



**TO:** Mayor and Councilmembers

**FROM:** Michelle Greene, City Manager

**CONTACT:** Valerie Cantella, Community Relations Manager

**SUBJECT:** 2019 Strategic Plan Update

**RECOMMENDATION:**

- A. Receive staff's proposed updates for the 2019-2021 Strategic Plan; and
- B. Provide direction to staff on what further changes to make to the Plan.

**BACKGROUND:**

The City of Goleta's Strategic Plan is a guiding resource that identifies the priorities and goals of the City Council, and serves as a roadmap for the purpose of informing future decision making and budget allocations. Goleta's Strategic Plan is driven by a Vision Statement, which describes the community, its key attributes, and its values. The Plan covers a two-year period that runs concurrently with the City's Two-Year Budget, and is regularly updated to ensure that it continues to be reflective of the goals of City Council and the Goleta community.

The City's first Strategic Plan (Plan) was adopted in 2007. In 2013, the City took a comprehensive look at its Strategic Plan in order to create a more focused vision for the future. Through a workshop process, Council created the Vision Statement and engaged in a rigorous examination of the overarching themes and values to be included in the Plan. The outcome of this exercise was the development of a new structure of citywide strategies, supporting goals, and associated objectives.

In 2017, the City Council expanded the Plan by increasing the number of overarching strategies from five to eight, and also added further definition to the Vision Statement. The eight overarching strategies pave the way for a prioritization of strategic goals and objectives.

They are:

1. Support Environmental Vitality
2. Support Community Vitality and Enhanced Recreational Opportunities
3. Ensure Financial Stability
4. Support Economic Vitality
5. Strengthen Infrastructure
6. Return Old Town to a Vital Center of the City
7. Maintain a Safe Community
8. Enhance the Efficiency and Transparency of City Operations

Within each of these overarching strategies are a number of supporting strategic goals. A strategic goal is a broad statement of direction, purpose, or intent that describes the future state of a condition or result to be achieved. Flowing from these strategic goals are objectives. Objectives are more specific in that they provide measurable targets, tasks, and types of actions that are achievable within a two-year budget cycle.

The current two-year Strategic Plan is set to expire in June 2019 and is provided in Attachment 2 for reference. The purpose of this workshop is for the City Council to review and discuss staff's proposed updates to the Plan's goals and objectives, which will inform the upcoming FY 2019/20 and FY 2020/21 budget cycle.

## **DISCUSSION:**

In preparation for the budget cycle, staff is proposing updates to the current 2017-19 Plan to reflect the strategic goals and budgeted items that City Council wishes to pursue. The actual budget allocation requests for the objectives listed in the Plan will be added to the operating and Capital Improvement Program portions of the budget document once the numbers are finalized through the upcoming budget workshop process.

The Strategic Plan begins with the Council's Vision Statement, which sets the stage for the rest of the Plan. The vision statement is provided below:

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

Staff is not proposing any revisions to the Vision Statement at this time, however, if Council feels it would be beneficial to revise the Vision Statement, this can be done during the workshop. Similarly, staff is not proposing any changes to the eight overarching strategies in the Plan, though Council may wish to discuss and amend these as well. Staff's review focused on the goals and objectives in the Plan, in an effort to update the Plan to reflect items completed, current issues and direction from the City Council.

Staff has reviewed the document and submits the following suggested deletions of items that have been completed or are on-going or operational in nature (e.g. an assumed business function) and are therefore not broad statements of purpose or intent befitting a strategic plan. Operational and ongoing items may be better reflected in the performance measures and workload indicators that will appear in the program narratives of the Two-Year Budget Plan.

## **COMPLETED ITEMS SUGGESTED FOR DELETION**

The following objectives are proposed to be removed because they have been completed or will be substantially completed by the end of FY 19-20. For context, each objective proposed for deletion is shown with the overarching strategy and strategic goal it appeared under in the FY 2017-2019 Strategic Plan. The row numbers as listed on the worksheet in Attachment 1 are noted by the objectives below.

### **SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES**

- Strategic Goal: Support the Goleta Library as a robust community resource
  - 29 - Continue to analyze the feasibility of direct management of the library

### **ENSURE FINANCIAL STABILITY**

- Strategic Goal: Enhance Revenue by seeking grants and implementing financing strategies that strengthen the City's Budget
  - 36- - Implement an escheatment policy for unclaimed revenues
- Strategic Goal: Control Expenditures
  - 43 - Seek positive resolution of outstanding redevelopment issues with the State of California

### **STRENGTHEN INFRASTRUCTURE**

- Strategic Goal: Strengthen Citywide infrastructure including roads and traffic circulation, including bicycle lanes, paths and sidewalks
  - 70 - Complete and implement the Bicycle/Pedestrian Master Plan
  - 73 - Complete construction of the Hollister Class 1 Bike Path Project
- Strategic Goal: Enhance the efficiency of the City's organizational infrastructure
  - 93 - Complete a technological assessment of the organization's Information Technology (IT) needs and prepare a 5-year Information Technology Strategic Plan (ITSP) that will guide the City in budgeting for future IT hardware, software, and governance needs (Delete. This will be completed by June 30, 2019.)

### **RETURN OLD TOWN TO A VITAL CENTER OF THE CITY**

- Strategic Goal: Address infrastructure improvements in Old Town
  - 102 - Pursue title acquisition and development of Hollister/Kellogg Park

## ONGOING/ OPERATIONAL ITEMS SUGGESTED FOR DELETION

To streamline the Plan and make keep it as strategic as possible, Council may wish to delete the following objectives and, where noted, goals, as they are on-going or operational in nature.

### SUPPORT ENVIRONMENTAL VITALITY

- Strategic Goal: Advance City water conservation efforts and practices
  - 4 - Continue to implement use of reclaimed water in landscape medians wherever possible
- Strategic Goal: Adopt best practice in sustainability
  - 13 - Continue to participate in the South County Energy Efficiency Partnership
  - 14 - Continue to partner with the Green Business Program

### SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES

- Strategic Goal: Support programs that enhance quality of life in the Goleta community such as recreation, public safety, human services, and cultural arts.
  - 19 - Continue to implement Recreation Needs Assessment recommendations
- Strategic Goal: Provide support to events that foster participation in the community (Suggest deleting both goal and objective as this is part of the budget process.)
  - 23 - Provide grants, sponsorship, and other support to community events

### ENSURE FINANCIAL STABILITY

- Strategic Goal: Enhance revenue by seeking grants and implementing financing strategies that strengthen the budget
  - 37 - Annually review, update, and implement the City's investment policy to further diversify and ladder investments while prioritizing safety of City funds
- Strategic Goal: Maintain sound fiscal politics and budgeting principals
  - 41 - Annually review, update, and implement the City's debt management policy
- Strategic Goal: Improve presentation of financial information (Staff suggests deleting goal as well as objectives.)
  - 46 - Strive for Government Finance Officers Association (GFOA) award for excellence in financial reporting and distinguished budget presentation
  - 47 - Create a Budget in Brief to provide simplification and ease of understanding
- Strategic Goal: Maintain prudent financial reserve policy
  - 53 - Annually review the City's Financial Reserve Policy

### SUPPORT ECONOMIC VITALITY

- Strategic Goal: Support nonprofit organizations that provide needed services to Goleta residents (Staff suggests deleting goal and objective as on-going operations.)

- 59 - Continue to provide support to nonprofits through City grant programs

#### ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS

- Strategic Goal: Maintain transparency in all aspects of City government
  - 94 – Invest in tools and resources to improve the business operations and customer service
  - 130 - Continually strive to improve customer service

#### CAPITAL IMPROVEMENT PROGRAM ITEMS

Staff has observed that the objectives listed below are already included in the Capital Improvement Program in the Two-Year Budget Plan and the Public Works Department Work Plan, therefore Council may wish to delete them to keep the Strategic Plan streamlined and to avoid duplication.

