



**TO:** Mayor and Councilmembers

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

**SUBJECT:** Planning and Environmental Review Department Priority-Setting Workshop and FY 2018-19 Annual Work Program

**RECOMMENDATION:**

Discuss work priorities and adopt an Annual Work Program for FY 2018-19 for the Planning and Environmental Review (PER) Department.

**BACKGROUND:**

A backlog of projects exists in both the Current and Advance Planning Divisions of the PER Department, and the staff of both divisions are currently oversubscribed, that is, there is more work than available staff time and capacity. In addition, the Sustainability Program also has a very full plate. Some projects, such as the new Zoning Ordinance and the Permit Tracking System, have been in process for years. In addition to existing work commitments, Council members have also suggested a number of ideas over the past year for new planning work efforts.

A major challenge facing the PER Department is how to work through this backlog and to create capacity eventually to take on new, important projects. There is also a need for a regular, structured mechanism to allow the Council as a whole to consider individual Council member's ideas and provide direction on future PER Department work priorities.

A best practice in many planning departments is the use of an Annual Work Program to obtain decision-maker input, prioritize projects and meter out work in line with available staff resources. Other jurisdictions, such as the County of Santa Barbara, have effectively used an Annual Work Program for this purpose. An Annual Work Program serves to define work priorities, communicate progress on existing work commitments, balance work and available staffing resources, and establish a link to the Strategic Plan. For this reason, the new PER Director's Initial Assessment of Existing Skillsets and Position Allocations, prepared pursuant to the Citygate report and shared as part of today's first workshop item, recommends instituting regular preparation of an Annual Work Program as a mechanism to allow the City Council to recognize trade-offs and staffing limitations and set work priorities.

Where available budget and staffing are finite and the list of possible PER programs and work efforts, especially in the Advance Planning Division, is growing, a regular priority-setting process, such as an Annual Work Program, allows the Department to plan for and assign work within available resources in a structured way. This system works better and is more efficient than attempting to shift resources ad hoc to new planning projects as Council members identify and introduce new ideas and work priorities during the year.

## **DISCUSSION:**

### **Purpose**

The purpose of this workshop item is to update the Council on existing work commitments and progress and to provide the Council an opportunity to discuss work priorities for the Planning and Environmental Review Department for the upcoming fiscal year. The Annual Work Program creates a regular mechanism for the Council to establish the Department's work priorities. It is also an opportunity for Council to propose and consider ideas for new work projects.

City staff welcomes the opportunity both to address the issue of competing work priorities and to explore a more structured approach to work assignment. An Annual Work Program allow the Council to give staff direction concerning its policy priorities. At the same time, an ordered framework for work assignment will enhance the City organization's efficiency and ability to get work done. To be most effective, staff resources need to be deployed within a clear framework that structures staff effort and the commitment of resources.

### **Staffing, Budget and Capacity Constraints**

Setting of work priorities must of course occur within the constraints of budget and available staffing. Goleta is a small city with a limited staff and finite resources. Given the large number of competing, possible work priorities, the City should be cautious about taking on too much at any given time and be prepared to pace itself. There is a very real danger of the City spreading itself too thin by trying to do too much at once. Over time, much can be accomplished, if available resources are concentrated and projects are tackled sequentially. As recent experience has demonstrated, it is also important for the City to keep some capacity in reserve to deal with crises and emergencies that inevitably arise in any given year. One such example, but by far not the only one, is the Ellwood Mesa tree crisis that arose this past summer, which drew Advance Planning staff away from other work and was all-consuming for a period of well over a month.

The Council has the fundamental choice to commit resources in a way that reflects its priorities. It can, in theory, budget for more staffing or consultant services if it desires more work to be completed sooner, or it can pace work over time within the limits of existing, available staff capacity. However, while the Council always has the ability to devote more resources and hire more staff, it must carefully consider the long-term impacts to the General Fund of simply adding staff or contract services. In addition, it

must take into account the realistic constraints of managerial capacity to oversee more staff or consultants and work.

## Scope

The Annual Work Program covers the work of the two main divisions of the PER Department, the Advance Planning Division and Current Planning Division, as well as the Sustainability Program. The main focus of the Annual Work Program is on Advance Planning Division, but the Current Planning Division is also a central focus, given the backlog of one-time, process improvement work, including the development of a Permit Tracking System, permit procedures manual, standard conditions document and updated CEQA thresholds.

The Annual Work Program compares current work commitments and potential new projects with available staffing resources. Estimates of required staffing are developed based on project schedules, which staff has developed as a management tool for important projects and programs. The project schedules contained in the Annual Work Program, however, are a conceptual tool and are subject to change due to a range of factors. Tentative completion dates for projects and deliverables are best estimates and should therefore not be understood as a hard and fast commitment.

The Annual Work Program summarizes the currently projects and programs assigned to the Advance Planning Division, the Current Planning Division and the Sustainability Program, including both ongoing required services and discrete planning projects. For each major work effort, it estimates the current staff time commitment, measured in full-time equivalent staff, as well as associated consultant costs. It then compares the staff commitment by Division/Program with available staff resources to estimate current staff capacity or deficit. For each major project and program, the Annual Work Program includes a detailed project description and schedule, including an estimated completion date. Based on the project schedules and estimated completion date, the Annual Work Program projects available capacity in the upcoming 2018-19 fiscal year.

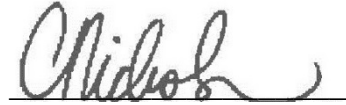
During the workshop, the PER Department Director will present an overview of current PER Department work efforts and staff commitments by Division/Program and a comparison to existing staff capacity. Based on a review of project schedules, work progress and currently estimated completion dates, the Director will review projected available staff capacity/deficit in FY 2018-19. The Director will present a list of potential new projects by Division/Program and invite Council discussion of work priorities.

In all likelihood, it will take at least one to two years to work through the backlog of existing work in the Advance and Current Planning Divisions. However, as individual projects are completed, staff capacity will become available that can be applied to remaining existing commitments and accelerate completion of those projects. The workshop will provide a comprehensive review of where the PER Department stands with respect to current workload as well as a view ahead.

**FISCAL IMPACTS:**

The Annual Work Program is consistent with the adopted budget with respect to existing work commitments, including consultant resources. As a result, there are no new fiscal impacts, unless the Council chooses to devote new resources to the Department. Any budget implications would depend on the amount of resources or the number of additional FTEs assigned.

**Reviewed By:**



Carmen Nichols  
Deputy City Manager

**Approved By:**



Michelle Greene  
City Manager

**ATTACHMENT:**

1. Annual Work Program



## Attachment 1

### Planning and Environmental Review Department Annual Work Program FY 2018-19



**FY 2018-19 ANNUAL WORK PROGRAM  
PLANNING AND ENVIRONMENTAL REVIEW  
DEPARTMENT**

February 2018



**FY 2018-19 ANNUAL WORK PROGRAM  
PLANNING AND ENVIRONMENTAL REVIEW DEPARTMENT**

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## **EXECUTIVE SUMMARY**

### **Introduction and Purpose**

This FY 2018-19 Annual Work Program summarizes projects and programs proposed for the Planning and Environmental Review (PER) Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work of the PER Department and an opportunity to consider and give direction concerning the Department's future work. The Annual Work Program creates a regular mechanism for Council to discuss share ideas for new work efforts and discuss Department's work priorities. It encompasses the work of the two main Divisions, the Advance Planning Division and the Current Planning Division, as well as the Department's Sustainability Program. Because the focus is on discretionary work, the Annual Work Program does not include Building & Safety Services, which are contracted out to Willdan based on building permits processed and not discretionary.

The Annual Work Program considers how the work of the PER Department proposed for the upcoming year will to support City's Mission Statement and Core Values, as articulated in the City's Strategic Plan. It furthermore is intended to serve as a basis for future budget plan development.

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

Estimates of staff time for each project or program are inherently rough and somewhat imprecise. However, cumulatively, they give a roughly accurate depiction of workload and how it relates to staffing for each Division. In addition to full-time staff, the Department relies on consultants and contract staff to assist in its work. The Annual Work Program shows estimates of consultant cost by project, program, Division and the Department as a whole. Consultant time and cost estimates are in addition to full-time staff. FTE equivalents for consultant/contract staff assistance are estimated based on cost estimates by Division/Program using average hourly rates. For purposes of FTE equivalency calculations, consultant costs are based on fiscal year expenditures, where possible. Where not available, consultant contract totals are used.

### **PER Department Staffing and Organizational Structure**

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

to the extent that staff capacity becomes available through the completion of existing commitments or new staffing resources are dedicated.

As a basic principle, the Annual Work Program seeks to utilize City staff fully first and to rely on consultants and contract planners only when City staff capacity is completely committed. However, the Annual Work Program also recognizes that use of consultants and contract staff may be appropriate to meet workload demands, especially those generated by projects of a one-time or short-term nature that exceed available capacity of full-time City staff.

The Annual Work Program is consistent with the City's adopted two-year budget plan and assumes a total of 15.00 full-time equivalent positions (FTEs) available,<sup>1</sup> consisting of 3.0 FTEs in Advance Planning, 11.00 FTEs in Current Planning (including Department Director and Management Assistant), and 1.0 FTE in the Sustainability Program. In addition to full-time staff, the Annual Work Program notes consultant and contract staff support totaling approximately \$1,050,000, which equates to circa 4.1 FTE.<sup>2</sup>

The PER Department staff is currently organized into three, main divisions as follows: Advance Planning, Current Planning and Building & Safety. The Department also oversees the Sustainability Program.

#### Advance Planning:

- 1 manager + 2 FTEs (2 senior planners)
- Consultants: Rincon (Venoco work, Ellwood Mesa work), Althouse & Meade (Habitat Management Plan), RECON (Habitat Management Plan), RRM (Zoning Ordinance work), J.H. Douglas (Housing), JDL Mapping (GIS Services), Willdan (Venoco), ICF Jones & Stokes (General Plan/Zoning Ordinance), Storrer Environmental Services (Environmental monitoring, various projects), Campbell-GEO (Ellwood restoration), Bengal Engineering (Ellwood trails)
- 3.0 FTE PER staff + approximately 3.0 FTE consultants (6.0 FTE total)

#### Current Planning:

- 1 manager + 8 FTEs (2 supervising senior planners, 2 associate planners, 1 limited-term associate planner, 1 assistant planner, 1 planning technician, 1 Code Compliance Officer)
- Contract Planner: Jan Hubbell (10 hours/week or 0.25 FTE); Contract Administrative Assistant: Linda Gregory (10 hours/week or 0.25 FTE)

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<sup>1</sup> The adopted budget plan originally showed 14.80 FTEs. However, in December 2017, the Planning Technician position, originally budgeted as part-time, 0.80 FTE, was increased to a full-time position.

<sup>2</sup> This estimate of FTE equivalence is based on 2,080 hours per FTE per year and an aggregate average hourly rate of \$123 per hour. FTE equivalence was calculated by Division and project as noted below.

