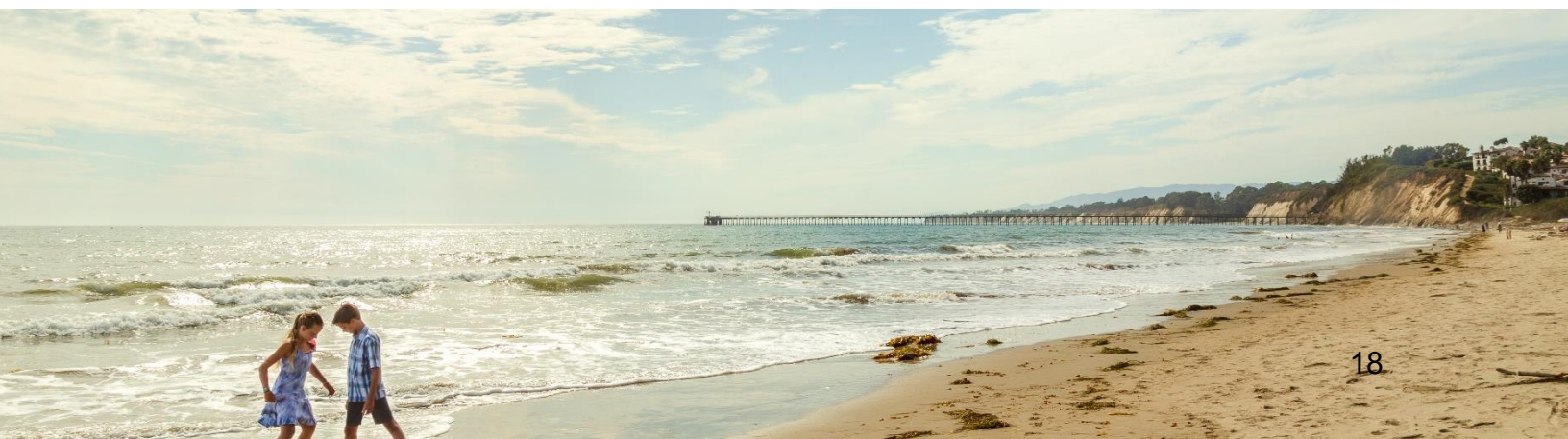
Objectives

- 3.6.1. Update the reserve policies and add reserve categories
- 3.6.2. Identify areas of unfunded priorities such as with deferred maintenance and facility improvements and replacements

3.7. Strategic Goal: Leverage longstanding partnerships for well-funded and cost-effective library services

Objectives

- 3.7.1. Seek increases to State and County funding for library services
- 3.7.2. Advocate for continued regional cooperation and resource sharing for the benefit of library users
- 3.7.3. Secure funding for long-term operations and expansion of mobile library services in the Goleta Valley Library's service area (County Library Zone 4)
- 3.7.4. Ensure regional funding for the Goleta Valley Library that is fair and equitable to City of Goleta residents



4. SUPPORT ECONOMIC VITALITY



A vibrant local economy is another indicator of the overall “health” of a community. Local businesses, nonprofits and other organizations play a key role in creating a diverse local economy. The City Council is committed to supporting a vital and sustainable local economy.

4.1. Strategic Goal: Promote a sustainable local economy

Objectives

- 4.1.1. Implement the City’s Economic Development Strategic Plan to enable the City to evaluate opportunities for economic and community development
- 4.1.2. Invest in local infrastructure improvements that enhance economic sustainability, such as street and sidewalk rehabilitation, renewable energy and grid resiliency
- 4.1.3. Develop a broadband strategic plan
- 4.1.4. Support local businesses by facilitating and promoting communication, collaboration, advocacy and assistance
- 4.1.5. Investigate the future vitality of Aero Camino as a distinct planning area

4.2. Strategic Goal: In response to emergency events, address the acute needs of local business owners, nonprofits and other organizations and their employees