#### STRENGTHEN INFRASTRUCTURE

- Strategic Goal: Strengthen Citywide infrastructure including roads and traffic circulation, including bicycle lanes, paths and sidewalks
  - 71 - Complete project study report with CalTrans for the San Jose Creek Bike Path-South Extent
  - 72 - Finalize design and right of way acquisition for the San Jose Creek Bike Path-Middle Extent
  - 74 - Complete preliminary design and environmental review for the Storke Road Widening Project
  - 75 - Complete design and environmental review for the Highway 101 Overpass Project in West Goleta
  - 76 - Address public parks future needs through the Recreation Needs Assessment
  - 77 - Examine potential locations and funding strategies for relocating City Hall to a fully City-owned building
- Strategic Goal: Protect and maintain our roadway system
  - 85 - Design and perform overlays, rehabilitation and reconstruction projects that will achieve and maintain a Council-approved Citywide Pavement Condition Index (PCI)
- Strategic Goal: Incorporate Vision Zero plans into transportation project design with the goal of eliminating the potential for future traffic related injuries and/or fatalities
  - 89 - Develop an annual traffic safety analysis
  - 90 - Install pedestrian safety improvements at various locations, including the High Intensity Activated Crosswalk (HAWK) signal at Calle Real and Kingston Avenue

#### RETURN OLD TOWN TO A VITAL CENTER OF THE CITY

Strategic Goal: Address infrastructure improvements in Old Town

- 101 - Advertise for construction of the Hollister Avenue Bridge Replacement (San Jose Creek Phase II)

- 103 - Complete preliminary design and environmental review for the Old Town Sidewalk Improvement Project
- 104 - Complete design and permit acquisition from the Coastal Commission for the Ekwil Street/Fowler Road Extension
- 105 - Install HAWK signal at Hollister Avenue and Chapel Street
- 106 - Make improvements to the athletic field and adjacent parking lot at the Goleta Community Center
- 107 - Conduct drainage analysis of streets in Old Town
- 108 - Conduct public outreach and initiate programmatic Environmental Impact Report (EIR) for Hollister Avenue Complete Streets

## **ADDITIONS AND REVISIONS**

Staff has reviewed the document and is proposing that several new objectives be added, in addition to suggested revisions of existing items. Revisions proposed to the existing items are intended to provide additional clarity, or are intended to reflect the next phase of a project or effort:

### **SUPPORT ENVIRONMENTAL VITALITY**

- Strategic Goal: Adopt best practices in sustainability
  - 6 - Implement the Community Wildfire Protection Plan
  - 7 - Utilize the STAR Community Rating System certification results as a means to assess sustainability efforts (Revised to reflect new program name)

### **ENSURE FINANCIAL STABILITY**

- Strategic Goal: Enhance revenue by seeking grants and implementing financing strategies that strengthen the City's budget
  - 35 - Pursue grants and other funding for City infrastructure projects

### **SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES**

- Strategic Goal: Support programs that enhance quality of life in the Goleta Community such as recreation, public safety, human services, and cultural arts
  - 17 - Prioritize and begin implementation of recommendations in the Parks Master Plan (Revised to reflect the next step in the Parks Master Plan process.)
  - 18 - Evaluate and refine the formalized process for providing support to other agencies by establishing specific program and service categories and a funding and management process specific to each category (Revised to reflect new goals stemming from 2019-20 budget process.)
  - 21 - Install a restroom facility at Evergreen Park (Revised)
  - 21A - Renovate the multi-purpose recreation field after reclaimed water service is secured (Revised)
  - 28A - Collect data for evaluation of service needs within the Goleta Library service area (New)
  - 28B - Explore solutions to improve library services in the Isla Vista portion of the Goleta Library service area (New)

- 28C STRATEGIC GOAL: Engage limited-English Spanish speakers in a strategic way (New)
  - 28D - Develop outreach plan for limited English Spanish speakers (New)
  - 28E - Fund new resources for implementing Spanish engagement plan through Spanish services contract (New)
  - 28F - Develop a community conversations program for limited English Spanish speakers which serves as a pre-cursor to LEAD Goleta (New)
- 28G STRATEGIC GOAL: Implement District Elections for the November 2022 election (New)
  - 28H - Create a robust public engagement plan for input on District maps (New)
  - 28I - Create District maps for 2022 election. (New)

#### ENSURE FINANCIAL STABILITY

- STRATEGIC GOAL: Enhance revenue by seeking grants and implementing financing strategies that strengthen the City's budget
  - 35 - Pursue financing and grants for City infrastructure financing (Revised)

#### SUPPORT ECONOMIC VITALITY

- STRATEGIC GOAL: Encourage and assist entrepreneurs and companies to start or expand their businesses in Goleta and serve as liaison by connecting these businesses to resource.
  - 61 - Continue to provide financial assistance to GEM in furtherance of the Summer G2 accelerator program (Revised)
- STRATEGIC GOAL: Increase the amount of City property that can be utilized for various community uses and benefits.
  - 65 - Explore grants that would aid in the City's efforts to secure property for community uses (Revised)
- STRATEGIC GOAL: Support organizations, programs and policies that facilitate affordable housing for the Goleta workforce
  - 66 - Continue to provide financial assistance where possible for affordable housing by for-profit and non-profit developers (Revised)

#### STRENGTHEN INFRASTRUCTURE

- STRATEGIC GOAL: Strengthen Citywide infrastructure including roads and traffic circulation, including bicycle lanes, paths and sidewalks
  - 79 - Complete Community Center seismic upgrades and ADA improvements (Revised)
  - Construct multi-modal transit station (Revised to reflect the acquisition of the property)
- 86 - STRATEGIC GOAL: Make public streets safer by incorporating best practices for infrastructure (Revised)
- 88 - STRATEGIC GOAL Incorporate Vision Zero plans into transportation project design (Revised)

- 88A - Update roadway striping concurrent with overlays and slurry seal projects to enhance bicyclist safety and include Complete Streets Concepts (Revised)

#### RETURN OLD TOWN TO A VITAL CENTER OF THE CITY

- 99 - Strategic Goal: Complete infrastructure improvements in Old Town (Revised)
  - 101 - Complete Right of Way acquisition and construction of the Ekwill Street & Fowler Road Extensions Project (San Jose Creek Phase II) (New)
- 109 - Strategic Goal: Improve parking availability in Old Town (Revised)
  - 109A - Work with Traffic Solutions to evaluate employee parking needs in Old Town (New)
  - 109B - Complete rehabilitation of Orange Avenue lot for public use (New)

#### MAINTAIN A SAFE COMMUNITY

- 123 - Strategic Goal: Improve Fire Service response time for residents and businesses in western Goleta by building Fire Station 10 (Revised)

#### COUNCIL DIRECTION

During the workshop presentation, staff will walk through the document section by section to review the changes proposed above, and to receive input from Council on additional changes to the Strategic Plan that they would like to consider. Council will be asked to give input as needed on each item. Changes will be accepted and new items will be added upon consensus by the Council.

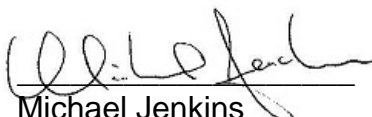
#### FISCAL IMPACTS:

The budgeted items listed in this Plan are associated with the FY 2019/20 and FY 2020/21 proposed budget that will be brought before Council during the Budget Workshop. As such, no budget appropriations are being requested at this time.

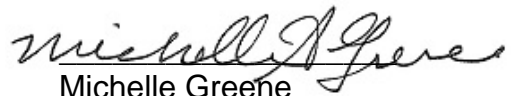
#### ALTERNATIVES:

This is a workshop and staff are asking for feedback from City Council. Based on feedback received, the Plan will be revised and finalized for review and adoption with the FY 2019/20 and FY 2020/21 Budget. Therefore, no alternatives to conducting the workshop and receiving Council input have been identified.