- 9.0 FTE PER staff + 0.5 FTE contract staff + 0.6 FTE consultants (ordinance work only) (10.1 FTE total)

#### Sustainability Program:

- 1 Sustainability Coordinator = 1.0 FTE total

#### Building & Safety:

- 1 Building Official (0.2 FTE) + 1 Deputy Building Official (0.4 FTE) + 1 Building Technician (0.8 FTE) + 2 Building Inspectors (0.8 FTE each) (contracted through Willdan) = 3.0 FTE total

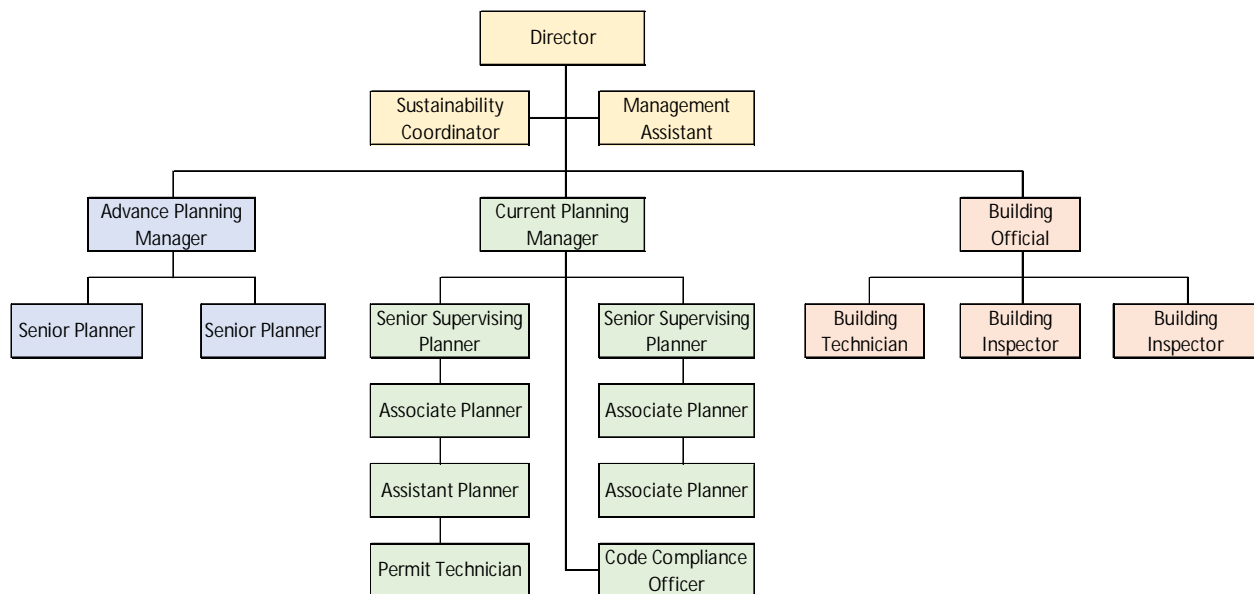
#### Department, Administration:

- 1 PER director
- 1 management assistant
- = 2.0 FTE total

Department Total: 15 regular employees + 3 Building & Safety Willdan employees (18.0 FTE total)

Contract planners and consultant capacity = approx. 4.1 FTE

**Figure 1: Existing PER Department Structure**



#### Workload Considerations

Both the Advance Planning and Current Planning Divisions face a significant backlog of work and, as a result, both Divisions are currently oversubscribed. On top of its



required services and administrative responsibilities, energy/oil & gas programs, General Plan amendment and ordinance work, array of environmental programs and current projects, including support of other City departments, the Advance Planning Division is also regularly saddled with numerous ad hoc projects and emergency operations support work. Even with consultant support, it already has more work than it can handle.

While the Current Planning Division is adequately staffed for its core function of permit processing, it has a significant backlog of process improvements and "one-time" re-tooling work, including the development of a Permit Tracking System, permit procedures manual, standard conditions document and updated CEQA thresholds. There has been speculation that the nature of Current Planning work would change as the City builds out and there are fewer, large development projects. However, we have yet to see the effects of this shift.

The PER Department needs to find a way to work through this backlog of work, especially the process improvement work, to establish efficient, base-level functioning. In order to address this backlog, it is necessary either to free up existing or to create new staff capacity. Available staff capacity will determine the rate at which this work is accomplished. The more available capacity to devote to this work, the faster it will happen. Prioritizing "low-hanging fruit" and concentrating resources on priority projects will help to complete projects and make progress on the existing work program.

Conversely, adding more, new projects and programs to the existing workload without reviewing priorities will spread already stretched resources even thinner, compete with the work already in line and slow down completion of that work.

It is important to recognize the limits/constraints to adding new staff to create more capacity:

- Because much of the work backlog consists of "one-off" process improvement, it would be a mistake to add full-time staff to address it. Any new capacity added should be through extra-help contract planners and/or consultants.
- If in fact the number of large, "greenfield" development projects declines as existing, large Current Planning projects are completed (Village at Los Carneros, Cabrillo Business Park, Weststar, Heritage Ridge, etc.), as some anticipate, then existing staff capacity will free up. However, over the last five years, the number of new permit applications has held roughly constant.<sup>3</sup>

<sup>3</sup>

<b>Permit Applications</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>Average/year</b>
Ministerial	118	170	150	125	146	141.8
Discretionary	8	9	13	9	9	9.6
Total	126	179	163	134	155	151.4

- There is a limit to the managerial capacity to supervise new staff and work, whether full-time City staff, contract planners or consultants.

The best options to get through the backlog may be (1) to continue to use extra-help, contract planners and consultants rather than new, full-time City staff and (2) not add to the existing workload until the strong foundation for project management currently being laid has been established and additional progress has been made in working through the current backlog.

The Council should resist adding major, new planning programs until the PER Department has worked through the existing backlog. Even with existing work commitments, it will realistically take two to three years to get through it. Adding new major, planning projects will only extend this time.

## **ADVANCE PLANNING DIVISION**

### **Role of the Division**

In consonance with the Strategic Plan, the Advance Planning Division is primarily responsible for projects and programs to update and implement the City's General Plan, address and comply with legal mandates, act as liaison to the Santa Barbara County Association of Governments and other local agencies in land use planning matters, oversee Energy/Oil and Gas programs and permitting, and draft and update the zoning ordinance. In addition, the Advance Planning Division handles a variety of environmental programs and plans, as assigned. Work listed includes work undertaken in conjunction with other departments, performed in a supporting role.

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

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

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

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

Importantly, this table does not include unplanned work performed by Advance Planning staff, e.g., in support of emergency operations during the recent Thomas Fire and mudslides. City staff contribute to a number of emergency operations support functions, including GIS and mapping support, and planning and intelligence work. Over the past year, the City of Goleta has been affected by a number of crises and emergencies, including also the Whittier Fire and Ellwood Mesa eucalyptus tree emergency, and this unplanned time has amounted to multiple weeks, as much as 0.25 FTE. By their nature, these emergencies are difficult to predict and it is hard to allot staff time to them in advance. The City Manager has identified a need to re-assess the City's emergency operations functions and to develop additional redundancy and backup for emergency operations support, which will lighten the burden on Advance Planning (and other) staff in the event of future emergency incidents.

**Table 1: Advance Planning Division Current Projects and Programs, FY 2017-2018**

CURRENT PROJECTS AND PROGRAMS		Staff FTE	Consultant Cost
Administrative		0.5	\$0
	Interdepartmental coordination and support		-
	Supervision		-
	Performance evaluations		-
	Budgeting		-
	Grant writing and management		-
	Contract management		-
	Other public workshops and outreach		-
	Respond to public inquiries regarding General Plan and other questions		-
Required Services		0.5	\$60,100
	Maintain General Plan		\$12,600
	General Plan Housing Element Implementation		-
	General Plan Annual Report (prior to April each year)		-
	Department of Finance and HCD Annual Housing Survey Forms		-
	Department of Finance Annual Boundary/Annexation Survey in June each year		-
	CIP - Required General Plan Conformity Annual Report (prior to Budget Adoption)		-
	Maintain GIS System to Implement Regulations, Policy Programs and Maps		\$47,500
	Intergovernmental relations/ coordinate with UCSB, County, City, Airport, and Goleta Slough Management Committee on projects/future growth and planning issues		-
	Comment on other agency documents that affect the City		-

	SBCAG liaison		-
	Census and LUCA updates and maintain demographic statistics		-
Energy/Oil and Gas Programs		0.3	\$306,000
	Address legal non-conforming oil and gas uses at 421 and EOF		
	Oversee EOF, including safety audits, compliance, inspections		
	Oversee permitting of the 421 piers/wells, including audits, compliance, inspections		
	Implement Line 96 Decommissioning and ARCO pipeline de-commissioning, restoration and monitoring.		
	Oversee air monitoring station permitting		
	Permit and oversee removal of remnant oil and gas beach hazards		
	Ellwood well abandonment monitoring.		
	Miscellaneous oil and gas projects		
General Plan Amendments		0.1	\$0
	Coordinate the initiation of GPA requests and development of the policy wording		-
Ordinances		1.5	\$153,000
	New Zoning Ordinance	0.5	\$153,000 <sup>4</sup>
	Accessory Dwelling Unit Ordinance	0.25	-
	Cannabis Use Ordinance	0.25	
	Food Truck Ordinance	0.25	-
	Telecom Ordinance	0.25	-
Environmental Programs and Plans		0.9	\$240,000
1	Ellwood Mesa Habitat Management Plan/Butterflies & Trees	0.2	\$221,000
2	Ellwood Trails/Restoration Project MND & permitting	0.2	\$19,000
3	Assist PW with Lake Los Carneros Management Plan permitting	0.1	-
4	Assist PW with Bacara Ellwood Scrub Restoration	0.1	-
5	Coordinate Comstock/Ellwood Open Space Plan Mitigation Funds (with Public Works)	0.1	-
6	Assist with the Bike and Ped Plan (with Public Works)	0.1	-
7	Assist with Complete Streets (with Public Works)	0.1	-
8	Assist with Old Town Revitalization (with Public Works and Neighborhood Services)	0.1	-

<sup>4</sup> Remaining costs. These costs are split approximately 60-40 between FY 17-18 and FY 18-19. Hourly rate is \$195/hour.

Total Subscribed		<b>3.9</b>	<b>\$759,100<sup>5</sup></b>
Division Staff		<b>3.0</b>	
Current Available Capacity		<b>-0.9</b>	

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

CURRENT PROJECTS AND PROGRAMS		FTE
Total Program Staff		3.0
Current Staff Subscribed <sup>6</sup>		3.9
Projects to be Completed Fiscal Year 2017-18	Est. Complete	FTE
Accessory Dwelling Unit Ordinance	May 2018	0.25
Cannabis Use Ordinance	Jun 2018 <sup>7</sup>	0.25
Assist with the Bike and Ped Plan (with Public Works)		0.1
Total		0.6
Projects to Continue into FY 2018-19	Est. Complete	FTE
Administrative	Ongoing	0.5
Required Services	Ongoing	0.5
Energy/Oil and Gas Programs	Ongoing	0.3
General Plan Amendments	Ongoing	0.1
New Zoning Ordinance	Jan 2019	0.5
Food Truck Ordinance	Jan 2019	0.25
Telecom Ordinance	TBD	0.25
Ellwood Mesa Habitat Management Plan	Nov 2018	0.2
Ellwood Trails/Restoration Project MND & permitting	2019	0.2
Assist with Public Works projects	Various	0.7
Total		3.5
<b>Projected Available Staff Capacity, Fiscal Year 2018-19</b>		<b>-0.3</b>

### **Potential New Projects**

<sup>5</sup> Based on average hourly rates, this consultant cost figure equates to approximately 3.0 FTE in consultant time for the Advance Planning Division.

<sup>6</sup> This estimate does not include staff time spent in support of the Emergency Operations Center during emergencies, which last year amounted to perhaps 0.25 FTE.

<sup>7</sup> Or February 2019, depending on level of CEQA review. See detailed schedule.

A number of new projects have been suggested for future work by the Advance Planning Division. The capacity of the Division to take on new work will depend on its ability to complete current commitments and free up staff capacity to take on new projects.

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

POTENTIAL NEW PROJECTS AND PROGRAMS		Staff FTE	Consultant Cost
1	Creeks and Watershed Master Plan	0.25	\$200,000
2	Prepare Fire Plan/Butterfly Plan Environmental Review/Permitting	0.2	TBD
3	Local Coastal Program (to follow NZO completion)	0.3	\$90,000
4	18-month Organizational Transition Plan	0.2	-
5	Revisit General Plan Amendment (GPA) Initiation Process	0.2	-
6	Sphere of Influence Changes	0.2	-
7	Revisit Development Impact Mitigation Approach	0.3	-
8	Climate Action Plan Update	0.25	TBD
Total		<b>1.65</b>	

## **CURRENT PLANNING DIVISION**

### **Role of the Division**

The Current Planning Division has primary responsibility for the processing of permit applications, both ministerial and discretionary, for current development project proposals. It is tasked with carrying out these permit processes in an efficient, fair, consistent and timely manner, supported by the best currently available technology. The Current Planning Division is undertaking a number of process reforms and customer-service improvements, including development of a computerized permit tracking system and improved deposit fee management, already underway. These improvements will assist the Division in serving the community, e.g., by assuring adherence to cycle-time standards for permit processing. Most of these process improvements are one-time efforts. The Current Planning Division retains one ordinance project (Historic Preservation), being led by the Current Planning Manager, who has special experience with this subject matter.