Objectives

- 4.2.1.** Monitor emergency events and their effects on the business community
- 4.2.2.** Identify and distribute relief funds to local individuals, families, businesses, non-profits, and other organizations, as needed, in response to emergency events
- 4.2.3.** Support partnership organizations to provide additional relief, when needed

4.3. Strategic Goal: Encourage residents, neighboring shoppers, and tourists to support locally owned businesses in Goleta

Objective

- 4.3.1.** Implement the #GoodlandGoodshopping campaign to enhance awareness of the importance of shopping locally to support businesses in Goleta

4.4. Strategic Goal: Support regional economic vitality in the community through enhanced partnerships such as with UCSB, local businesses, and Chamber of Commerce organizations

Objective

- 4.4.1.** Support business start-up, retention, and expansion, as well as events that attract vendors and tourists

4.5. Strategic Goal: Encourage and assist entrepreneurs and companies to start or expand their businesses in Goleta and serve as liaison by connecting those businesses to resources

Objective

- 4.5.1.** Provide assistance, financial or otherwise, including through Goleta Entrepreneurial Magnet (GEM) program where appropriate, and regulatory changes to support local start-ups, and enable local businesses to expand in Goleta

4.6. Strategic Goal: Increase the amount of City property that can be utilized for various community uses and benefits



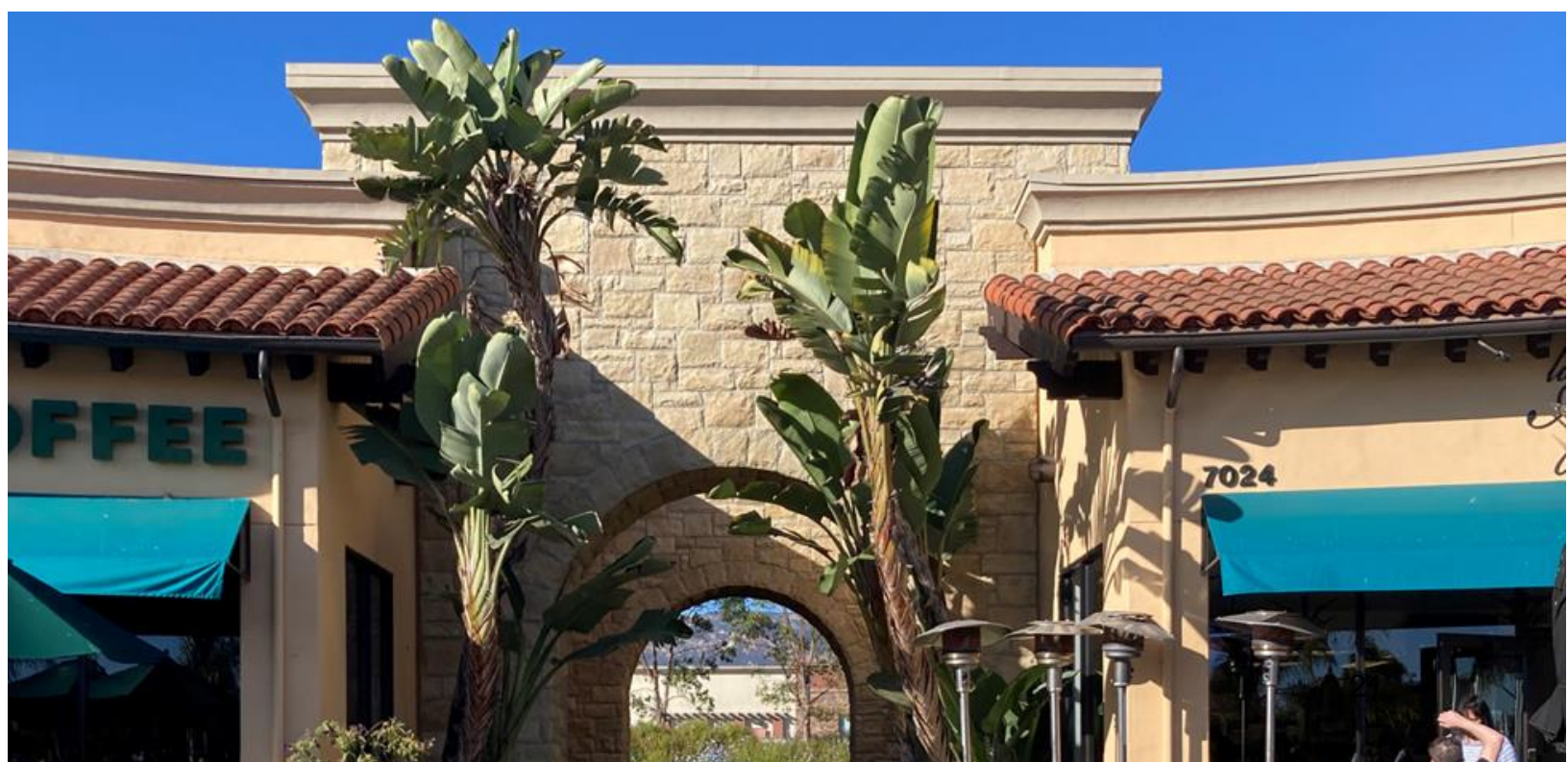
Objective

- 4.6.1.** Explore grants that would aid in the City's efforts to secure property for community uses

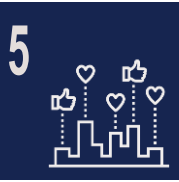
4.7. Strategic Goal: Support organizations, programs, and policies that facilitate affordable housing for the Goleta workforce

Objectives

- 4.7.1.** Provide assistance, financial or otherwise, where possible, and regulatory changes to support affordable housing by for-profit and non-profit developers, and homeowners
- 4.7.2.** Implement inclusionary housing policies for rental housing that meet requirements under state law
- 4.7.3.** Develop tools, such as local preference ordinances or loans to enable additional affordable housing or to allow new housing to have a smaller impact on neighborhoods