**Legal Review By:**

  
Michael Jenkins  
City Attorney

**Approved By:**

  
Michelle Greene  
City Manager



**ATTACHMENTS:**

Attachment 1: 2019-21 Strategic Plan Update Worksheet

Attachment 2: 2017-19 Strategic Plan

Attachment 3: Redlined 2019-21 Strategic Plan



**Attachment 1: 2019-21 Strategic Plan Worksheet**



Row	2019-21 Strategic Plan (DRAFT)	NOTES
1	<b>SUPPORT ENVIRONMENTAL VITALITY</b>	
2	<b>Strategic Goal: Advance City water conservation efforts and practices</b>	
3	Install reclaimed water service at Bella Vista and Evergreen Parks	
4	Continue to implement use of reclaimed water in landscape medians wherever possible	
5	<b>Strategic Goal: Adopt best practices in sustainability</b>	
6	Implement the Community Wildfire Protection Plan	
7	Update Butterfly Habitat Management Plan	
8	Develop a Creek and Watershed Management Plan	
9	Update the existing CEQA Thresholds Manual	
10	Utilize the STAR Community Rating System certification results as a means to assess sustainability efforts	
11	Develop a Sustainability Plan to identify and achieve goals that foster sustainability	
12	Participate in the Central Coast Power consortium of local governments to explore the feasibility of Community Choice Energy	
13	Continue to participate in the South County Energy Efficiency Partnership	
14	Continue to partner with the Green Business Program	

Row	2019-21 Strategic Plan (DRAFT)	NOTES
15	<b>SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES</b>	
16	<b>Strategic Goal: Support programs that enhance quality of life in the Goleta community such as recreation, public safety, human services, and cultural arts</b>	
17	Prioritize and begin implementation of recommendations in the Parks Master Plan	
18	Evaluate and refine the formalized process for providing support to other agencies by establishing specific program and service categories and a funding and management process specific to each category.	
19	Continue to implement Recreation Needs Assessment recommendations	
20	Revisit the Lake Los Carneros Master Plan, including the potential development of a Chumash Cultural Heritage Site	
21	Install a restroom facility at Evergreen Park; and 2)	
21A	Renovate the multi-purpose recreation field after reclaimed water service is secured.	
23	Provide grants, sponsorship, and other support to community events	
24	<b>Strategic Goal: Promote public engagement in the civic process and at City and Community events</b>	
25	Appoint members to the Public Engagement Commission and begin work on assigned tasks	
26	<b>Strategic Goal: Support and implement the General Plan</b>	
27	Complete the Historic Preservation Program and adopt the associated ordinance	
28	<b>Strategic Goal: Support the Goleta Library as a robust community resource</b>	
29	Continue to analyze the feasibility of direct management of the library	
28A	Collect data for evaluation of service needs within the Goleta Library service area	
28B	Explore solutions to improve library services in the Isla Vista portion of the Goleta Library service area	
28C	<b>Strategic Goal: Engage limited English Spanish-speakers in a strategic way</b>	
28D	Develop outreach plan for Spanish speakers	
28E	Develop capacity for implementing plan through bilingual engagement services contract	
28F	Develop community conversation group as a pre-cursor to LEAD Goleta	
28G	<b>Strategic Goal: Implement District Elections</b>	
28H	Create a robust public engagement plan for input on district mapping	

Row	2019-21 Strategic Plan (DRAFT)	NOTES
281	Create district maps for 2022 election	

Row	2019-21 Strategic Plan (DRAFT)	NOTES
30	<b>ENSURE FINANCIAL STABILITY</b>	
31	<b>Strategic Goal: Provide accurate, reliable, and timely financial information</b>	
32	Implement a Financial Software upgrade	
33	<b>Strategic Goal: Enhance revenue by seeking grants and implementing financing strategies that strengthen the City's budget</b>	
35	Pursue <b>grants</b> and other funding for City infrastructure projects	
36	Implement an escheatment policy for unclaimed revenues	
37	Annually review, update, and implement the City's investment policy to further diversify and ladder investments while prioritizing safety of City funds	
38	<b>Strategic Goal: Maintain sound fiscal policies and budgeting principles</b>	
39	Update the Comprehensive User Fee Study	
40	Complete the update of the Development Impact Fee (DIF) Nexus Study	
41	Annually review, update, and implement the City's debt management policy	
42	<b>Strategic Goal: Control Expenditures</b>	
43	Seek positive resolution of outstanding redevelopment issues with the State of California	
44	Develop a roadmap to address future pension obligations	
45	<b>Strategic Goal: Improve Presentation of Financial Information</b>	
46	Strive for Government Finance Officers Association (GFOA) award for excellence in financial reporting and distinguished budget presentation	
47	Create a Budget in Brief to provide simplification and ease of understanding	
48	<b>Strategic Goal: Address Revenue Neutrality Agreement</b>	
49	Explore opportunities to further address revenue neutrality agreement	
50	<b>Strategic Goal: Maintain and enhance the 5-year budget forecast</b>	
51	Create a comprehensive 5-Year Financial Plan to further enhance the current 5-year budget forecast	
52	<b>Strategic Goal: Maintain prudent financial reserve policy</b>	
53	Annually review the City's Financial Reserve Policy	



Row	2019-21 Strategic Plan (DRAFT)	NOTES
54	<b>SUPPORT ECONOMIC VITALITY</b>	
55	<b>Strategic Goal: Promote a sustainable local economy</b>	
56	<b>Strategic Goal: Support regional economic vitality in the community through enhanced partnerships with UCSB, local businesses, and the Chamber of Commerce</b>	
57	Support business start-up, retention, and expansion, as well as events that attract vendors and tourists	
58	<b>Strategic Goal: Support nonprofit organizations that provide needed services to Goleta residents</b>	
59	Continue to provide support to nonprofits through City grant programs	
60	<b>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</b>	
61	Continue to provide financial assistance to GEM in furtherance of the Summer G2 accelerator program	
62	<b>Strategic Goal: Encourage residents, neighboring shoppers, and tourists to support locally owned businesses in Goleta</b>	
63	Enhance awareness of the importance of shopping locally to support businesses in Goleta	
64	<b>Strategic Goal: Increase the amount of City property that can be utilized for various community uses and benefits</b>	
65	Explore grants that would aid in the City's efforts to secure property for community uses	
66	<b>Strategic Goal: Support organizations, programs, and policies that facilitate affordable housing for the Goleta workforce</b>	
67	Continue to provide financial assistance where possible for affordable housing by for-profit and non-profit developers.	

Row	2019-21 Strategic Plan (DRAFT)	NOTES
68	<b>STRENGTHEN INFRASTRUCTURE</b>	
69	<b>Strategic Goal: Strengthen Citywide infrastructure including roads and traffic circulation, including bicycle lanes, paths, and sidewalks</b>	
70	Complete and implement the Bicycle/Pedestrian Master Plan	
71	Complete project study report with CalTrans for the San Jose Creek Bike Path-South Extent	
72	Finalize design and right of way acquisition for the San Jose Creek Bike Path-Middle Extent	
73	Complete construction of the Hollister Class 1 Bike Path Project	
74	Complete preliminary design and environmental review for the Storke Road Widening Project	
75	Complete design and environmental review for the Highway 101 Overpass Project in West Goleta	
76	Address public parks future needs through the Recreation Needs Assessment	
77	Examine potential locations and funding strategies for relocating City Hall to a fully City-owned building	
79	Complete Community Center seismic upgrades and ADA improvements	
80	Complete Library ADA Improvements	
81	Construct multi-modal transit station	
82	<b>Strategic Goal: Protect and maintain our roadway system</b>	
85	Design and perform overlays, rehabilitation and reconstruction projects that will achieve and maintain a Council-approved Citywide Pavement Condition Index (PCI)	
86	<b>Strategic Goal: Make public streets safer by incorporating best practices for infrastructure</b>	
88	<b>Strategic Goal: Incorporate Vision Zero plans into transportation project design</b>	
88A (was 87)	Update roadway striping concurrent with overlays and slurry seal projects to enhance bicyclist safety and include Complete Streets Concepts	
89	Develop an annual traffic safety analysis	
90	Install pedestrian safety improvements at various locations, including the High Intensity Activated Crosswalk (HAWK) signal at Calle Real and Kingston Avenue	
91	<b>Strategic Goal: Actively engage the community and advocacy groups in the development of capital projects</b>	
92	<b>Strategic Goal: Enhance the efficiency of the City's organizational infrastructure</b>	
94	Invest in tools and resources to improve business operations and customer service	