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

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

**Table 4: Current Planning Division, Current Projects and Programs, FY 2017-2018**

CURRENT PROJECTS AND PROGRAMS		Staff FTE	Consultant Cost
Required Services/Administrative		0.8	\$29,640
	Planning Commission Secretary/Minutes	0.0	\$8,320
	Design Review Board Secretary	0.0	\$16,640
	Plan and permit scanning	0.1	\$4,680
	Supervision	0.5	-
	Performance Evaluations	0.1	-
	Budgeting	0.1	-
Development Services and Project Permitting		8.0	\$72,800
	Case Permitting (Ministerial and Discretionary)	7.0	\$72,800
	Code Compliance	1.0	
Special Projects		1.05	\$316,000
	Permit Tracking System (PTS) development	0.3	\$316,000 <sup>8</sup>
	Standard Conditions	0.1	\$0
	Design review process reform/Design Review Board Bylaws	0.2	TBD
	Development of a Permit Procedures Manual	0.2	\$0
	Update of CEQA thresholds of significance, including SB 743	0.25	\$0
Ordinances		0.25	\$185,000
	Historic Preservation	0.25	\$185,000
Total Subscribed		10.1	\$603,000 <sup>9</sup>
Division Staff		9.0	
Current Available Capacity		-1.1	

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

CURRENT PROJECTS AND PROGRAMS		FTE
Total Program Staff		9.0
Current Staff Subscribed		10.1
<b>Projects to be Completed Fiscal Year 2017-18</b>	<b>Est. Complete</b>	<b>FTE</b>
Development of a Permit Procedures Manual	Jun 2018	0.2

<sup>8</sup> Although PTS consultant costs are shown here for informational purposes, they are considered a software purchase and not included in the consultant FTE equivalency estimates.

<sup>9</sup> Less PTS development costs, the total Current Planning consultant costs included here are approx. \$287,000, which equates to approx. 1.1 FTE, composed of 0.6 FTE for the historic preservation ordinance and 0.5 FTE for contract staff.

Total		0.2
<b>Projects to Continue into FY 2018-19</b>	<b>Est. Complete</b>	<b>FTE</b>
Required Services/Administrative	Ongoing	0.8
Development Services and Project Permitting	Ongoing	8.0
Permit Tracking System (PTS) development	Dec 2018	0.3
Standard Conditions	Oct 2018	0.1
Design review process reform/Design Review Board Bylaws	Nov 2018	0.2
Historic Preservation	Dec 2018	0.25
Update of CEQA thresholds of significance, including SB 743	Sep 2019	0.25
Total		9.9
<b>Projected Available Staff Capacity, Fiscal Year 2018-19</b>		<b>-0.9</b>

### **Potential New Projects**

With certain exceptions, new special projects generally are not proposed for the Current Planning Division (beyond regular development services and permitting work), following completion of the one-time, process improvement projects listed above. An exception is the creation of full-fledged Design Guidelines/Story Pole regulations.

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

POTENTIAL NEW PROJECTS AND PROGRAMS		Staff FTE	Consultant Cost
1	Design Guidelines/Story Pole Regulations	0.25	TBD
Total		<b>0.5</b>	

## **SUSTAINABILITY PROGRAM**

### **Role of the Program**

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

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

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

**Table 7: Current Projects and Programs, FY 2017-2018**



CURRENT PROJECTS AND PROGRAMS		FTE	Consultant Cost
		1.0	\$17,500
	100% Renewable Energy Plan	0.2	
	Southern California Edison Distributed Energy Resources RFP	0.2	
	Community Choice Aggregation Feasibility Analysis	0.1	\$7,500
	STAR Certification activities to support preparation of a Sustainability Plan	0.2	\$10,000
	Assist with Southern California Edison Light Pole Acquisition and LED Conversion (with Public Works)	0.1	
	Staff Liaison (Green Business Program, South County Energy Efficiency Partnership, Central Coast Sustainability Summit, Bike Share, SustainSB)	0.1	
	Federal programs (National Renewable Energy Lab Solar PV Training/RFP, DOE SolSmart Program)	0.05	
	Statewide Membership Participation (Local Government Sustainable Energy Coalition, Green Cities California)	0.05	
Total Subscribed		1.0	
Program Staff		1.0	
Available Capacity		-0.0	

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

CURRENT PROJECTS AND PROGRAMS		FTE
Total Program Staff		1.0
Current Staff Subscribed		1.0
Projects to be Completed Fiscal Year 2017-18	Est. Complete	FTE
Community Choice Aggregation Feasibility Analysis		0.1
Assist with Southern California Edison Light Pole Acquisition and LED Conversion (with Public Works)		0.1
Total		0.2
Projects to Continue into FY 2018-19	Est. Complete	FTE
100% Renewable Energy Plan	Mar 2019	0.2
Southern California Edison Distributed Energy Resources RFP	Jan 2019	0.2
Community Choice Aggregation Implementation		
STAR Certification activities to support preparation of a Sustainability Plan		0.2
Staff Liaison (Green Business Program, South	Ongoing	0.1

County Energy Efficiency Partnership, Central Coast Sustainability Summit, Bike Share, SustainSB)		
Federal programs (National Renewable Energy Lab Solar PV Training/RFP, DOE SolSmart Program)	Ongoing	0.05
Statewide Membership Participation (Local Government Sustainable Energy Coalition, Green Cities California)	Ongoing	0.05
Total		0.6
<b>Projected Available Staff Capacity, Fiscal Year 2018-19</b>		<b>0.2</b>

### **Potential New Projects**

Depending on the results of preliminary studies and Council direction, the Sustainability Program will potentially be undertaking a number of new efforts of far-reaching, city-wide importance. For example, a City of Goleta Sustainability Plan is a possible next step to the City's STAR certification, which City staff is still evaluating. It would be broader than the 100% Renewable Energy Plan in that it would plan for sustainability measures and implementing actions that go beyond achieving the City's adopted renewable energy goals. Similarly, implementing Community Choice Aggregation, if determined feasible and given the green light, would be a major undertaking, as would a possible, city-wide distributed energy resources program in response to the pending Southern California Edison Request for Offers.

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

POTENTIAL NEW PROJECTS AND PROGRAMS		Staff FTE	Consultant Cost
1	Sustainability Plan	0.25	-
2	Community Choice Aggregation Program Implementation (contingent on feasibility analysis)	0.2	TBD
3	Southern California Edison Distributed Energy Resources Program	0.2	TBD
Total		<b>0.65</b>	

## **PROJECT NARRATIVES AND SCHEDULES**

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

### **Advance Planning Division**

#### ***Projects to Be Completed in FY 2017-18***

Beginning on the following page, this Section highlights Advance Planning Division projects expected to be completed in the current fiscal year.

## **Accessory Dwelling Unit (ADU) Ordinance**

### *Description*

The City of Goleta is developing a new ADU Ordinance that addresses new State law governing permit applications for ADUs. The new law generally requires that local jurisdictions allow ADUs by right in all residential zones, with limited flexibility in specific areas as long as local regulations are not more restrictive than prescribed (e.g., size, permit type, fees, parking, setbacks, aesthetics/design, owner-occupant requirement, and rental term minimums). Following last fall's Planning Commission workshop, the City of Goleta will hold public workshops and conduct additional outreach to vet community and neighborhood issues and concerns. Planning staff will then return to the Planning Commission with a draft Ordinance that addresses neighborhood issues and incorporates any appropriate City-specific development standards, before taking the new draft ADU Ordinance to the City Council for review and subsequent adoption by mid-2018.

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

- Sept. 19, 2017 - City Council direction on ADU Ord. received
- Nov. 13, 2017 - PC Workshop #1
- [Tentative] February 12, 2018 – PC Workshop #2 (Staff Report and PPT to Anne currently for review)

### *Schedule and Completion:*

Estimated for mid-May 2018 and fully implemented/effective 30 days afterward. Project Schedule is attached.

Accessory Dwelling Unit Ordinance																
17-Jan-18																
		Party/Parties	Begin	End	2017					2018						
					Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
1	Land Use Regulations		8/1/17	6/1/18												
1.1	Public Process															
1.1.1	Council - Ordinance Initiation	MP / PI	9/19/17	9/19/17												
1.1.3	Planning Commission Workshop #1	AN / AW	11/13/17	11/13/17												
1.1.3.1	Workshop #1 Staff Report	AN / AW	10/1/17	11/1/17												
1.1.4	Planning Commission Workshop #2	JR / AW	2/12/18	2/12/18												
1.1.4.1	Workshop #2 Staff Report	JR / AW	1/10/18	1/19/18												
1.1.5	Public Outreach	JR / AW / AN	2/15/18	2/16/18												
1.1.6	Planning Commission Hearing	JR / AW	3/5/18	3/5/18												
1.1.6.1	PC Staff Report	JR / AW	2/1/18	2/28/18												
1.1.6.2	Draft Ordinance (see below)	JR / AW / AN	3/1/18	4/15/18												
1.1.6.3	CEQA (see below)	JR	3/1/18	4/15/18												
1.1.7	City Council Adoption Hearing	JR / AW	5/15/18	5/15/18												
1.1.7.1	CC Staff Report	JR / AW	3/1/18	4/30/18												
1.1.8	City Council Adopting Second Reading	JR / AW	5/29/18	5/29/18												
1.2	Ordinance Development															
1.2.1	Draft Standards	JR / AW / AN	2/1/18	2/28/18												
1.2.2	Identify Land Use Location(s)	AN	10/1/17	12/1/17												
1.2.3	Identify Permit Path(s)	JR / AN / AW	10/1/17	2/28/18												
1.2.4	Consolidate Ordinance	AN / JR / AW	3/1/18	TBD												
1.3	CEQA															
1.3.1	EIR															
1.3.2	NON-EIR (exemption)	JR / AW														
1.4	Website Maintenance	PER														
1.4.1	Upload Relevant Material	PER														
1.4.2	Upload Comments	PER														
1.5	[Insert Rows above this one, then Hide or Delete this row]															
2	Post-Adoption	Clerk / PER / Etc.														
4.1	Incorporate in to online Municipal Code	Clerk														
4.2	Produce Ordinance Copies for Staff	PER														
4.3	Add Overlay to GovClarity, Post Online	PER														

## **Cannabis Use Ordinance**

### *Description*

With the passing of Proposition 64 by California voters in 2016, recreational adult-use cannabis became legal at the beginning of 2018. The State adopted Senate Bill 94 in 2017, which outlines a state regulatory system for the various commercial activities associated with the legalization. As part of the state regulatory scheme, local jurisdictions may prohibit or allow various cannabis uses outlined in state law and, if they allow them, identify appropriate locations for and restrictions on those uses. The purpose of the cannabis land use ordinance is to create a local land use regulatory framework to address the State's cannabis regulatory scheme. This process will include determining which uses will be allowed, where, what regulations will apply to those uses, and how those uses will go through the planning process.

### *Strategic Plan Consistency*

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

- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES
  - Strategic Goal: Support and implement the General Plan
- SUPPORT ECONOMIC VITALITY
  - Strategic Goal: Promote a sustainable local economy
  - 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

### *Project Milestones*

- Aug. 21, 2017: Public Workshop
- Sept. 7, 2017: City Council Discussion
- Oct. 23 and 30, 2017: Planning Commission Workshops

### *Schedule and Completion*

Estimated for adoption in June 2018 or February 2019, depending on level of required CEQA review. Project Schedule attached.

Cannabis Ordinance Workflow and Schedule																								
		Party/Parties	Begin	End	2017						2018												2019	
					Aug	Sept	Oct	Nov	Dec		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1	Land Use Regulations		10/1/17	1/1/18																				
1.1	Public Process																							
1.1.1	Public Workshop #1	CAO/NSPS	8/21/17	8/21/17																				
1.1.2	Council - Ordinance Initiation	CAO/PER/HdL	9/7/17	9/7/17																				
	Meeting with other Departments and Agencies																							
1.1.3	Planning Commission Workshop	PER	10/23/17	10/30/17																				
1.1.3.1	Staff Report	PER	9/20/17																					
1.1.3.2	Map Attachments	PER	9/21/17																					
1.1.4	PC/CC Workshop																							
1.1.4.1	PC WS #2 Outreach	PIO/PER																						
1.1.4.2	PC Staff Report																							
1.1.6	Planning Commission Hearing																							
1.1.6.1	PC Staff Report																							
1.1.6.2	Draft Ordinance (see below)																							
1.1.6.3	CEQA? (see below)																							
1.1.7	City Council Adoption Hearing																							
1.1.7.1	CC Staff Report																							
1.1.8	City Council Adoption, Second Reading																							
1.2	Ordinance Development	PER/CAO/RRM																						
1.2.1	Draft Standards																							
1.2.2	Identify Land Use Location(s)																							
1.2.3	Identify Permit Path(s)																							
1.2.4	Consolidate Ordinance																							
1.3	CEQA																							
1.3.1	EIR	PER																						
1.3.2	NON-EIR (exemption)																							
1.4	Website Maintenance	PER/CAO																						
1.4.1	Upload Relevant Material																							
1.4.2	Upload Comments																							
1.5	HdL Contract	PER/CAO?Other?																						