- 4.7.4.** Encourage and/or provide incentives for Goleta employers to provide new housing for their employees near the employers' workplace
- 4.7.5.** Support organizations, programs, and policies that facilitate affordable housing for members of the Goleta workforce, such as first responders, teachers, and nurses
- 4.7.6.** Support tenant rights and tenant protections by developing a Tenant Protections Ordinance



5. STRENGTHEN INFRASTRUCTURE



Strategically focusing on a well-maintained infrastructure that is clean, safe, and supports the City's current and future needs will increase the overall health and quality of living in the community. The goals and objectives developed herein are aimed at improving infrastructure, which includes Citywide public facilities, roads and traffic circulation. This includes supporting projects which will enhance the efficiency of travel, accommodating multi-modal transportation which takes into consideration the various modes of transportation such as transit, rail, walking, bicycling, and the connections among all modes. It also includes communication infrastructure, such as broadband, and cable.



5.1. Strategic Goal: Strengthen Citywide infrastructure including roads and traffic circulation, including bicycle lanes, paths, and sidewalks

Objectives

- 5.1.1. Implement the Bicycle/Pedestrian Master Plan
- 5.1.2. Construct multi-modal train and transit station and develop a plan for interior uses and design
- 5.1.3. Design and construct pedestrian crosswalk improvement projects at various locations throughout the City
- 5.1.4. Design and construct priority projects identified in the City's 5-year Capital Improvements Program
- 5.1.5. Budget and perform regular maintenance of the San Jose Creek channel to ensure fish-passage function and capacity for flood events

5.2. Strategic Goal: Encourage Use of Alternative Transportation Methods that Reduce Vehicle Miles Traveled

Objectives

- 5.2.1. Pursue sustainable land use practices through the General Plan, including walkable, mixed use urban environments that include recreational and commercial opportunities
- 5.2.2. Evaluate opportunities for shared mobility approaches across the region
- 5.2.3. Encourage and promote alternative transportation, including transit, biking and walking, including through existing partnerships with SBCAG, Traffic Solutions and MTD