Row	2019-21 Strategic Plan (DRAFT)	NOTES
95	Complete the Zoning Ordinance project that will revise citywide zoning regulations to implement the General Plan, as well as update development and design standards and permitting procedures	
96	Complete the City's Local Coastal Program (LCP) project for review and certification by the California Coastal Commission	
97	Create an electronic permit tracking system that will increase efficiency, accessibility, and transparency	

Row	2019-21 Strategic Plan (DRAFT)	NOTES
98	RETURN OLD TOWN TO A VITAL CENTER OF THE CITY	
99	<b>Strategic Goal: REVISED: Complete infrastructure improvements in Old Town</b>	
100	Advertise for construction of the Hollister Avenue Bridge Replacement (San Jose Creek Phase II)	
101	Complete Right of Way acquisition and construction of the Ekwil Street & Fowler Road Extensions Project (San Jose Creek Phase II)	
102	Pursue title acquisition of Hollister/Kellogg Park	
103	Complete preliminary design and environmental review for the Old Town Sidewalk Improvement Project	
104	Complete design and permit acquisition from the Coastal Commission for the Ekwil Street/Fowler Road Extension	
105	Install HAWK signal at Hollister Avenue and Chapel Street	
106	Make improvements to the athletic field and adjacent parking lot at the Goleta Community Center	
107	Conduct drainage analysis of streets in Old Town	
108	Conduct public outreach and initiate programmatic Environmental Impact Report (EIR) for Hollister Avenue Complete Streets	
109	<b>Strategic Goal: Improve parking availability in Old Town</b>	
109A	Work with Traffic Solutions to evaluate employee parking needs in Old Town	
109B	Complete rehabilitation of Orange Avenue lot for public use	
110	<b>Strategic Goal: Support the continued vigor and vitality in Old Town</b>	
111	Complete Business Improvement District and Old Town Study	
112	Study the feasibility of pursuing state or federal historic registry listing for the Goleta Community Center	
113	Develop a community garden in a portion of Armitos Park in Old Town	

Row	2019-21 Strategic Plan (DRAFT)	NOTES
115	<b>MAINTAIN A SAFE COMMUNITY</b>	
116	<b>Strategic Goal: Maintain robust community/emergency preparedness programs</b>	
117	Continue to provide Community Emergency Response Team (CERT) training programs (in English and Spanish) for adults, teens, seniors and Spanish-speakers	
118	Continue to provide the LISTOS basic emergency and disaster readiness public education program for Spanish-speaking populations	
119	<b>Strategic Goal: Participate in regional public safety collaboration</b>	
120	Work with the Santa Barbara County Fire Department and the Santa Barbara County Sheriff's Office to ensure adequate staffing levels and services are provided to the community	
121	<b>Strategic Goal: Continue to enhance public safety efforts throughout the City through our School Resources and Community Resources Deputies</b>	
122	<b>Strategic Goal: Uphold high visibility for pedestrian and traffic safety through our dedicated Motors Unit</b>	
123	<b>Strategic Goal: Improve Fire Service response time for residents and businesses in western Goleta by building Fire Station 10</b>	
124	Construct Fire Station 10 at 7952 Hollister Avenue	

Row	2019-21 Strategic Plan (DRAFT)	NOTES
125	<b>ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS</b>	
126	<b>Strategic Goal: Provide professional, efficient, and responsible customer service</b>	
127	Provide timely feedback on responses to issues and resolutions to citizen complaints	
128	Provide initial response to calls and emails from the City Council and the public within one business day	
129	<b>Strategic Goal: Maintain transparency in all aspects of City government</b>	
130	Track requests made by City Council and citizens to ensure all requests are answered in a timely manner	
131	<b>Strategic Goal: Continually strive to improve customer service</b>	
132	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	
133	<b>Strategic Goal: Raise public awareness of City meetings and events, and provide increased opportunities for public participation</b>	
134	Use the Public Engagement Commission to generate ideas to increase public participation	

**Attachment 2: 2017-19 Strategic Plan**







# 2017-19 STRATEGIC PLAN



## **Adopted June 2017**

Mayor Paula Perotte

Mayor Pro Tempore Stuart Kasdin

Councilmember Roger Aceves

Councilmember Michael T. Bennett

Councilmember Kyle Richards



# 2017-19 STRATEGIC PLAN

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

Located between the Santa Ynez Mountains and the Pacific Ocean, Goleta is locally known as “The Good Land” for its natural beauty and balance of urban, suburban, and rural environments. The community values its unique features including its diverse blend of neighborhoods, scenic views, open spaces, natural resources, and thriving businesses. To maintain and enhance these distinguishing characteristics, the City has a Strategic Plan to manage and support the development of the community. A Strategic Plan identifies the priorities and goals of an organization in order to create a roadmap, guiding future decision making. It is a dynamic document that evolves to address important community issues such as financial sustainability, economic vitality, and public safety, to reflect the shifting and expanding needs of the community over time. The plan is used as a management tool to connect staff actions to Council goals and inform the public of the City’s vision for the community. Goleta’s Strategic Plan is driven by its vision statement which describes the community, key attributes, and values.

The City’s first Strategic Plan (Plan) was adopted in 2007. The Plan covers a two-year period that runs concurrent with the City’s Two-Year Budget Plan, and receives regular updates to keep current with the City’s priorities and to ensure the living document continues to be dynamic and reflective of the goals of City Council and the Goleta community. In 2013, the City took a comprehensive look at its Strategic Plan to create a more focused vision for the future. Through a workshop process, Council engaged in a rigorous examination of the overarching themes and values that should be included in the Strategic Plan in order to preserve and enhance the quality of life in Goleta. The outcome of this exercise was a transformation of the Strategic Plan to a new vision defined through Citywide strategies and supporting goals.

In 2017, the City Council provided updates to the 2015-17 Strategic Plan to inform the 2017-18 and 2018-19 budget cycle. The updated 2017-19 Plan articulates eight overarching Citywide strategies that guide the City towards achieving its vision. These overarching strategies serve as an umbrella for the strategic goals and objectives organized beneath them. Strategic goals identify and describe the broad outcomes to achieve each Citywide strategy, and objectives provide measurable targets by identifying specific actions for staff to take.

## **CITYWIDE STRATEGIES**

- SUPPORT ENVIRONMENTAL VITALITY
- SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES
- ENSURE FINANCIAL STABILITY
- SUPPORT ECONOMIC VITALITY
- STRENGTHEN INFRASTRUCTURE
- RETURN OLD TOWN TO A VITAL CENTER OF THE CITY
- MAINTAIN A SAFE COMMUNITY
- ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS



## **SUPPORT ENVIRONMENTAL VITALITY**

The City of Goleta's response to change in the community should be managed to support and enhance quality of life and preserve the integrity of the environment. The City recognizes that open space and natural resources are limited and valuable, which is why the City participates in a number of activities to support a more sustainable community with attention to ecosystem protection. The City is involved in regional programs such as open space management and restoration project coordination with the University of California Santa Barbara (UCSB), climate change planning, habitat restoration, and coordinated regional trail projects. Additionally, the City continues to promote a healthy environment by protecting air quality and reducing greenhouse gas emissions, as evidenced through the 2014 adoption and implementation of the Climate Action Plan. The City takes a comprehensive approach to sustainable practices that recognize the importance of conserving environmental resources today for the benefit of future generations. The City participates in a number of local and regional sustainability-focused programs as specified in the Objectives.