## **Advance Planning Projects to Continue into FY 2018-19**

### **New Zoning Ordinance**

#### *Description*

Goleta's current Zoning Ordinance was inherited from Santa Barbara County upon incorporation and does not reflect best zoning and planning practices that are appropriate for an independent city. It is not effective in implementing the land use and design goals in the General Plan and other City policies. The purpose of the new Zoning Ordinance is to create an effective set of land use and development regulations that ensure future growth is consistent with the General Plan, is clear and easy to use, and provides objective standards and criteria for use in the development review and permitting process that will result in high quality development and protection of resources. The New Zoning Ordinance will include seven Parts: General Provisions, Base Zoning Districts, Overlay Districts, Regulations Applying to Multiple Districts, Administration and Permits, Development Impact Fees, and General Terms.

#### *Strategic Plan Consistency*

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

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

#### *Project Milestones*

- November 2015: Release of Public Draft New Zoning Ordinance
- January 2016: Released of Draft Supplemental EIR
- January-April 2016: Planning Commission Page Turn
- April 2018 (Tentative): Release of updated draft



### *Schedule and Completion*

Council adoption is currently anticipated in January 2019. Project Schedule is attached.

New Zoning Ordinance Draft Workflow and Schedule																					
11-Jan-18																					
		Party/Parties	Begin	End	2017		2018													2019	
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
1	Updated Draft NZO		10/1/17																		
1.1	Special Topics of Focus	AP/Others?																			
1.1.6	Signs	JR																			
1.1.7	Lighting	JR																			
1.1.8	Parking/Parking Lot Landscaping and Open Space																				
1.1.11	Nonconforming Uses and Structures																				
1.1.13	Mobile Food Vendors	TBD																			
1.2	Ordinance Projects to Monitor and Fold In	PER																			
1.2.1	Historic Preservation	LP/PER																			
1.2.2	Cannabis	AN/PER																			
1.2.3	ADUs	JR/PER																			
1.2.4	DRB	MC/PER																			
1.2.5	Telecommunications	TBD																			
1.3	Updated Graphics	RRM																			
1.4	Review Comments and Make Final Edits																				
1.3.1	Part I	AP/LWC																			
1.3.2	Part II	AP/LWC																			
1.3.3	Part III	AP/LWC																			
1.3.4	Part IV	AP/LWC																			
1.3.5	Part V	AP/LWC																			
1.3.6	Part VI	AP/LWC																			
1.3.7	Consolidate Edits and Reconcile Issues	LWC/AP																			
1.4	Release Updated Draft																				
1.4.1	Noticing	PIO/AP/WW																			
2	Draft NZO Support Docs		10/1/17	4/1/18																	
2.1	Underline-Strikethrough Version	LWC																			
2.2	Summary of Changes	LWC/RRM?																			
2.3	Key Issues Guide	LWC/AP																			
2.4	PC Comment Responses*	LWC/RRM?																			
2.5	Responses*	LWC/RRM?																			



4	Hearing Draft																			
4 1	Revise Public Draft Based on Feedback	AP RRM																		
4 2	Release Hearing Draft	AP																		
4 3	Repeal Ordinance	AP																		
5	CEQA																			
5 1	Make revisions to Draft SEIR as needed	LWC RRM																		
5 2	File NOD	LWC RRM																		
6	Public Hearings																			
6 1	PC Hearing																			
6 1 1	Staff Report																			
6 1 2	Noticing																			
6 2	CC Hearing																			
6 2 1	Staff Report																			
6 2 2	Noticing																			
6 3	CC Second Reading																			
6.3.1	Packet Prep																			
7	Post-Adoption																			
7 1	Incorporate in to online Municipal Code	Clerk																		
7 2	Produce Ordinance Copies for Staff	AP																		
7 3	Development Regulations Guide	AP RRM LWC																		
7 4	Interactive Zoning Map	RRM LWC																		

## **Food Truck Ordinance**

### *Description*

Establish land use regulations for mobile food vendors (often referred to as food trucks). These regulations will identify where and when food trucks will be allowed and through what permitting process. These regulations will be included in the New Zoning Ordinance.

### *Strategic Plan Consistency*

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

- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES
  - Strategic Goal: Support and implement the General Plan
- SUPPORT ECONOMIC VITALITY
  - Strategic Goal: Promote a sustainable local economy
  - 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

### *Project Milestones*

See New Zoning Ordinance.

### *Schedule and Completion*

See New Zoning Ordinance schedule. Estimated completion date in January 2019.

## **Telecom Ordinance**

### *Description*

The City most recently revised its telecommunications facilities regulations in 2009 (Ord. 09-09). As a result of changes in state and federal law, the City's regulations regarding telecommunications facilities are now unenforceable. The purpose of this project is to craft and adopt land use regulations (and guidelines as appropriate) that are consistent with state and federal law and address the limited areas of discretion that City has over these uses.

### *Strategic Plan Consistency*

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

- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES
  - Strategic Goal: Support and implement the General Plan

### *Project Milestones*

- 2016: Draft Regulations Produced

### *Schedule and Completion*

See attached schedule. If the project is completed on a timeline different from the New Zoning Ordinance, following its adoption, the expected project timeline is seven months.

Telecom Ordinance Workflow and Schedule		Party/Parties	Begin	End	2018							
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	
<b>1</b>	<b>Land Use Regulations</b>											
<b>1.1</b>	<b>Public Process</b>											
1.1.1	Public Workshop	PER										
1.1.1.1	Public Workshop Prep	PER/Consultant										
1.1.2	Planning Commission Workshop	PER/Consultant										
1.1.2.1	Staff Report	PER/Consultant										
1.1.3	Planning Commission Hearing	PER/Consultant										
1.1.3.1	PC Staff Report	PER/Consultant										
1.1.4	City Council Adoption Hearing	PER/Consultant										
1.1.4.1	CC Staff Report	PER/Consultant										
1.1.5	City Council Adopting Second Reading	PER										
1.1.5.1	CC Staff Report	PER										
<b>1.2</b>	<b>Ordinance Development</b>											
1.2.1	Draft Ordinance	PER/CAO/Consultant	2015-2016									
1.2.2	Draft Resolution - Guidelines	PER/CAO/Consultant	2015-2016									
<b>1.3</b>	<b>CEQA</b>	<b>PER</b>										
<b>2</b>	<b>Post-Adoption</b>	<b>Clerk/PER/Etc.</b>										
4.1	Incorporate in to online Municipal Code	Clerk										
4.2	Produce Resolution Copies for Staff	PER										

## **Ellwood Mesa Habitat Management Plan**

### *Description*

The Ellwood Mesa Open Space Plan and the City's General Plan/Coastal Land Use Plan identify the need for a comprehensive evaluation of the condition of monarch butterfly populations and supporting habitat and detection of trends in butterfly health, number, and behavior in the City. The purpose of the Butterfly Habitat Management Plan is to identify low impact habitat improvement strategies to ensure long-term monarch butterfly population viability. In mid-2016, the City was made aware that a large number of Eucalyptus trees in the Ellwood Mesa had died. The City applied for and received an Emergency Permit from the California Coastal Commission for the removal of 29 of the dead trees in critical areas near open space trails to ensure public safety. The Ellwood Mesa Habitat Management Plan will address a long-term program for how to approach restoration of this area.

### *Strategic Plan Consistency*

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

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
    - Objectives: Update Butterfly Habitat Management Plan

### *Project Milestones*

- On October 19, 2010, the City Council authorized a contract for preparation of a Monarch Butterfly Inventory and Habitat Management Plan in association with preparation of a Community Wildfire Protection Plan.
- A series of four public workshops on the habitat plan were conducted in February and October 2011, November 2012, and September 2013.
- The Goleta City Council held meetings on September 5 and September 7, 2017 to discuss the future of the dead and dying trees on the Ellwood Mesa.
- On September 26, 2017, the City received approval from the CCC for an Emergency Permit, Case No. G-4-17-0048.
- On November 29, 2017, twenty-four dead or dying trees on the Ellwood Mesa were removed.

### *Schedule and Completion*

Council adoption of the final plan is currently anticipated in November 2018. Project Schedule is attached.





## **Ellwood Trails/Restoration Project MND & permitting**

### *Description*

The proposed project includes trail design, engineering and habitat restoration planning for Ellwood Mesa, to improve accessibility, public safety and protect/enhance biological resources. The project proposes to make improvements to 2.1 miles of trails at Ellwood Mesa, including portions of the California Coastal Trail and De Anza National Historic Trail, along with restoring habitats along the trail corridor, bluff-top areas and beach access points.

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

- Funding obtained by the Santa Barbara Trails Council from the Coastal Conservancy and Goleta Valley Land Trust in 2012.
- Funding obtained from the County of Santa's Barbara and University of California in 2014.
- On June 16, 2014 the Planning Commission approved a resolution adopting the Final Mitigated Negative Declaration, Mitigation Monitoring and Reporting Program, and Development Plan for the project.

### *Schedule and Completion*

The project currently has an incomplete Coastal Development Permit (CDP) application with the California Coastal Commission. Once a CDP is approved, the final permitting step is any local revisions to the City's Development Plan for the project that results from the CDP. Permitting completion expected in 2019.

[illegible]

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

### **Creeks and Watershed Master Plan**

#### *Description*

On June 20, 2017, the City Council adopted a Resolution (Res. No. 17-24) to approve the 2017-2019 Strategic Plan as a policy document to be used by the City in prioritizing city-wide projects and programs. Within the Strategic Plan is an emphasis to support environmental vitality with a strategic goal to develop a Creek and Watershed Management Plan (CWMP). The City's Fiscal Year 2018/19 budget has line-item detail of \$200,000 for professional services to develop the CWMP. While no request for proposals (RFP) has yet been posted, the City expects development of the Plan to begin sometime in 2018 and include creek and watershed inventories, assessments, and identify opportunity projects and present management policies.

Programmed as part of 2018-19 budget.

#### *Strategic Plan Consistency*

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

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
  - Objectives: Develop a Creek and Watershed Management Plan
- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES
  - Strategic Goal: Support and implement the General Plan

#### *Project Milestones*

- June 20, 2017 - City Council adoption of Res. No. 17-24

#### *Schedule and Completion*

This project is estimated to take approximately two years from start date.

Creek and Watershed Master Plan		Party/Parties	Begin	End	Month #																							
					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
<b>1</b>	<b>Land Use Regulations</b>																											
<b>1.1</b>	<b>Public Process</b>																											
1.1.1	Public Workshop	PER	Month 17	Month 18																								
1.1.1.1	Public Workshop Prep	PER/Consultant	Month 16	Month 17																								
1.1.2	Chose Consultant	PER	Month 3	Month 3																								
1.1.2.1	Draft RFP	PER	Month 1	Month 1																								
1.1.2.2	Review responses from RFP	PER	Month 2	Month 2																								
1.1.3	Planning Commission Workshop	PER/Consultant	Month 18	Month 19																								
1.1.3.1	Staff Report	PER/Consultant	Month 16	Month 18																								
1.1.4	Planning Commission Hearing	PER/Consultant	Month 20	Month 20																								
1.1.4.1	PC Staff Report	PER/Consultant	Month 18	Month 19																								
1.1.5	City Council Adoption Hearing	PER/Consultant	Month 21	Month 21																								
1.1.5.1	CC Staff Report	PER/Consultant	Month 20	Month 21																								
1.1.6	City Council Adopting Second Reading	PER	Month 22	Month 22																								
1.1.6.1	CC Staff Report	PER	Month 21	Month 22																								
<b>1.2</b>	<b>Plan Development</b>																											
1.2.1	Draft Plan	PER/Consultant	Month 4	Month 18																								
1.2.2	Draft Resolution - Implementation Guidelines	PER/Consultant	Month 22	Month 24																								
<b>1.3</b>	<b>CEQA</b>	<b>PER</b>	Month 8	Month 18																								

## **Prepare Fire Plan/Butterfly Plan Environmental Review/Permitting**

### *Description*

In October 2010, the City of Goleta (City) authorized contracts for development of a Community Wildfire Protection Plan (CWPP) and a Butterfly Habitat Management Plan (BHMP). The CWPP provides wildfire mitigation strategies for the entire City. The BHMP involves strategies to manage the monarch butterfly population present within the Ellwood Mesa Open Space, also known as Sperling Preserve. In conjunction with the broad wildfire mitigation strategies outlined in the CWPP, the City has developed a set of specific strategies for Ellwood Mesa that are intended to work in concert with the monarch butterfly management strategies of the BHMP. Because the two plans involve the same geographic location and are intended to complement each other, City staff determined that conducting a joint environmental review studying the combined effects of both plans would be appropriate. With recent changes to the scope of the BHMP, the environmental review process may be adjusted.