5.3. Strategic Goal: Protect and maintain our roadway system

Objectives

- 5.3.1. Maintain and regularly update the City's Pavement Management Program to ensure the City tracks and meets the timelines for updating streets, roads, and sidewalks in the City limits
- 5.3.2. Design and construct pavement overlays, rehabilitation and reconstruction projects for both residential and commercial streets that will achieve and maintain a Council-approved Pavement Condition Index (PCI), which is the mechanism for determining which roads to prioritize for the Pavement Management Program
- 5.3.3. Design and seek funding for the Cathedral Oaks Crib Wall Repair Project

5.4. Strategic Goal: Protect and maintain our City-owned facilities and critical operational assets (vehicles and computing infrastructure)

Objectives

- 5.4.1. Implement a maintenance and repair schedule for City facilities
- 5.4.2. Implement asset management software to systematically forecast capital maintenance and renewal costs and reserve targets for City assets including buildings, fleet equipment, and information technology components
- 5.4.3. Complete the seismic upgrade project at Goleta Community Center
- 5.4.4. Complete design and award construction contract for ADA improvements at the Goleta Community Center that are triggered by the seismic project
- 5.4.5. Complete ADA projects at the Goleta Valley Library
- 5.4.6. Develop a plan to renovate and refresh the Goleta Community Center buildings to better meet community needs

- 5.4.7. Develop a plan to renovate and upgrade the aging Goleta Valley Library building
- 5.4.8. Preserve the City's historic properties, including the Historic Train Depot and the Stow House, for future generations
- 5.4.9. Develop a plan to expand and/or relocate the Public Works Yard to safely accommodate existing and future streets, parks, and facilities maintenance operations
- 5.4.10. Implement the City's Information Technology Strategic Plan
- 5.4.11. Implement a vehicle maintenance and replacement plan
- 5.4.12. Investigate a more uniform set of policies and procedures consistent with all city properties
- 5.4.13. Explore and analyze the highest and best use of the triangle property in the short term and in the long term

5.5. Strategic Goal: Make public streets safer by incorporating best practices for infrastructure

Objectives

- 5.5.1. Evaluate, regularly maintain, and update the City's traffic signal and electronic traffic control device network
- 5.5.2. Implement a concrete repair program, design and construct concrete improvement projects to repair damaged sidewalk and trip hazards throughout the City
- 5.5.3. Develop a plan to evaluate, regularly maintain, and update the City's street lighting and street light wiring and maintenance of street trees that surround them

5.6. Strategic Goal: Incorporate Vision Zero plans into transportation project design

Objectives

- 5.6.1. Complete the Goleta Traffic Safety Study and Local Road Safety Plan
- 5.6.2. Update roadway striping concurrent with overlays and slurry seal projects to enhance bicyclist safety and include Complete Streets Concepts

5.7. Strategic Goal: Enhance the efficiency of the City's land use planning framework

Objectives



- 5.7.1.** Complete the City's Local Coastal Program (LCP) project for submittal to and certification by the California Coastal Commission in consultation with Coastal Commission staff
- 5.7.2.** Encourage widespread use of the electronic permit tracking system by the public and staff to increase efficiency, accessibility, and transparency



6. RETURN OLD TOWN TO A VITAL CENTER OF THE CITY



The Old Town area is recognized as the historic center of town. Strategic efforts to restore this area include enhancing the physical and economic environment, improving the bicycle and pedestrian experience, managing traffic, and minimizing impacts on residential areas, all the while preserving the unique character of the area.