## STRATEGIC GOALS AND OBJECTIVES

### Strategic Goal: Advance City water conservation efforts and practices

#### Objectives:

- Install reclaimed water service at Bella Vista and Evergreen Parks
- Continue to implement use of reclaimed water in landscape medians wherever possible

### Strategic Goal: Adopt best practices in sustainability

#### Objectives:

- Update the Community Wildfire Protection Plan
- Update Butterfly Habitat Management Plan
- Develop a Creek and Watershed Management Plan
- Update the existing CEQA Thresholds Manual
- 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
- 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
- Continue to partner with the Green Business Program





## **SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES**

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

As a dynamic community, the City values its diversity and seeks to meet the housing needs of all economic segments of the community by striving to provide affordable housing to local residents. To expand quality of life for residents from all economic segments, the City continues to be committed to enhancing the quality of neighborhood parks and recreation areas. The City is also committed to providing services so that residents have the opportunity to gather and interact with each other and enjoy and learn more about the natural resources and habitat that surround them. To plan for future needs, the City engages in various long-range efforts as are reflected in the Strategic Plan's goals and objectives. For example, the City's recently completed Recreation Needs Assessment has a 20-year horizon due to the number of projects identified and costs associated with designing and completing them.

## STRATEGIC GOALS AND OBJECTIVES

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

#### Objectives:

- Create a Parks Master Plan
- Evaluate and implement a formalized process for providing support to other agencies
- Continue to implement Recreation Needs Assessment recommendations
- Revisit the Lake Los Carneros Master Plan, including the potential development of a Chumash Cultural Heritage Site
- Develop a multi-purpose recreation field at the existing Evergreen Park

### — Strategic Goal: Provide support to events that foster participation in the community

#### Objective:

- Provide grants, sponsorship, and other support to community events

### — Strategic Goal: Promote public engagement in the civic process and at City events

#### Objective:

- Appoint members to the Public Engagement Commission and begin work on assigned tasks

### — Strategic Goal: Support and implement the General Plan

#### Objective:

- Complete the Historic Preservation Program and adopt the associated ordinance

### — Strategic Goal: Support the Goleta Library as a robust community resource

#### Objective:

- Continue to analyze the feasibility of direct management of the library





## **ENSURE FINANCIAL STABILITY**

The long-term financial health of the City is an essential component to be able to deliver high-quality services to residents and businesses. Financial sustainability includes effective financial accounting systems, improved resource management, strong investment programs, and prudent budgeting principles. It also means that the City will investigate and pursue options to enhance revenues especially in the areas of public safety, transportation, and library services.

The goals established aim to achieve this through the growth of ongoing revenues, adhering to sound financial policies and principles that are routinely reviewed for effectiveness, and exercising fiscal discipline. By studying the lessons learned during the economic downturn and continuously monitoring the environment for influences that can impact financial health and stability, the City will maintain long-term financial health.

The following General Fund Reserve policies were established by the City Council:

- California Public Employees' Retirement System (CalPERS)/Other Post-Employment Benefit (OPEB)
- Capital Equipment
- Capital Improvement Program (CIP) Project Funding
- Compensated Leave
- Contingency Reserve
- Litigation Defense
- Public Facilities
- Risk Management
- Street Maintenance

## STRATEGIC GOALS AND OBJECTIVES

### — Strategic Goal: Provide accurate, reliable, and timely financial information

#### Objective:

- Implement a Financial Software upgrade

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

#### Objectives:

- Pursue financing for City infrastructure funding
- Implement an escheatment policy for unclaimed revenues
- Annually review, update, and implement the City's investment policy to further diversify and ladder investments while prioritizing safety of City funds

### — Strategic Goal: Maintain sound fiscal policies and budgeting principles

#### Objectives:

- Update the Comprehensive User Fee Study
- Complete the update of the Development Impact Fee (DIF) Nexus Study
- Annually review, update, and implement the City's debt management policy

### — Strategic Goal: Control Expenditures

#### Objectives:

- Seek positive resolution of outstanding redevelopment issues with the State of California
- Develop a roadmap to address future pension obligations

### — Strategic Goal: Improve presentation of financial information

#### Objectives:

- Strive for Government Finance Officers Association (GFOA) award for excellence in financial reporting and distinguished budget presentation
- Create a Budget in Brief to provide simplification and ease of understanding

### — Strategic Goal: Address Revenue Neutrality Agreement recovery

#### Objective:

- Address the Revenue Neutrality Agreement

### — Strategic Goal: Maintain and enhance the 5-year budget forecast

#### Objective:

- Create a comprehensive 5-Year Financial Plan to further enhance the current 5-year budget forecast

### — Strategic Goal: Maintain prudent financial reserve policy

#### Objective:

- Annually review the City's Financial Reserve Policy



## **SUPPORT ECONOMIC VITALITY**

The economic prosperity of the City is the result of providing opportunities for businesses to form and grow. The City will continue to support a strong business and technology base in an area populated by firms in the high-tech, defense, and medical product industries. By leveraging local strengths and providing resources and opportunities for collaboration among sectors, the City will be able to retain businesses, which will contribute to the quality of life in the community. By serving as a conduit for entrepreneurial endeavors and supporting new and growing technology entrepreneurs, including the City's participation in the Goleta Entrepreneurial Magnet (GEM) program, the City continues to expand business in the community and grow its revenue stream.

## STRATEGIC GOALS AND OBJECTIVES

 **Strategic Goal: Promote a sustainable local economy**

 **Strategic Goal: Support regional economic vitality in the community through enhanced partnerships with UCSB, local businesses, and the Chamber of Commerce**

**Objective:**

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

 **Strategic Goal: Support nonprofit organizations that provide needed services to Goleta residents**


**Objective:**

- Continue to provide support to nonprofits through City grant programs

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

**Objective:**

- Continue to support the Goleta Entrepreneurial Magnet (GEM) program

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

**Objective:**

- Enhance awareness of the importance of shopping locally to support businesses in Goleta

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

**Objective:**

- Identify and pursue opportunities to secure property throughout the City for various public purposes

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

**Objective:**

- Pursue grants that would aid in the City's efforts to secure property for community uses, including affordable housing



## **STRENGTHEN INFRASTRUCTURE**

Strategically focusing on a well-maintained infrastructure that is clean, safe, and supports the City's current and future needs will increase the overall health and quality of living in the community.

The goals and objectives developed herein are aimed at improving infrastructure, which includes Citywide public facilities, roads and traffic circulation. This includes supporting projects which will enhance the efficiency of travel, accommodating multi-modal transportation which takes into consideration the various modes of transportation such as transit, rail, walking, bicycling, and the connections among all modes. As directed in the General Plan, the City will continue to examine potential locations and a funding model for relocating City Hall to a City-owned building that will meet the needs of the City for the next 20 years and beyond.