The CWPP was adopted by the City in 2012. The BHMP has yet to be adopted by the City. In addition to the MND, both Plans will need California Coastal Commission approval.

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

- Community Wildfire Protection Plan adopted by City Council Resolution No. 12-21 March 20, 2012

### *Schedule and Completion*

Council adoption of the BHMP is currently anticipated in November 2018. Final Coastal Commission permitting is expected in 2019. See project schedule for Ellwood Mesa Habitat Management Plan.

## **Local Coastal Program**

### *Description*

Certification of the City's Local Coastal Program is required by the California Coastal Act before the Coastal Commission will delegate Coastal Development Permit authority to the City. The Local Coastal Program consists of the portions of City's General Plan Land Use Element, Zoning Code and zoning maps applicable to the portions of the City within the Coastal Zone. For that reason, the certification of the Local Coastal Program must wait until the new Zoning Ordinance is completed. The Coastal Commission will review the City's General Plan and zoning for consistency with the California Coastal Act and may suggest modifications as a condition of certification.

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

- General Plan adoption in 2006
- January 2019, anticipated adoption of the new Zoning Ordinance

### *Schedule and Completion*

Completion date depends on successful completion of the new Zoning Ordinance and therefore is unknown. Following new Zoning Ordinance completion, final certification of the LCP is expected to be an approximately 42-month process.

LCP Workflow and Schedule		Party/Parties	Begin	End	Year 1												Year 2												
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	
1	Policy Update																												
1.1	GPA Initiation	AP																											
1.2	Refine Draft Policies	AP/LWC																											
1.3	Public Workshops	AP/LWC																											
1.4	CC/PC Update	AP/LWC																											
1.5	Refine Policies	AP/LWC																											
1.6	PC Hearing(s)	AP/LWC																											
1.7	CC Hearing (s)	AP/LWC																											
1.8	CEQA	AP/LWC																											
1.9	Document Update	AP/ICF																											
2	Regulations Update																												
2.1	Update NZO Regulations	AP/LWC																											
2.2	Public Workshops																												
2.3	CC/PC Update																												
2.4	Release Heraing Draft																												
2.5	PC Hearing																												
2.6	CC Hearing (s)																												
2.7	CEQA																												
2.8	Post-Adoption Updates	AP/ICF																											
3	Coastal Commission Review																												
3.1	Prepare City Submittal	AP/LWC																											
3.2	CCC Review	AP/LWC																											
3.3	CCC Hearing	AP/LWC																											
3.4	PC Hearing	AP/LWC																											
3.5	CC Hearing	AP/LWC																											



LCP Workflow and Schedule																	Year 4									
		Party/Parties	Begin	End	Year 3																					
					Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Month 37	Month 38	Month 39	Month 40	Month 41	Month 42	Month 43	Month 44		
1	Policy Update																									
1.1	GPA Initiation	AP																								
1.2	Refine Draft Policies	AP/LWC																								
1.3	Public Workshops	AP/LWC																								
1.4	CC/PC Update	AP/LWC																								
1.5	Refine Policies	AP/LWC																								
1.6	PC Hearing(s)	AP/LWC																								
1.7	CC Hearing (s)	AP/LWC																								
1.8	CEQA	AP/LWC																								
1.9	Document Update	AP/ICF																								
2	Regulations Update																									
2.1	Update NZO Regulations	AP/LWC																								
2.2	Public Workshops																									
2.3	CC/PC Update																									
2.4	Release Heraing Draft																									
2.5	PC Hearing																									
2.6	CC Hearing (s)																									
2.7	CEQA																									
2.8	Post-Adoption Updates	AP/ICF																								
3	Coastal Commission Review																									
3.1	Prepare City Submittal	AP/LWC																								
3.2	CCC Review	AP/LWC																								
3.3	CCC Hearing	AP/LWC																								
3.4	PC Hearing	AP/LWC																								
3.5	CC Hearing	AP/LWC																								

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

### *Description*

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

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

- Initial Assessment of Skills by new PER Director
- Formation of Transition Plan Working Group
- Working Group meetings
- Public workshops

### *Schedule and Completion*

The PER Director does not recommend proceeding with this effort, which could involve fundamental changes to the Department structure, until the backlog of existing work in both the Advance Planning and Current Planning Divisions are substantially reduced. It is necessary to complete existing work priorities, such as the new Zoning Ordinance and Permit Tracking System, before there will be adequate capacity to take on another major project of this nature. However, as contemplated, the project would involve development of plan for structural changes in Department over an 18-month period. If begun at the start of FY 2019-2020, it would be completed and a new Departmental

structure implemented by the end of calendar year 2020. See attached (hypothetical) schedule.



[illegible]

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

### *Description*

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

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

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

- City Council Workshop
- Resolution preparation
- City Council hearings

### *Schedule and Completion*

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

GPA Initiation Procedures Workflow and Schedule											
		Party/Parties	Begin	End	2018						
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
1	Resolution Development										
1.1	Public Process										
1.1.1	City Council Workshop	PER									
1.1.1.1	CC Workshop Prep/Staff Report	PER									
1.1.2	Draft Resolution Preparation	PER									
1.1.3	CC Hearing 1	PER									
1.1.3.1	Staff Report Prep	PER									
1.1.3.1	CC Hearing 2	PER									
1.1.4	Staff Report Prep	PER									



## **Propose Sphere of Influence Changes**

### *Description*

Prior Councils have proposed or discussed possible changes to the City's Sphere of Influence. Such changes would need to be initiated through the Santa Barbara County Local Area Formation Commission (LAFCO) Municipal Service Review process by filing an application and questionnaire.

Areas previously proposed for inclusion in the City's Sphere of Influence included:

- Subarea A - a pocket of land adjacent to eastern Old Town Goleta, east of Highway 217 and north of Atascadero Creek and the Coastal Zone encompassing the St. Athanasius Church complex.
- Subarea D - located south of Goleta, extends from Phelps Road and the University Village Neighborhood on the north to the Devereux Slough and Pacific shoreline on the south. Most of the land near Goleta Slough is owned by UC Santa Barbara containing housing developments, although it also includes Ocean Meadows Golf Course.
- Subarea E - located north of the Northwest Residential Subarea, north of Cathedral Oaks Drive and west of Glen Annie Road. The site currently consists solely of the Glen Annie Golf Course.

### *Strategic Plan Consistency*

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

- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES
  - Strategic Goal: Support and implement the General Plan

### *Project Milestones*

- PC Review
- Council discussion and initiation of sphere expansion request(s).
- Submittal of LAFCO Application and Questionnaire
- LAFCO Hearing
- General Plan and Ordinance Amendments
- County revenue and RHNA agreements for annexed territory
- CEQA review

### *Schedule and Completion*

This project would likely require at least a year and possibly 18 months or more to complete. A project schedule with generic dates is attached.

Sphere of Influence Changes		Party/Parties	Begin	End	Year 1												Year 2														
					Month 1	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6	Mth 7	Mth 8	Mth 9							
1	Sphere of Influence Changes																														
1.1	Public Process																														
1.1.1	Planning Commission Hearing	PER																													
1.1.1.1	PC Staff Report	PER/Consultant																													
1.1.2	City Council Hearing	PER/Consultant																													
1.1.2.1	CC Staff Report	PER/Consultant																													
1.1.3	Prepare LAFCO Application and Questionnaire	PER/Consultant																													
1.1.3.1	Submit LAFCO Application and Questionnaire	PER/Consultant																													
1.1.4	LAFCO Hearing	PER/Consultant																													
1.1.4.1	LAFCO Hearing Prep	PER/Consultant																													
1.1.5	City Council Hearing	PER																													
1.1.5.1	CC Staff Report	PER																													
1.1.6	City Council Hearing	PER																													
1.1.6.1	CC Staff Report	PER																													
1.2	General Plan and Ordinance Amendments																														
1.2.1	Draft General Plan Amendment	PER/CAO/Consultant																													
1.2.2	Draft Ordinance	PER/CAO/Consultant																													
1.2.3	Draft Resolution - Guidelines	PER/CAO/Consultant																													
1.3	County Revenue and RHNA Agreement	PER/CAO/SBC																													
1.3.1	Agreement negotiation	PER/CAO/SBC																													
1.3.2	Draft Agreement	PER/CAO/SBC																													
1.3.3	County Board of Supervisors approval	PER/CAO/SBC																													
1.4	CEQA	PER																													
2	Post-Adoption	Clerk/PER/Etc.																													
4.1	Incorporate into online Municipal Code	Clerk																													
4.2	Produce Resolution Copies for Staff	PER																													

## **Revisit Development Impact Mitigation Approach**

### *Description*

Local governments typically impose impact fees and other exactions on new development in order to address impacts of that development. For example, new residential development brings new residents and, with them, increased demand for schools, libraries, roads, parks, public safety, etc. This project would revisit the way in which the City of Goleta seeks to exact civic benefits from proposed new development and ask whether the fee programs and structures currently in place are adequate to fully mitigate new development.

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

- Public workshop(s), Planning Commission and Council meetings to gauge satisfaction with existing approach and list and assess alternatives.
- Selection of preferred approach.
- Drafting of General Plan and Ordinance amendments.
- Environmental Review
- Adoption of changes

### *Schedule and Completion*

Given its complexity and the likely need for extensive environmental review, this project would take an approximately two-year process. Project schedule with generic dates is attached.

Revisit Development Impact Mitigation Approach		Party/Parties	Begin	End	Year 1												Year 2											
1					Month 1	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12	
1	Land Use Regulations																											
1.1	Public Process																											
1.1.1	Public Workshop	PER																										
1.1.1.1	Public Workshop Prep	PER/Consultant																										
1.1.2	Planning Commission Workshop	PER/Consultant																										
1.1.2.1	PC Staff Report	PER/Consultant																										
1.1.3	General Plan Amendment Initiation	PER/Consultant																										
1.1.3.1	Staff Report	PER/Consultant																										
1.1.4	Planning Commission Hearing																											
1.1.4.1	PC Staff Report																											
1.1.5	City Council Adoption Hearing	PER/Consultant																										
1.1.5.1	CC Staff Report	PER/Consultant																										
1.1.6	City Council Adopting Second Reading	PER																										
1.1.6.1	CC Staff Report	PER																										
1.2	General Plan Amendment Development																											
1.2.1	Draft General Plan Amendment	PER/CAO/Consultant																										
1.2.2	Draft Ordinance Amendments	PER/CAO/Consultant																										
1.2.3	Draft Resolution	PER/CAO/Consultant																										
1.3	CEQA	PER																										
1.3.1	EIR	PER																										
1	Post-Adoption	Clerk/PER/Etc.																										
4.1	Incorporate into online Municipal Code	Clerk																										
4.2	Produce Resolution Copies for Staff	PER																										

## **Climate Action Plan Update**

### *Description*

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

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

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

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

### *Schedule and Completion*

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

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

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



## **Current Planning**

### **Projects to Be Completed in 2017-18**

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

##### *Description*

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

##### *Strategic Plan Consistency*

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

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

##### *Project Milestones*

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

##### *Schedule and Completion*

Project completion is anticipated mid-2018.