6.1. Strategic Goal: Complete infrastructure improvements in Old Town

Objectives

- 6.1.1. Begin construction of the Ekwil Street and Fowler Road Extensions Project
- 6.1.2. Begin construction of the Hollister Avenue Bridge Replacement Project
- 6.1.3. Complete design and construction of the San Jose Creek Bike Path Project (Middle Extent) from Jonny D. Wallis Park to Armitos Avenue
- 6.1.4. Develop designs and construction plans for the Southern Extent of the San Jose Creek Bike Path Project
- 6.1.5. Complete construction of the Hollister Avenue Old Town Interim Striping Project

6.2. Strategic Goal: Improve parking availability in Old Town

Objectives

- 6.2.1. Work with local organizations including Traffic Solutions to evaluate employee parking needs in Old Town
- 6.2.2. Encourage employee use of alternative transportation as available for Old Town businesses
- 6.2.3. Complete rehabilitation of Orange Avenue lot for public use
- 6.2.4. Enforce the timed parking restrictions in Old Town

6.3. Strategic Goal: Support the continued vigor and vitality in Old Town

Objectives

- 6.3.1. Study the feasibility of pursuing state or federal historic registry listing for the Goleta Valley Community Center
- 6.3.2. Enhance connections between the Goleta Community Center and Old Town residents and businesses
- 6.3.3. Initiate the Old Town Visioning process.
- 6.3.4. Explore the potential acquisition of the MOT Site with the Goleta Union School District



7. MAINTAIN A SAFE AND HEALTHY COMMUNITY



The City places a high priority on public safety and will continue to work collaboratively with police, fire, residents, and businesses to maintain Goleta's safe community. This includes providing high-quality crime prevention and law enforcement services, efficient emergency services in order to minimize exposure to health and safety hazards and maintaining robust training programs for community education and increased public awareness.



7.1. Strategic Goal: Maintain robust community/emergency preparedness programs

Objectives

- 7.1.1.** Provide Community Emergency Response Team (CERT) training programs (in English and Spanish) for adults, teens, seniors and Spanish-speakers
- 7.1.2.** Provide the LISTOS basic emergency and disaster readiness public education program for Spanish-speaking populations
- 7.1.3.** Engage City staff in regular Emergency Preparedness drills and mock activation of the City's Emergency Operations Center (EOC)

7.2. Strategic Goal: Participate in regional public safety collaboration

Objectives

- 7.2.1.** Work with the Santa Barbara County Fire Department and the Santa Barbara County Sheriff's Office to ensure adequate staffing levels and services are provided to the community
- 7.2.2.** Review current evacuation plans and procedures with the County Sheriff's Office, the primary agency for all evacuation matters, and County Fire Department, the assisting agency
- 7.3. Strategic Goal: Continue to enhance public safety efforts throughout the City through Community Resources Deputies**
- 7.4. Strategic Goal: Uphold high visibility for pedestrian and traffic safety through our dedicated Motors Unit**
- 7.5. Strategic Goal: Pursue the Development of Fire Station 10 in collaboration with the Santa Barbara County Fire District**



8. ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS

8



City of Goleta employees are guided by the employee mission statement: “Our mission is to conduct the City’s business in the most efficient, transparent and professional way possible to support a vibrant and sustainable community.” Seven core values serve as a framework for employees to conduct day-to-day business and provide excellent customer service:

Responsive, efficient, and effective professional behavior

1. Consistent application of procedures, values and policies
2. Continuous improvement and professional development
3. Collaboration through teamwork in support of a common goal
4. Open, honest, direct and timely communication
5. Fostering high morale through camaraderie, respect, empowerment and enjoyable workplace
6. Flexibility, innovation and creativity



8.1. Strategic Goal: Provide professional, efficient, and responsible customer service



Objectives

- 8.1.1.** Provide timely feedback on responses to issues and resolutions to citizen complaints
- 8.1.2.** Provide initial response to calls and emails from the City Council and the public within one business day

8.2. Strategic Goal: Maintain transparency in all aspects of City Government

Objective

- 8.2.1.** Investigate tools to increase presentation of financial information on City Website

8.3. Strategic Goal: Continually strive to improve customer service

Objectives

- 8.3.1.** Pursue 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
- 8.3.2.** Install an Enterprise Content Management (ECM) system for long-term archiving, retrieval, and destruction of paper and digital public records in accordance with records retention policies
- 8.3.3.** Explore and implement options for the public and staff to seamlessly access information and services and conduct City business remotely and at times most convenient for them