## STRATEGIC GOALS AND OBJECTIVES

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

#### Objectives:

- Complete and implement the Bicycle/Pedestrian Master Plan
- Complete project study report with CalTrans for the San Jose Creek Bike Path-South Extent
- Finalize design and right of way acquisition for the San Jose Creek Bike Path-Middle Extent
- Complete construction of the Hollister Class 1 Bike Path Project
- Complete preliminary design and environmental review for the Storke Road Widening Project
- Complete design and environmental review for the Highway 101 Overpass Project in West Goleta
- Address public parks future needs through the Recreation Needs Assessment
- Examine potential locations and funding strategies for relocating City Hall to a fully City-owned building
- Public Facilities
  - \* Complete Community Center seismic upgrades, ADA improvements, and public health and safety improvements
  - \* Complete Library ADA Improvements
- Explore Amtrak Station enhancements including purchase of the Direct Relief parcel and development of a multi-modal transit station

### — Strategic Goal: Protect and maintain our roadway system

#### Objective:

- Design and perform overlays, rehabilitation and reconstruction projects that will achieve and maintain a Council-approved Citywide Pavement Condition Index (PCI)

### — Strategic Goal: Incorporate Complete Streets concepts wherever possible in roadway planning and design to accommodate all roadway users

#### Objective:

- Update roadway striping concurrent with overlays and slurry seal projects to enhance bicyclist safety

### — Strategic Goal: Incorporate Vision Zero plans into transportation project design with the goal of eliminating the potential for future traffic related injuries and/or fatalities

#### Objectives:

- Develop an annual traffic safety analysis
- Install pedestrian safety improvements at various locations, including the High Intensity Activated Crosswalk (HAWK) signal at Calle Real and Kingston Avenue

 **Strategic Goal: Actively engage the community and advocacy groups in the development of capital projects**

 **Strategic Goal: Enhance the efficiency of the City's organizational infrastructure**

**Objectives:**

- Complete a technological assessment of the organization's Information Technology (IT) needs and prepare a 5-year Information Technology Strategic Plan (ITSP) that will guide the City in budgeting for future IT hardware, software, and governance needs
- Invest in tools and resources to improve business operations and customer service
- Complete the Zoning Ordinance project that will revise citywide zoning regulations to implement the General Plan, as well as update development and design standards and permitting procedures
- Complete the City's Local Coastal Program (LCP) project for review and certification by the California Coastal Commission
- Create an electronic permit tracking system that will increase efficiency, accessibility, and transparency



## **RETURN OLD TOWN TO A VITAL CENTER OF THE CITY**

The Old Town area is recognized as the historic center of town. Strategic efforts to restore this area include enhancing the physical and economic environment, improving the bicycle and pedestrian experience, managing traffic, and minimizing impacts on residential areas, all the while preserving the unique character of the area. As the City matures, there is a growing desire to establish a stronger identity for the community and create a greater sense of place.



## STRATEGIC GOALS AND OBJECTIVES

### Strategic Goal: Address infrastructure improvements in Old Town

#### Objectives:

- Advertise for construction of the Hollister Avenue Bridge Replacement (San Jose Creek Phase II)
- Pursue title acquisition and development of Hollister/Kellogg Park
- Complete preliminary design and environmental review for the Old Town Sidewalk Improvement Project
- Complete design and permit acquisition from the Coastal Commission for the Ekwill Street/Fowler Road Extension
- Install HAWK signal at Hollister Avenue and Chapel Street
- Make improvements to the athletic field and adjacent parking lot at the Goleta Community Center
- Conduct drainage analysis of streets in Old Town
- Conduct public outreach and initiate programmatic Environmental Impact Report (EIR) for Hollister Avenue Complete Streets

### Strategic Goal: Continue to investigate and secure additional public parking in Old Town

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

#### Objectives:

- Complete Business Improvement District and Old Town Study
- Study the feasibility of pursuing state or federal historic registry listing for the Goleta Community Center
- Develop a community garden in a portion of Armitos Park in Old Town



## **MAINTAIN A SAFE COMMUNITY**

The City has historically placed a high priority on public safety. In 2016, the City was recognized as one of the top 50 safest cities in California for populations above 11,000. As a strategic priority, the City will continue to work collaboratively with police, fire, residents, and businesses to maintain Goleta's safe community.

The goals established address this core strategy through a variety of channels. Maintaining a safe community includes providing high-quality crime prevention and law enforcement services, efficient emergency services in order to minimize exposure to health and safety hazards, and maintaining robust training programs to increase public awareness.

## **Strategic Goal: Maintain robust community/emergency preparedness programs**

### **Objectives:**

- Continue to provide Community Emergency Response Team (CERT) training programs (in English and Spanish) for adults, teens, seniors and Spanish-speakers
- Continue to provide the LISTOS basic emergency and disaster readiness public education program for Spanish-speaking populations

## **Strategic Goal: Participate in regional public safety collaboration**

### **Objective:**

- Work with the Santa Barbara County Fire Department and the Santa Barbara County Sheriff's Office to ensure adequate staffing levels and services are provided to the community

## **Strategic Goal: Continue to enhance public safety efforts throughout the City through our School Resources and Community Resources Deputies**

## **Strategic Goal: Uphold high visibility for pedestrian and traffic safety through our dedicated Motors Unit**

## **Strategic Goal: Improve Fire Service response time for residents and businesses in western Goleta**

### **Objective:**

- Construct Fire Station 10 at 7952 Hollister Avenue



# **ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS**

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

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

## **Strategic Goal: Provide professional, efficient, and responsible customer service**

### **Objectives:**

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

## **Strategic Goal: Maintain transparency in all aspects of City government**

### **Objective:**

- Track requests made by City Council and citizens to ensure all requests are answered in a timely manner

## **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

## **Strategic Goal: Raise public awareness of City meetings and events, and provide increased opportunities for public participation**

### **Objective:**

- Use the Public Engagement Commission to generate ideas to increase public participation



**Attachment 3: 2017-19 Strategic Plan – Redline Version**





## GOLETA'S STRATEGIC PLAN FOR ~~2017~~2019-2019~~2021~~

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

Located between the Santa Ynez Mountains and the Pacific Ocean, Goleta is locally known as "The Good Land" for its natural beauty and balance of urban, suburban, and rural environments. The community values its unique features including its diverse blend of neighborhoods, scenic views, open spaces, natural resources, and thriving businesses. To maintain and enhance these distinguishing characteristics, the City has a Strategic Plan to manage and support the development of the community. A Strategic Plan identifies the priorities and goals of an organization in order to create a roadmap, guiding future decision making. It is a dynamic document that evolves to address important community issues such as financial sustainability, economic vitality, and public safety, to reflect the shifting and expanding needs of the community over time. The plan is used as a management tool to connect staff actions to Council goals and inform the public of the City's vision for the community. Goleta's Strategic Plan is driven by its vision statement which describes the community, key attributes, and values.

The City's first Strategic Plan (Plan) was adopted in 2007. The Plan covers a two-year period that runs concurrent with the City's Two-Year Budget Plan, and receives regular updates to keep current with the City's priorities and to ensure the living document continues to be dynamic and reflective of the goals of City Council and the Goleta community. In 2013, the City took a comprehensive look at its Strategic Plan to create a more focused vision for the future. Through a workshop process, Council engaged in a rigorous examination of the overarching themes and values that should be included in the Strategic Plan in order to preserve and enhance the quality of life in Goleta. The outcome of this exercise was a transformation of the Strategic Plan to a new vision defined through Citywide strategies and supporting goals.

In 2017, the City Council provided updates to the 2015-17 Strategic Plan to inform the 2017-18 and 2018-19 budget cycle. The updated ~~2017~~2019-19~~21~~ Plan articulates eight overarching Citywide strategies that guide the City towards achieving its vision. These overarching strategies serve as an umbrella for the strategic goals and objectives organized beneath them. Strategic goals identify and describe the broad outcomes to achieve each Citywide strategy, and objectives provide measurable targets by identifying specific actions for staff to take.

### **CITYWIDE STRATEGIES**

- SUPPORT ENVIRONMENTAL VITALITY
- SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES
- ENSURE FINANCIAL STABILITY
- SUPPORT ECONOMIC VITALITY
- STRENGTHEN INFRASTRUCTURE
- RETURN OLD TOWN TO A VITAL CENTER OF THE CITY
- MAINTAIN A SAFE COMMUNITY

- ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS

## 1. SUPPORT ENVIRONMENTAL VITALITY

The City of Goleta's response to change in the community should be managed to support and enhance quality of life and preserve the integrity of the environment. The City recognizes that open space and natural resources are limited and valuable, which is why the City participates in a number of activities to support a more sustainable community with attention to ecosystem protection. The City is involved in regional programs such as open space management and restoration project coordination with the University of California Santa Barbara (UCSB), climate change planning, habitat restoration, and coordinated regional trail projects. Additionally, the City continues to promote a healthy environment by protecting air quality and reducing greenhouse gas emissions, as evidenced through the 2014 adoption and implementation of the Climate Action Plan. The City takes a comprehensive approach to sustainable practices that recognize the importance of conserving environmental resources today for the benefit of future generations. The City participates in a number of local and regional sustainability-focused programs as specified in the Objectives below.