Permit Procedures Manual											
		Party/Parties	Begin	End	2018						
					February	March	April	May	June	July	August
<b>1</b>	<b>Develop Permit Procedures Manual</b>										
1.1	PPM Preparation	PI/LP									
1.1.1	Review County PPM and past City work	PI/LP	2/1/18	2/28/18							
1.1.2	Draft PPM	PI/LP	3/1/18	5/31/18							
1.1.3	Draft PPM Revisions	PI/LP	5/1/18	5/31/18							
1.1.4	Final PPM			6/15/18							
1.2	Internal Review	PER/CL									
1.2.1	Staff workshop to discuss process/issues	PER/CL	2/1/18	2/28/18							
	Circulate draft PPM to Current Planning Division staff	PER/CL	5/1/18	5/31/18							
1.2.3	Second workshop	PER/CL	5/1/18	6/30/18							
<b>2</b>	<b>Planning Commission</b>										
2.1	Staff Report	PI/LP	7/31/18	8/13/18							
2.2	Planning Commission Update	PI/LP	8/13/18	8/13/18							
<b>1</b>	<b>Post-Adoption</b>										
4.1	Staff Training	PI/LP	7/1/18	7/31/18							
4.2	Produce Copies for Staff	PER	7/1/18	7/31/18							
4.3	Post Online	PER	7/1/18	7/31/18							

## **Current Planning Division, Projects to Continue into FY 2018-19**

### **Permit Tracking System Development**

#### *Description*

The City is under contract for a software solution called MAGNET created by the company Computer Software Incorporated (CSI). This software solution will allow for integration of existing City software and data systems used to facilitate day-to-day operations related to planning and building permits, business licensing, public works permits, and code enforcement cases. The purpose of the system is to enhance customer service, ensure data accountability, reduce permit processing time, decrease unnecessary staff workload, provide consolidated reporting and permit tracking across departments, and prevent compromised data security. MAGNET will enable the City to track and report on all kinds of permit applications through the various planning and building processes, including the following records: owner, parcel, contractor, inspection, fees, receipts, license, and code enforcement, with real time, web-based input-output and reporting capabilities. It will also be integrated with the concurrent, on-going Document Imaging Program, which will allow the system to catalogue and display historical permits issued both by the City and the County of Santa Barbara prior to City incorporation.

#### *Strategic Plan Consistency*

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

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

#### *Project Milestones*

- Project Preparation; March 16, 2018
- Business Blueprint; June 19, 2018

- Final Preparation; October 31, 2018
- Go Live & Support; November 7, 2018

*Schedule and Completion*

Completion is currently anticipated for December 2018. See attached schedule.

Permit Tracking System Development																
19-Jan-18																
		Party/Parties	Begin	End	2018											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	<b>Goleta Implementation</b>		Wed 2/28/18	Thu 11/8/18												
1	<b>Project Preparation</b>		Wed 2/28/18	Fri 3/16/18												
1.1	Define Project	CSI, Goleta (BH 32%)	Wed 2/28/18	Fri 3/2/18												
1.2	Identify Product Environment	CSI, IT	Wed 2/28/18	Tue 3/13/18												
1.3	Integration Discussion	Goleta (BH 32%)	Wed 3/14/18	Fri 3/16/18												
1.4	<b>Project Plan Milestone</b>		Mon 3/19/18	Mon 3/19/18												
2	<b>Business Blueprint</b>		Mon 3/19/18	Tue 6/19/18												
2.1	Permitting and Inspections		Mon 3/19/18	Wed 4/4/18												
2.2	Business Licensing		Tue 3/20/18	Mon 4/9/18												
2.3	Code Enforcement and Violations		Wed 3/21/18	Tue 3/27/18												
2.4	Land Development		Thu 3/22/18	Fri 3/30/18												
2.5	Generate Blueprint Document		Tue 4/10/18	Mon 6/4/18												
2.6	Approve Blueprint	Goleta (BH 32%)	Tue 6/5/18	Mon 6/18/18												
2.7	<b>Blueprint Milestone</b>		Tue 6/19/18	Tue 6/19/18												
3	<b>Realization</b>		Tue 6/19/18	Fri 10/12/18												
3.1	Integration Development/Configuration	CSI	Tue 6/19/18	Mon 7/16/18												
3.2	Data Migration		Tue 6/19/18	Tue 8/28/18												
3.3	Department Priority Application Configuration		Tue 6/19/18	Wed 7/18/18												
3.3.1	Permitting and Inspections		Tue 6/19/18	Tue 6/26/18												
3.3.2	Business Licensing		Tue 6/26/18	Tue 7/3/18												
3.3.3	Code Enforcement and Violations		Tue 7/3/18	Tue 7/10/18												
3.3.4	Land Development		Tue 7/10/18	Wed 7/18/18												
3.3.5	<b>Priority Application Milestone</b>		Tue 7/17/18	Tue 7/17/18												
3.4	Department Configuration		Wed 7/18/18	Wed 9/19/18												
3.4.1	Permitting and Inspections		Wed 7/18/18	Wed 8/8/18												
3.4.2	Business Licensing		Wed 8/1/18	Wed 8/22/18												
3.4.3	Code Enforcement and Violations		Wed 8/15/18	Wed 9/5/18												
3.4.4	Land Development		Wed 8/29/18	Wed 9/19/18												
3.5	Define Authorizations		Mon 10/1/18	Fri 10/12/18												
4	<b>Final Preparation</b>		Mon 10/15/18	Wed 10/31/18												
4.1	<b>Ready for Final Preperation Milestone</b>		Thu 11/1/18	Thu 11/1/18												
5	<b>Go-Live and Support</b>		Wed 10/31/18	Wed 11/7/18												
5.1	<b>Go Live Milestone</b>		Thu 11/8/18	Thu 11/8/18												
6	<b>Operate</b>		Wed 11/7/18	Wed 11/7/18												
6.1	Continued support for fine tuning the application		Wed 11/7/18	Wed 11/7/18												

## **Standard Conditions of Approval**

### *Description*

This project will collate and standardize conditions currently applied to planning permits into a generally applicable set of conditions of approval for planners to draw from. Together with the permit procedures manual, this standard conditions document will provide planners guidance on when and how to apply conditions to permits as well as what specific conditions and condition language to apply. A nexus to General Plan policies and ordinance standards must exist in order to apply approval conditions to a permit, that is, conditions are intended to assure that projects adhere to these policies and standards. Ultimately, standard conditions of approval should benefit the speed, efficiency and consistency of permit processing.

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

- Comparison with County standard conditions
- Collate model approval conditions
- Internal staff review and workshop
- Planning Commission update

### *Schedule and Completion*

Completion is currently anticipated for March 2019. See attached schedule.

Standard Conditions of Approval		Party/Parties	Begin	End	2018				2019			
					Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
<b>1</b>	<b>Develop Standard Conditions</b>											
1.1	Draft	PI/LP										
1.1.1	Review County PPM/collect example permit conditions	PI/LP	9/1/18	10/30/18								
1.1.2	Draft Standard Conditions	PI/LP	10/1/18	12/31/18								
1.1.3	Revisions	PI/LP	12/1/18	12/31/18								
1.1.4	Final Standard Conditions document			2/15/19								
1.2	Internal Review	PER/CL										
1.2.1	Staff workshop to discuss process/issues	PER/CL	9/1/18	9/31/2018								
1.2.2	Circulate draft to Current Planning Division staff	PER/CL	1/1/19	2/28/19								
1.2.3	Second workshop	PER/CL	2/1/19	3/31/19								
<b>2</b>	<b>Planning Commission</b>											
2.1	Staff Report	PI/LP	3/1/19	4/30/19								
2.2	Planning Commission Update	PI/LP	4/1/19	4/30/19								
<b>1</b>	<b>Post-Adoption</b>											
4.1	Staff Training	PI/LP	3/1/18	3/31/18								
4.2	Produce Copies for Staff	PER	3/1/18	3/31/18								
4.3	Post Online	PER	3/1/18	3/31/18								



## **Design Review Process Reform/Design Review Board Bylaws**

### *Description*

In March 2015, the City Council adopted Ordinance No. 15-04, amending Chapter 2.08 of Title 2 to the Municipal Code for Regulations for Design Review Board (DRB). The intent of the amendment was to reduce streamline the DRB review process. Since the new ordinance and process came into effect, there has been dissatisfaction on the part of DRB board members and the public that the level of review provided by the new, streamlined process is inadequate. This project will revisit the DRB process and bylaws and propose changes/updates to the Code intended to “right-size” the review process: provide for adequate levels of design review that assure the high quality design of projects, without imposing an overly lengthy or unduly expensive process.

This effort to revisit the DRB process is distinct from the separate effort, described under Potential New Projects and Programs, to establish substantive Architectural/Design Guidelines for all zone districts. This separate project to create Architectural/Design Guidelines would require outside consultant help and will follow the revisions to the design review process.

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

- DRB and Public Input on existing design review process
- Draft revised ordinance
- DRB review
- Planning Commission review

- City Council adoption of amended Code

*Schedule and Completion*

Amended Code adoption targeted for November 2018. Design Guidelines schedule  
TBD upon approving a consultant contract.



DRB Process Reform Schedule													
		Party/Parties	Begin	End	2018								
					February	March	April	May	June	July	August	Sept	Oct
1.1	<b>Review DRB and Public Comments from 2016</b>	<b>MC</b>	2/15/18	3/15/18									
1.1.1	Staff report prep for DRB	MC	3/15/18	3/29/18									
1.1.2	DRB hearing	DRB	4/24/18	4/24/18									
1.1.3	DRB 2nd hearing if necessary	DRB	5/22/18	5/22/18									
1.1.4	PC staff report prep	MC/PH	6/8/18	7/2/18									
1.1.5	PC hearing	PC	7/23/18	7/23/18									
1.1.6	CC ordinance and staff report prep	MC/PH	8/1/18	8/15/18									
1.1.7	CC hearing	CC	9/18/18	9/18/18									
1.1.8	Second reading of Ordinance	CC	10/2/18	10/2/18									

## **Historic Preservation Ordinance**

### *Description*

This ordinance project involves the development of a Historic Preservation program, including a citywide context statement, a historic resources survey, and an ordinance. To assist with the work, Greenwood Associates (an archaeological firm) and Carlberg Associates (horticultural/registered consulting arborist firm) are included as part of the team. Preliminary to the Historic Preservation Ordinance itself, the project requires development of a Context Statement and Field Survey. The Context Statement highlights the historic, social, and architectural context of the City of Goleta, providing a framework for evaluating historic significance. A Citywide field survey of all structures constructed prior to 1969 will identify properties (including buildings, structures, landscapes, and other historic features) and potential historic districts that appear eligible for designation and determine integrity thresholds for extant property types and periods of development.

Based on the Context Statement and Field Survey, the Historic Preservation Ordinance will be prepared, addressing the process and criteria by which to designate properties and review process for properties designated as historic, etc. Once the Ordinance is adopted, HRG will assist the City in developing outreach strategy to inform and educate property owners and raise awareness of programs available to assist with the rehabilitation or restoration of historic structures.

### *Strategic Plan Consistency*

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

- SUPPORT COMMUNITY VITALITY OPPORTUNITIES AND ENHANCED RECREATIONAL OPPORTUNITIES
  - Strategic Goal: Support and implement the General Plan
    - Objective: Complete the Historic Preservation Program and adopt the associated ordinance

### *Project Milestones*

- June 21, 2016, City Council approved contract with HRG
- Public Review of Context Statement Components (completed)
- Planning Commission and Council Review of entire Context Statement (early 2018)
- Public workshops to discuss draft threshold criteria, discussion of Field Survey results, brainstorm on regulations, processes etc. (anticipated Spring 2018)

- Development of draft Ordinance by staff and HRG (anticipated Spring/Summer 2018)
- Commence Public Hearings on Ordinance (anticipated Summer/Fall 2018)

*Schedule and Completion*

Completion is currently anticipated for December 2018. See attached schedule.