9. ENSURE EQUITY, INCLUSION, AND ACCESS IN CITY PROGRAMS, SERVICES, AND ACTIVITIES



The City of Goleta has a clear and longstanding commitment to diversity, equity, inclusion and access in government. The City appreciates and values the physical, social, and psychological differences between people and groups in our community. We endeavor to ensure that everyone in Goleta can reach their highest level of health and potential for a successful life, regardless of their background and identity, and experience a sense of belonging in our community. To that end, the City will continually examine its policies and practices, seek new and innovative ways to engage and benefit the entire community, and make changes in any government policies, structures, services, or culture that negatively impact or do not fully benefit historically disenfranchised communities.

9.1. Strategic Goal: Develop and maintain a workforce reflecting the diversity of our community, and create a work environment to support all employees

Objectives

- 9.1.1. Analyze the City's employment demographics as compared to the demographics of the community and present data to Council

- 9.1.2. Implement targeted recruitment strategies to reach qualified candidates from diverse community groups
- 9.1.3. Establish, communicate, and enforce policies and practices that ensure a harassment and discrimination free workplace with equal opportunity in all areas of employment, including hiring, salaries and benefits, training, and advancement

9.2. Strategic Goal: Create a culture of learning and awareness at the City, and a workforce committed to the principles of diversity, equity, inclusion and access in the provision of City services

Objectives

- 9.2.1. Conduct ongoing mandatory and voluntary training and other educational opportunities for staff, elected officials, and members of City boards and commissions to increase their understanding of implicit and explicit bias; individual, institutional, and structural bias; and best practices for achieving equity, inclusion, and access in local government
- 9.2.2. Engage a cross-section of staff on the Diversity, Equity and Inclusion Team in the implementation of a Diversity, Equity and Inclusion Plan

9.3. Strategic Goal: Strengthen public outreach, promote public engagement in the civic process, increase attendance at City and community events, and improve awareness of and access to City services for all City residents, including underrepresented groups

Objectives

- 9.3.1. Consider additional opportunities for public engagement in City activities
- 9.3.2. Analyze the City's board and commission appointee demographics as compared to the demographics of the community, and develop targeted recruitment strategies to reach qualified candidates from diverse community groups and present data to Council
- 9.3.3. Ensure broad public awareness of City meetings and events, and provide opportunities for public participation
- 9.3.4. Consider recommendations from the Public Engagement Commission to increase public participation in government
- 9.3.5. Pursue opportunities to improve communication, program access, and facility access for people with disabilities

- 9.3.6. Continue the LEAD Goleta program to provide insight to City policymaking and operations, interaction with elected officials and staff, and opportunities for civic engagement

9.4. Strategic Goal: Engage emergent multi-lingual speakers in a strategic way

Objectives

- 9.4.1. Develop a Language Equity Plan to provide for outreach and engagement for the primary languages spoken in Goleta besides English
- 9.4.2. Hold a “City 101” event in Spanish modeled on the existing LEAD Goleta Program but tailored to the needs of the Spanish speaking community
- 9.4.3. Publicize the availability of Library resources and programming in Spanish
- 9.4.4. Provide Spanish interpretation at key meetings and events
- 9.4.5. Offer Spanish language Community Emergency Response Team (CERT) and LISTOS training

9.5. Strategic Goal: Continually examine operational policies and practices to eliminate bias and ensure equity, inclusion, and access

Objectives

- 9.5.1. Complete and present the Diversity, Equity, and Inclusion (DEI) Plan to the City Council
- 9.5.2. Implement the recommendations for changes to policy and practice outlined in the DEI Plan
- 9.5.3. Use data to develop baselines, set goals, and measure the success of specific programmatic and policy changes
- 9.5.4. Encourage and support the Santa Barbara County Sheriff’s ongoing efforts to ensure equitable policing
- 9.5.5. Collaborate with other public agencies to share resources and best practices
- 9.5.6. Seek input from relevant organizations and community groups
- 9.5.7. Explore a method of routine evaluation of equity impacts of City projects and programs