### **STRATEGIC GOALS AND OBJECTIVES**

Strategic Goal: Advance City water conservation efforts and practices

#### *Objectives*

- Install reclaimed water service at Bella Vista and Evergreen Parks
- ~~Continue to implement use of reclaimed water in landscape medians wherever possible~~

Strategic Goal: Adopt best practices in sustainability

#### *Objectives*

- ~~Update the Community Wildfire Protection Plan~~
- ~~Implement the Community Wildfire Protection Plan~~
- Update Butterfly Habitat Management Plan
- Develop a Creek and Watershed Management Plan
- Update the existing CEQA Thresholds Manual
- 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
- 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~~
- ~~Continue to partner with the Green Business Program~~

## 2. SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES

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

As a dynamic community, the City values its diversity and seeks to meet the housing needs of all economic segments of the community by striving to provide affordable housing to local residents. To expand quality of life for residents from all economic segments, the City continues to be committed to enhancing the quality of neighborhood parks and recreation areas. The City is also committed to providing services so that residents have the opportunity to gather and interact with each other and enjoy and learn more about the natural resources and habitat that surround them. To plan for future needs, the City engages in various long-range efforts as are reflected in the Strategic Plan's goals and objectives. For example, the City's recently completed Recreation Needs Assessment has a 20-year horizon due to the number of projects identified and costs associated with designing and completing them.

### STRATEGIC GOALS AND OBJECTIVES

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

#### Objectives

- ~~Create a~~ Prioritize and begin implementation of recommendations in the Parks Master Plan
- ~~Evaluate and refine the formalized process for providing support to other agencies by establishing specific program and service categories and a funding and management process specific to each category. Evaluate and implement a formalized process for providing support to other agencies~~
- ~~Continue to implement Recreation Needs Assessment recommendations~~
- Revisit the Lake Los Carneros Master Plan, including the potential development of a Chumash Cultural Heritage Site
- Install a restroom facility at Evergreen Park
- Renovate the multi-purpose recreation field at Evergreen Park after reclaimed water services is secured
- ~~Develop a multi-purpose recreation field at the existing Evergreen Park 1) Install a restroom facility at Evergreen Park; and 2) Renovate the multi-purpose recreation field after reclaimed water service is secured~~

~~Strategic Goal: Provide support to events that foster participation in the community~~

#### ~~Objective~~

- ~~Provide grants, sponsorship, and other support to community events~~

Strategic Goal: Promote public engagement in the civic process and at City and Community events

Objective

~~Appoint members to the Public Engagement Commission and begin work on assigned tasks~~

Strategic Goal: Support and implement the General Plan

Objective

- Complete the Historic Preservation Program and adopt the associated ordinance

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

Objective

- ~~Continue to analyze the feasibility of direct management of the library~~ Collect data for evaluation of service needs within the Goleta Library service area
- Explore solutions to improve library services in the Isla Vista portion of the Goleta Library service area

Strategic Goal: Engage limited English Spanish-speakers in a strategic way

Objective

- ~~Develop outreach plans~~ for Spanish speakers
- Develop capacity for implementing plan through bilingual engagement services contract
- ~~Develop community conversation group as a pre-cursor to LEAD Goleta~~ aa
- 

Strategic Goal: Implement District Elections

Objective

- Create a robust public engagement plan for input on district mapping
- Create district maps for 2022 election

### **3. ENSURE FINANCIAL STABILITY**

The long-term financial health of the City is an essential component to be able to deliver high-quality services to residents and businesses. Financial sustainability includes effective financial accounting systems, improved resource management, strong investment programs, and prudent budgeting principles. It also means that the City will investigate and pursue options to enhance revenues especially in the areas of public safety, transportation, and library services.

The goals established aim to achieve this through the growth of ongoing revenues, adhering to sound financial policies and principles that are routinely reviewed for effectiveness, and exercising fiscal discipline. By studying the lessons learned during the economic downturn and continuously monitoring the environment for influences that can impact financial health and stability, the City will maintain long-term financial health.

The following General Fund Reserve policies were established by the City Council:

- California Public Employees' Retirement System (CalPERS)/Other Post-Employment Benefit (OPEB)
- Capital Equipment
- Capital Improvement Program (CIP) Project Funding
- Compensated Leave
- Contingency Reserve
- Litigation Defense
- Public Facilities
- Risk Management
- Street Maintenance

## **STRATEGIC GOALS AND OBJECTIVES**

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

### *Objective*

- Implement a Financial Software upgrade

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

### *Objectives*

- Pursue financing and grants for City infrastructure funding
- ~~Implement an escheatment policy for unclaimed revenues~~
- ~~Annually review, update, and implement the City's investment policy to further diversify and ladder investments while prioritizing safety of City funds~~

Strategic Goal: Maintain sound fiscal policies and budgeting principles

### *Objectives*

- Update the Comprehensive User Fee Study
- ~~Complete the update of the Development Impact Fee (DIF) Nexus Study~~
- ~~Annually review, update, and implement the City's debt management policy~~

Strategic Goal: Control Expenditures

### *Objectives*

- ~~Seek positive resolution of outstanding redevelopment issues with the State of California~~
- Develop a roadmap to address future pension obligations

~~Strategic Goal: Improve presentation of financial information~~

### ~~*Objectives*~~

- ~~Strive for Government Finance Officers Association (GFOA) award for excellence in financial reporting and distinguished budget presentation~~
- ~~Create a Budget in Brief to provide simplification and ease of understanding~~

Strategic Goal: Address Revenue Neutrality Agreement ~~recovery~~

### ~~*Objective*~~

Explore opportunities to further address revenue neutrality agreement~~Address the Revenue Neutrality Agreement~~

- 

Strategic Goal: Maintain and enhance the 5-year budget forecast

*Objective*

- Create a comprehensive 5-Year Financial Plan to further enhance the current 5-year budget forecast

Strategic Goal: Maintain prudent financial reserve policy

*Objective*

- ~~Annually review the City's Financial Reserve Policy~~



#### 4. SUPPORT ECONOMIC VITALITY

The economic prosperity of the City is the result of providing opportunities for businesses to form and grow. The City will continue to support a strong business and technology base in an area populated by firms in the high-tech, defense, and medical product industries. By leveraging local strengths and providing resources and opportunities for collaboration among sectors, the City will be able to retain businesses, which will contribute to the quality of life in the community. By serving as a conduit for entrepreneurial endeavors and supporting new and growing technology entrepreneurs, including the City's participation in the Goleta Entrepreneurial Magnet (GEM) program, the City continues to expand business in the community and grow its revenue stream.

#### STRATEGIC GOALS AND OBJECTIVES

Strategic Goal: Promote a sustainable local economy

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

##### *Objective*

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

~~Strategic Goal: Support nonprofit organizations that provide needed services to Goleta residents~~

##### ~~Objective~~

- ~~• Continue to provide support to nonprofits through City grant programs~~

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

##### *Objective*

- Continue to provide financial assistance to support the Goleta Entrepreneurial Magnet (GEM) in furtherance of the Summer G2 accelerator program

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

##### *Objective*

- Enhance awareness of the importance of shopping locally to support businesses in Goleta

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

##### Objective

- Identify and pursue opportunities to secure property throughout the City for various public purposes<sup>[JS1]</sup>

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

##### *Objective*

- Explore grants that would aid in the City's efforts to secure property for community uses
- Continue to provide financial assistance where possible for affordable housing by for-profit and non-profit developers
- ~~1) Explore grants that would aid in the City's efforts to secure property for community uses; and 2) Continue to provide financial assistance where possible for affordable housing by for-profit and non-profit developers~~ Pursue grants that would aid in the City's efforts to secure property for community uses, including affordable housing

## 5. STRENGTHEN INFRASTRUCTURE

Strategically focusing on a well-maintained infrastructure that is clean, safe, and supports the City's current and future needs will increase the overall health and quality of living in the community.