Historic Preservation Schedule																
		Party/Parties	Begin	End	2017											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Contract Adoption by Council		6/21/16	6/21/16												
1.1	Initiatory Work by HRG	HRG	7/1/16	12/31/16												
1.1.1	Community Workshop #1	HRG and PER	12/7/16	12/7/16												
1.2	Field Work, Community Research , and Drafting Context Statement	HRG	1/1/17	9/30/17												
1.2.1.	Community Workshop #2 regarding Physical Development Context Statement	HRG and PER	10/18/17	10/18/17												
1.2.2	Community Workshop #3 regarding Archaeological Context Statement	HRG and PER	11/15/17	11/15/17												
1.2.3.	PTAC Review of the Historic Landscape Study	PER	11/29/17	11/29/17												
1.2.4	Planning Commission Review of Context Statement	HRG and PER	2/1/18	3/31/18												
1.2.5	City Council Review of Context Statement	HRG and PER	2/1/18	3/31/18												
1.3	Threshold Criteria and Ordinance Development	HRG and PER														
1.3.1	Series of Workshops with Planning Commission to solicit community input regarding threshold criteria, regulations, review process, and discussion field survey results etc.	HRG and PER	3/1/18	5/31/18												
1.3.2	Writing of Ordinance	HRG and PER	4/1/18	6/30/18												
1.3.3	CEQA Determination/ Preparation/ Public Review	PER	5/15/18	10/31/18												
1.4	Formal Hearings on Ordinance															
1.4.1	Public Hearing by Planning Commission with recommendation	HRG and PER	6/15/18	9/30/18												
1.4.2	Hearing by City Council and Adoption	HRG and PER	9/1/18	10/31/18												
1.5	Educational Outreach															
1.5.1	To be determined	HRG and PER	11/1/18	12/31/18												

Historic Preservation Schedule																
		Party/Parties	Begin	End	2018											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>1</b>	<b>Contract Adoption by Council</b>		6/21/16	6/21/16												
<b>1.1</b>	<b>Initiatory Work by HRG</b>	<b>HRG</b>	7/1/16	12/31/16												
1.1.1	Community Workshop #1	HRG and PER	12/7/16	12/7/16												
<b>1.2</b>	<b>Field Work, Community Research , and Drafting Context Statement</b>	<b>HRG</b>	1/1/17	9/30/17												
1.2.1.	Community Workshop #2 regarding Physical Development Context Statement	HRG and PER	10/18/17	10/18/17												
1.2.2	Community Workshop #3 regarding Archaeological Context Statement	HRG and PER	11/15/17	11/15/17												
1.2.3.	PTAC Review of the Historic Landscape Study	PER	11/29/17	11/29/17												
1.2.4	Planning Commission Review of Context Statement	HRG and PER	2/1/18	3/31/18												
1.2.5	City Council Review of Context Statement	HRG and PER	2/1/18	3/31/18												
<b>1.3</b>	<b>Threshold Criteria and Ordinance Development</b>	<b>HRG and PER</b>														
1.3.1	Series of Workshops with Planning Commission to solicit community input regarding threshold criteria, regulations, review process, and discussion field survey results etc.	HRG and PER	3/1/18	5/31/18												
1.3.2	Writing of Ordinance	HRG and PER	4/1/18	6/30/18												
1.3.3	CEQA Determination/ Preparation/ Public Review	PER	5/15/18	10/31/18												
<b>1.4</b>	<b>Formal Hearings on Ordinance</b>															
1.4.1	Public Hearing by Planning Commission with recommendation	HRG and PER	6/15/18	9/30/18												
1.4.2	Hearing by City Council and Adoption	HRG and PER	9/1/18	10/31/18												
<b>1.5</b>	<b>Educational Outreach</b>															
1.5.1	To be determined	HRG and PER	11/1/18	12/31/18												

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

### *Description*

CEQA Thresholds of Significance determine at what level an environmental impact is considered "significant" for purposes of the analysis required by the California Environmental Quality Act for all non-exempt projects. Update of these thresholds is necessary to incorporate new impact metrics for transportation impacts required by SB 375. New CEQA Guidelines promulgated in 2016 require lead agencies, such as the City of Goleta, to apply the new metrics beginning in January 1, 2020. This project will be a collaboration with the Public Works Department.

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

- 2013 SB 375 becomes law
- OPR releases final revised CEQA Guidelines
- January 1, 2020, Local governments required to apply new transportation impact metrics

### *Schedule and Completion*

The project could take as much as a year to complete and must be finished by the State deadline of January 1, 2020. The attached schedule targets a fall 2019 completion.

Update of CEQA Thresholds of Significance		Party/Parties	Begin	End	2018			2019											2020		
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
1	CEQA thresholds																				
1.1	Public Process																				
1.1.1	PC review of Draft Thresholds	PER/PW	6/1/19	7/31/19																	
1.1.2	Council Hearing on Final Thresholds	PER/PW	9/1/19	9/30/19																	
1.2	Thresholds Development		12/1/18	3/31/19																	
1.2.1	Draft Thresholds	PER/PW																			
1.2.2	Release Draft Thresholds	PER/PW																			
1.2.3	Revise Thresholds Based on Public Review	PER/PW																			
1.3	Interdepartmental Coordination		10/1/18	9/30/19																	
1.3.1	Kickoff meeting with PER/PW staff	PER/PW																			
1.3.2	Prepare transportation modeling examples	PER/PW																			
1.4	Implementation																				
1.5	GENERAL		10/1/18	9/30/19																	
1.5.1	Website Maintenance	PER																			
1.5.2	Upload Relevant Material	PER																			
1.5.3	Training	PER	8/1/19	11/30/19																	

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

### **Design Guidelines/Story Pole Regulations**

#### *Description*

Distinct from the design review process changes currently being undertaken, this project would involve the development of substantive design guidelines and story pole regulations to provide guidance on the substance of design review, i.e., what constitutes good design in the specific context of Goleta, considering existing and desirable architectural styles, massing, landscape types, neighborhoods and subareas of the City.

#### *Strategic Plan Consistency*

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

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

#### *Project Milestones*

- Consultant Hiring
- Public outreach and workshops
- Design Guideline preparation

#### *Schedule and Completion*

This project is expected to require approximately 2 years to complete. See attached schedule.



Design Guidelines/Story Poles		Party/Parties	Begin	End	Month #																											
					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24				
<b>1</b>	<b>Design Guidelines</b>																															
<b>1.1</b>	<b>Public Process</b>																															
1.1.1	Public Workshop	PER	Month 7	Month 8																												
1.1.2	Public Workshop Prep	PER/Consultant	Month 6	Month 7																												
1.1.3	Planning Commission Workshop	PER	Month 15	Month 16																												
1.1.4	Staff Report	PER	Month 14	Month 15																												
1.1.5	Planning Commission Hearing	PER	Month 20	Month 20																												
1.1.6	PC Staff Report	PER/Consultant	Month 19	Month 20																												
1.1.7	City Council Adoption Hearing	PER/Consultant	Month 22	Month 22																												
1.1.8	CC Staff Report	PER/Consultant	Month 21	Month 22																												
<b>1.2</b>	<b>Plan Development</b>	PER/Consultant	Month 5	Month 20																												
1.2.1	Draft Plan	PER	Month 5	Month 13																												
1.2.2	Draft Plan revisions		Month 15	Month 20																												
1.2.3	Draft Resolution - Implementation Guidelines	PER	Month 19	Month 20																												
<b>1.3</b>	<b>Consultant Hiring</b>																															
1.3.1	Prepare RFP	PER/Consultant	Month 1	Month 2																												
1.3.2	RFP Circulation	PER/Consultant	Month 2	Month 3																												
1.3.3	Consultant Selection		Month 3	Month 4																												
1.3.4	Contract approval		Month 4	Month 4																												
<b>1.4</b>	<b>CEQA</b>	<b>PER</b>	Month 8	Month 18																												
<b>2</b>	<b>Post-Adoption</b>																															
2.1	Upload to Websiite		Month 22	Month 24																												
2.2	Training		Month 22	Month 24																												

## **Sustainability Program**

### **Projects to Be Completed in 2017-18**

#### **Community Choice Aggregation Feasibility Analysis**

##### *Description*

This project is the first step toward formation of a prospective community choice aggregation (CCA) program, which is intended to serve the future electric energy requirements of residential, business and government accounts located within Santa Barbara County. The project will evaluate the operating feasibility of three specific CCA membership configurations: 1) formation of a regional CCA initiative serving all municipalities located within Santa Barbara County (unincorporated areas of the County as well as each municipality located therein); 2) formation of a CCA program exclusively serving customers located within the unincorporated areas of Santa Barbara County; and 3) formation of a CCA program exclusively serving customers located in the City of Santa Barbara; as well as three (3) supply portfolio scenarios: 1) RPS-tracking (33% RPS in 2020, increasing to 50% in 2030); 2) constant 50% RPS (throughout the entirety of the study period); and 3) constant 75% RPS (throughout the entirety of the study period).

##### *Strategic Plan Consistency*

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

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

##### *Project Milestones*

##### **Feasibility Analysis**

- Review of Existing Feasibility Study Documents & Load Forecasting
- CCA Pro Forma Analysis (3 Configuration Scenarios)
- Final Technical Summary Report

CCE Formation – please see separate Community Choice Implementation project.

##### *Schedule and Completion*

Completion of the feasibility analysis is expected June 2018. See attached schedule. For the complete project schedule, including CCE implementation, please see the separate Community Choice Implementation project.

CCE Feasibility Analysis											
		Party/Parties	Begin	End	2018						
					Jan	Feb	Mar	April	May	June	July
1	Consultant Agreement Executed	SB County	1/2/18	1/31/18							
2	Review of Existing Feasibility Study Documents & Load Forecasting	Consultant	1/31/18	2/28/18							
3	CCA Pro Forma Analysis (3 Configuration Scenarios)	Consultant	3/1/18	4/30/18							
4	Final Technical Summary Report	Consultant	5/1/18	6/30/18							

## **Assist with Southern California Edison Light Pole Acquisition and LED Conversion (with Public Works)**

### *Description*

This project assists the Public Works Department with implementation of the City Council's April 2017 authorization to proceed with acquisition of 1,296 sellable street lights from Southern California Edison (SCE), and the subsequent conversion from High Pressure Sodium (HPS) lights to Light Emitting Diode (LED) lights as both an energy and cost savings measure. Additionally, it assists the Public Works Department with the LED retrofit of the non-sellable street lights through SCE's LS-1 Option E program. The project will need to address the process for requests for attachments to City-owned poles, including consideration of a potential Wireless Master Plan; maintenance of the system, and a process to pilot sample fixture options for the City's review, including public engagement.

### *Strategic Plan Consistency*

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

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

### *Project Milestones*

#### Acquisition

- SCE transfers executed agreements to SCE Regulatory Group
- SCE Regulatory Group prepares application for submittal to the California Public Utilities Commission (CPUC)
- CPUC approval of transfer
- RFP for professional services to assist with the streetlight conversion process
- Commence professional services including GIS audit and data reconciliation; maintenance agreement
- Upon CPUC approval, SCE transition of streetlight system to City of Goleta

#### LED Retrofit

- Community outreach/equipment selection
- Determine financing for conversion
- Materials procurement

- Community outreach/notification
- Installation of LED fixtures/pole tags
- Waste disposal
- Commissioning
- Rebate & Tariff Change Coordination

#### *Schedule and Completion*

Completion of acquisition is expected July 2018. Completion of the LED retrofit process is expected January 2019. See attached schedule.

Streetlight Acquisition and LED Conversion																		
		Party/Parties	Begin	End	2017	2018												2019
					Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
1	SCE transfers executed agreements to SCE Regulatory Group	SCE	12/1/17	12/31/17														
2	SCE Regulatory Group prepares application for submittal to the California Public Utilities Commission	SCE	1/2/18	1/31/18														
3	CPUC approval of transfer	CPUC	2/1/18	4/30/18														
4	RFP for professional services to assist with the streetlight conversion process	PER/PW	3/1/18	5/15/18														
5	Commence professional services including GIS audit and data reconciliation; maintenance agreement	Consultant/PER/PW	5/15/18	6/30/18														
6	Upon CPUC approval, SCE transition of streetlight system to City of Goleta	SCE	5/1/18	6/30/18														
7	Community outreach/equipment selection	Consultant/PER/PW	6/15/18	8/31/18														
8	Determine financing for conversion	Consultant/PER/PW/Financ e	8/1/18	8/31/18														
9	Materials procurement	Consultant/PW	9/1/18	10/31/18														
10	Community outreach/notification	Consultant/PER/PW	10/15/18	10/31/18														
11	Installation of LED fixtures/pole tags	Consultant/PW	11/1/18	11/30/18														
12	Waste disposal	Consultant/PW	11/1/18	11/30/18														
13	Commissioning	Consultant/PW	12/1/18	12/23/18														
14	Rebate & Tariff Change Coordination	Consultant/PER/PW/SCE	12/1/18	1/31/19														

## **Sustainability Program, Projects to Continue into FY 2018-19**

### **100% Renewable Energy Plan**

#### *Description*

Resolution 17-52 requires that the City develop a work plan by July 1, 2019 to identify how it will reach the following renewable energy goals: 1). 100% of electricity use by municipal facilities to come from renewable sources by 2030, including at least 50% of electricity use from renewable sources by 2025; and 2). 100% of electricity for the City's community electricity supply to come from renewable sources by 2030. The work plan is to identify options, methods, and financial resources needed and an associated timeline and milestones to achieve these goals. It is likely that Goleta will need to pursue a mix of options. Possible tools that could be included in the work plan for consideration to help reach the goals include:

- Implementation of energy efficiency measures such as the acquisition of the streetlight system and conversion to LED, promotion and participation in programs such as emPowerSBC, Property Assessed Clean Energy (PACE), development of a Zero Net Energy Roadmap for city facilities; and development of city incentives, permitting assistance, and/or other mechanisms to support energy efficiency through the new zoning code as well as electrification of buildings and transportation.
- Development of a new Community Choice Energy program or joining another existing program;
- Participation in any available utility programs such as the Southern California Edison (SCE) revised Green Rate and Community Renewables programs;
- Resource development including direct investment on city assets or use of power purchase agreements, and encouragement of private solar PV deployment. Activities could be supported by participation in Federal programs such as the National Renewable Energy Laboratory solar PV training and SolSmart programs; and
- Participation in the Santa Barbara County Request for Proposals for Strategic Energy Planning Services, including possible response to the Southern California Edison distributed energy resources solicitation and development of a Sustainable Energy Roadmap to identify public and private properties that are well suited to utility-scale renewable energy and distributed energy resources development.

#### *Strategic Plan Consistency*

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

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
    - Objectives: Participate in the Central Coast Power consortium of local governments to explore the feasibility of Community Choice Energy
    - Continue to participate in the South County Energy Efficiency Partnership

#### *Project Milestones*

- Assess existing available tools and approaches other municipalities have taken
- Santa Barbara County Strategic Energy Planning RFP – Proposal Review
- SCE Distributed Energy Resources RFP release and bidders conference
- City decision to participate in MOU with Santa Barbara County for strategic energy planning services including potential response to SCE RFP
- Consideration of PACE programs
- SolSmart program application
- CCE feasibility assessment results
- CPUC approval of streetlight system acquisition
- RFP for streetlight transition and LED conversion services
- SCE transition of streetlights
- Stakeholder engagement
- Draft work plan development
- Completion of NREL training and possible release of RFP for solar PV installation
- Energy / Green Issues Standing Committee Review and Recommendation
- Proposed final work plan
- City Council Adoption Hearings
- FY 19/20 – FY 20/21 budget process

#### *Schedule and Completion*

Substantial completion is expected March 2019. See attached schedule.



100% Renewable Energy Goal Workplan Development																						
18-Jan-18																						
		Party/Parties	Begin	End	2018												2019					
					Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
1	Assess Existing Tools & Approaches of Other Municipalities	PER	2/1/18	3/31/18																		
2	NREL Training with Possible RFP for Solar PV	PER/PW/FINANCE	1/10/18	9/1/18																		
3	Santa Barbara County SEP RFP - Proposal Review	PER	2/5/18	2/14/18																		
4	SCE DER RFP Release and Potential Response	PER/PW/FIN/CAO	2/14/18	6/30/18																		
5	Consideration of PACE	PER	3/15/18	7/31/18																		
6	City Council Decision to Participate in SBCo MOU for SEP Services	PER/PW/FIN/CAO	3/1/18	3/31/18																		
7	Potential Participation in SEP Services	PER	4/1/18	3/31/19																		
8	CCE Feasibility Analysis - Initial Results Review	PER	4/15/18	5/31/18																		
9	RFP for Streetlight Transition and LED Conversion Services	PW/PER	3/1/18	3/31/18																		
10	CPUC Approval of Streetlight System Acquisition	CPUC	3/1/18	4/30/18																		
11	Stakeholder Engagement	PER/PIO	6/15/18	3/30/19																		
12	Draft Work Plan	PER	9/1/18	9/30/18																		
13	City Council Energy / Green Issues Standing Committee Review	PER/CM	6/1/18	3/31/19																		
14	Final Proposed Workplan	PER/FINANCE	1/2/19	1/31/19																		
15	City Council Adoption Hearings	PER	2/1/19	3/31/19																		
16	FY 18/19 - FY 19/20 Budget Adoption Process	PER/CM/FINANCE	2/1/19	6/30/19																		

## **Southern California Edison Distributed Energy Resources RFP**

### *Description*

Due to the existing Moorpark sub-area Local Capacity Requirement need and Goleta-area resiliency objective, SCE will launch a Request for Proposals (“RFP”) for resources in the Moorpark sub-area, which will include resources that connect to circuits, loads, or lower level substations served by the Goleta 220/66kV substation, the Santa Clara 220/66kV substation, or the Moorpark 220/66kV substation. It should be noted that any resources connected to the Goleta 220/66kV substation will be counted towards both the LCR need and the Goleta-area resiliency objectives identified for this RFP. SCE would like to launch the RFP in the first quarter of 2018 in order to contract for resources that will be online in 2021; however, the RFP launch date is dependent on when SCE receives Energy Division's approval of its LCR Procurement Plan.

Listed below are the behind-the-meter (BTM) and in-front-of-meter (IFOM) products for potential inclusion in this RFP:

### **Preferred Resources Products (Moorpark and Goleta):**

- Demand Response (BTM)
- Stand-by Demand Respond Load Reduction and/or Energy Storage (BTM)
- Energy Efficiency (BTM)
- Permanent Load Shift (BTM)
- Renewable Distributed Generation (BTM & IFOM)
- Energy Storage RA Only and RA w/ Put (IFOM)
- Renewable Distributed Generation / Energy Storage Hybrid (BTM & IFOM)
- Fuel Cells (BTM & IFOM)
- CHP

### **GFG Products (Goleta only):**

- Natural Gas Fired Generation (e.g., Peaker) (IFOM)
- Fuel Cells (BTM & IFOM)
- CHP

### *Strategic Plan Consistency*

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

- SUPPORT ENVIRONMENTAL VITALITY:

- Strategic Goal: Adopt best practices in sustainability
  - Objectives: Participate in the Central Coast Power consortium of local governments to explore the feasibility of Community Choice Energy
  - Continue to participate in the South County Energy Efficiency Partnership

#### *Project Milestones*

- Procurement Plan filed with CPUC
- CPUC Approval
- RFP Launch
- Bidders Conference
- Close of Queue
- Initial Offer Submittal Deadline
- Shortlist Notification
- Negotiations
- Final Offer Due
- Final Selection
- SCE Files CPUC Application
- CPUC Approval

#### *Schedule and Completion*

Completion is expected March 2019. See attached schedule.

SCE DER RFP - Tentative Schedule Based on SCE Market Awareness Conference ON 12/20/17																			
18-Jan-18																			
	Party/Parties	Begin	End	2017	2018												2019		
				Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
1	Procurement Plan filed with CPUC	12/22/17	12/22/17																
2	SCE Requested Approval by CPUC	1/31/18	1/31/18																
3	RFP Launch	2/14/18	2/14/18																
4	Bidders Conference	3/7/18	3/7/18																
5	Close of Queue	4/30/18	4/30/18																
6	Initial Offer Submittal Deadline	6/10/18	6/10/18																
7	Shortlist Notificatoin	8/23/18	8/23/18																
8	Negotiations	8/23/18	11/15/18																
9	Final Offer Due	12/11/18	12/11/18																
10	Final Selection	1/10/19	1/10/18																

## **Community Choice Aggregation Implementation**

### *Description*

This project follows the feasibility analysis begun by the tri-county Community Choice Energy (CCE) Advisory Working Group and will utilize a consultant managed by Santa Barbara County (with the city as a contributing agency), to complete a streamlined technical assessment focused on the creation of a prospective community choice aggregation (CCA) program, which is intended to serve the future electric energy requirements of residential, business and government accounts located within Santa Barbara County. The project will evaluate the operating feasibility of three, specific CCA membership configurations: 1) formation of a regional CCA initiative serving all municipalities located within Santa Barbara County (unincorporated areas of the County as well as each municipality located therein); 2) formation of a CCA program exclusively serving customers located within the unincorporated areas of Santa Barbara County; and 3) formation of a CCA program exclusively serving customers located in the City of Santa Barbara; as well as three (3) supply portfolio scenarios: 1) RPS-tracking (33% RPS in 2020, increasing to 50% in 2030); 2) constant 50% RPS (throughout the entirety of the study period); and 3) constant 75% RPS (throughout the entirety of the study period).

### *Strategic Plan Consistency*

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

- SUPPORT ENVIRONMENTAL VITALITY:
  - Strategic Goal: Adopt best practices in sustainability
    - Objectives: Participate in the Central Coast Power consortium of local governments to explore the feasibility of Community Choice Energy
    - Continue to participate in the South County Energy Efficiency Partnership

### *Project Milestones*

#### Feasibility Analysis

- Review of Existing Feasibility Study Documents & Load Forecasting
- CCA Pro Forma Analysis (3 Configuration Scenarios)
- Final Technical Summary Report

#### CCE Formation

- Program design

- Solicit energy procurement services
- Seek CPUC approval of an implementation plan
- Execute a service agreement with SCE
- Expand community engagement
- Complete all legal requirements
- Enroll customers
- Prepare to launch an independent operation.

#### *Schedule and Completion*

Schedule is still under development, pending completion of the feasibility analysis of CCE. Implementation and formation of a CCE would likely require intensive work over a period of at least six months to a year.

## **STAR Certification Activities to Support Preparation of a Sustainability Plan**

### *Description*

The City recently achieved 3-STAR certification under the STAR Community Rating System, which provides a framework to assess and rate the City's sustainability activities as well as provides a data management tool to track performance. This project includes post-certification activities to better understand STAR certification results, engage local sustainability stakeholders, and inform future implementation and strategy based on lessons learned from certification. The activities include completion of a STAR Certification Results & Benchmarking Report and an Implementation Workshop.

The report will include the following details:

- Background on STAR Communities & Rating System;
- Details on the City's path to STAR certification;
- Overview of Goleta's results;
- Breakdown by goal area;
- Box-and-whisker graphs comparing Goleta's performance to that of other communities;
- Strengths and weaknesses analysis;
- Opportunities for improvement; and
- Tips for advancing progress going forward.

The goal of the implementation workshop will be to:

- Develop a consensus-based list of future actions for the community;
- Explore gaps identified through certification;
- Provide participants with an update on the current status of sustainability in Goleta and give a national context to their STAR certification; and
- Understand and prioritize next steps for stakeholders and in Goleta.

### *Strategic Plan Consistency*

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

- SUPPORT ENVIRONMENTAL VITALITY:

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

#### *Project Milestones*

- STAR post-certification report
- STAR staff presentation to City Council
- STAR post-certification implementation workshop

#### *Schedule and Completion*

Completion is expected April 2018. See attached schedule.



STAR Post-Certification Activities										
		Party/Parties	Begin	End	2018					
					Jan	Feb	Mar	April	May	June
1	STAR post-certification report	STAR	2/1/18	2/28/18						
2	STAR presentation to City Council	STAR/PER	3/15/18	4/30/18						
3	STAR post-certification implementation workshop	STAR/PER	3/1/18	4/30/18						

## **Sustainability Program, Potential New Projects**

### **Sustainability Plan**

#### *Description*

The STAR Community Rating System provides a comprehensive approach to defining sustainability. The City of Goleta can utilize the STAR certification results and post-certification activities to begin a conversation about what characteristics contribute to a sustainable community, in anticipation of development of its first sustainability plan.

#### *Strategic Plan Consistency*

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

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

#### *Project Milestones*

- Utilize the STAR framework to help develop a vision for sustainability
- Utilize the STAR certification results to identify strengths and weaknesses and prioritize next steps
- Utilize the STAR framework and key indicators to identify metrics to track progress and determine sustainability goals
- Develop an implementation strategy and identify projects to reach the sustainability goals within a plan
- Identify support structures or systems needed to achieve the sustainability plan

#### *Schedule and Completion*

The project would require approximately 18 months from start to finish. See attached schedule.

Sustainability Plan																								
		Party/Parties	Begin	End	Year 1												Year 2							
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18		
1	STAR post-certification implementation workshop	STAR Staff/PER	Month 1	Month 2																				
2	City Council Direction	PER	Month 4	Month 4																				
3	Draft RFP	PER	Month 5	Month 5																				
4	Review Responses	PER	Month 6	Month 6																				
5	Choose Consultant	PER	Month 7	Month 7																				
6	Sustainability working group formation	PER/Consultant	Month 8	Month 8																				
7	Stakeholder Engagement/facilitated outreach	PER/PIO/Consultant	Month 8	Month 15																				
8	Draft Plan	PER/Consultant	Month 9	Month 12																				
9	City Council Energy / Green Issues Standing Committee Review	PER/CM	Month 3	Month 17																				
10	Public workshop preparation	PER/PIO/Consultant	Month 12	Month 12																				
11	Public workshop	PER/PIO/Consultant	Month 13	Month 13																				
12	Final Proposed Plan	PER/Consultant	Month 14	Month 15																				
13	City Council staff report	PER	Month 16	Month 16																				
14	City Council Adoption Hearings	PER	Month 17	Month 18																				