The goals and objectives developed herein are aimed at improving infrastructure, which includes Citywide public facilities, roads and traffic circulation. This includes supporting projects which will enhance the efficiency of travel, accommodating multi-modal transportation which takes into consideration the various modes of transportation such as transit, rail, walking, bicycling, and the connections among all modes. As directed in the General Plan, the City will continue to examine potential locations and a funding model for relocating City Hall to a City-owned building that will meet the needs of the City for the next 20 years and beyond.

### STRATEGIC GOALS AND OBJECTIVES

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

#### Objectives

- ~~Complete and implement the Bicycle/Pedestrian Master Plan~~
- ~~Complete project study report with CalTrans for the San Jose Creek Bike Path-South Extent~~
- ~~Finalize design and right of way acquisition for the San Jose Creek Bike Path-Middle Extent~~
- ~~Complete construction of the Hollister Class 1 Bike Path Project~~
- ~~Complete preliminary design and environmental review for the Storke Road Widening Project~~
- ~~Complete design and environmental review for the Highway 101 Overpass Project in West Goleta~~
- ~~Address public parks future needs through the Recreation Needs Assessment~~
- ~~Examine potential locations and funding strategies for relocating City Hall to a fully City-owned building~~
- ~~Public Facilities~~
  - ~~Complete Community Center seismic upgrades, and ADA improvements, and public health and safety improvements~~
  - ~~Complete Library ADA Improvements~~
- ~~Complete Community Center seismic upgrades and ADA improvements~~
- ~~Explore Amtrak Station enhancements including purchase of the Direct Relief parcel and development of a Construct multi-modal transit station~~

~~Strategic Goal: Protect and maintain our roadway system~~

~~Objective~~

- ~~• Design and perform overlays, rehabilitation and reconstruction projects that will achieve and maintain a Council-approved Citywide Pavement Condition Index (PCI)~~

~~•~~

~~Strategic Goal: Make public streets safer by incorporating best practices for infrastructure~~  
Incorporate Complete Street concepts wherever possible in roadway planning and design to accommodate all roadway users

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

Objective

Strategic Goal: Update roadway striping concurrent with overlays and slurry seal projects to enhance bicyclist safety and include Complete Streets Concepts

Incorporate Vision Zero plans into transportation project design

Install pedestrian safety improvements at various locations, including the High-Intensity Activated Crosswalk (HAWK) signal at Calle Real and Kingston Avenue

~~Strategic Goal: Incorporate Complete Streets concepts wherever possible in roadway planning and design to accommodate all roadway users~~

~~Objective~~

- ~~• Update roadway striping concurrent with overlays and slurry seal projects to enhance bicyclist safety~~

~~Strategic Goal: Incorporate Vision Zero plans into transportation project design with the goal of eliminating the potential for future traffic-related injuries and/or fatalities~~

~~Objectives~~

- ~~• Develop an annual traffic safety analysis~~
- ~~• Install pedestrian safety improvements at various locations, including the High-Intensity Activated Crosswalk (HAWK) signal at Calle Real and Kingston Avenue~~

Strategic Goal: Actively engage the community and advocacy groups in the development of capital projects

Strategic Goal: Enhance the efficiency of the City's organizational infrastructure

Objectives

- ~~• Complete a technological assessment of the organization's Information Technology (IT) needs and prepare a 5-year Information Technology Strategic Plan (ITSP) that will guide the City in budgeting for future IT hardware, software, and governance needs~~
- ~~• Invest in tools and resources to improve business operations and customer service~~
- Complete the Zoning Ordinance project that will revise citywide zoning regulations to implement the General Plan, as well as update development and design standards and permitting procedures
- Complete the City's Local Coastal Program (LCP) project for review and certification by the California Coastal Commission

- Create an electronic permit tracking system that will increase efficiency, accessibility, and transparency

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

The Old Town area is recognized as the historic center of town. Strategic efforts to restore this area include enhancing the physical and economic environment, improving the bicycle and pedestrian experience, managing traffic, and minimizing impacts on residential areas, all the while preserving the unique character of the area. As the City matures, there is a growing desire to establish a stronger identity for the community and create a greater sense of place.

### **STRATEGIC GOALS AND OBJECTIVES**

Strategic Goal: ~~Address-Complete~~ infrastructure improvements in Old Town

#### ~~Objectives~~

- ~~Advertise for construction of the Hollister Avenue Bridge Replacement (San Jose Creek Phase II)~~
  - ~~Pursue title acquisition and development of Hollister/Kellogg Park~~
  - ~~Complete preliminary design and environmental review for the Old Town Sidewalk Improvement Project~~
  - ~~Complete design and permit acquisition from the Coastal Commission for the Ekwill Street/Fowler Road Extension~~
  - ~~Install HAWK signal at Hollister Avenue and Chapel Street~~
  - ~~Make improvements to the athletic field and adjacent parking lot at the Goleta Community Center~~
  - ~~Conduct drainage analysis of streets in Old Town~~
- ~~Conduct public outreach and initiate programmatic Environmental Impact Report (EIR) for Hollister Avenue Complete Streets~~

- Complete Right of Way acquisition and construction of the Ekwill Street and Fowler Road Extensions Project (San Jose Creek Phase II)

Strategic Goal: Continue to investigate and secure additional public parking in Old TownImprove parking availability in Old Town

- Work with Traffic Solutions to evaluate employee parking needs in Old Town
- Complete rehabilitation of Orange Avenue lot for public use

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

#### *Objectives*

- ~~Complete Business Improvement District and Old Town Study~~ Complete Business Improvement District and Old Town Study
- ~~Study the feasibility of pursuing state or federal historic registry listing for the Goleta Community Center~~
- ~~Study the feasibility of pursuing state or federal historic registry listing for the Goleta Community Center~~
- 
- Develop a community garden in a portion of Armitos Park in Old Town

## **7. MAINTAIN A SAFE COMMUNITY**

The City has historically placed a high priority on public safety. ~~In 2016, the City was recognized as one of the top 50 safest cities in California for populations above 11,000.~~ As a strategic priority, the City will continue to work collaboratively with police, fire, residents, and businesses to maintain Goleta's safe community.

The goals established address this core strategy through a variety of channels. Maintaining a safe community includes providing high-quality crime prevention and law enforcement services, efficient emergency services in order to minimize exposure to health and safety hazards, and maintaining robust training programs to increase public awareness.

### **STRATEGIC GOALS AND OBJECTIVES**

Strategic Goal: Maintain robust community/emergency preparedness programs

### *Objectives*

- Continue to provide Community Emergency Response Team (CERT) training programs (in English and Spanish) for adults, teens, seniors and Spanish-speakers
- Continue to provide the LISTOS basic emergency and disaster readiness public education program for Spanish-speaking populations

Strategic Goal: Participate in regional public safety collaboration

### *Objective*

- Work with the Santa Barbara County Fire Department and the Santa Barbara County Sheriff's Office to ensure adequate staffing levels and services are provided to the community

Strategic Goal: Continue to enhance public safety efforts throughout the City through our School Resources and Community Resources Deputies

Strategic Goal: Uphold high visibility for pedestrian and traffic safety through our dedicated Motors Unit

Strategic Goal: Improve Fire Service response time for residents and businesses in western Goleta by building Fire Station 10

### ~~—Objective~~

- ~~• Construct Fire Station 10 at 7952 Hollister Avenue~~

## **8. ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS**

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

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

## STRATEGIC GOALS AND OBJECTIVES

~~Strategic Goal: Provide professional, efficient, and responsible customer service~~ Strategic Goal: Provide professional, efficient, and responsible customer service

~~Objectives~~

● Objective

- ~~Provide timely feedback on responses to issues and resolutions to citizen complaints~~  
~~Provide timely feedback on responses to issues and resolutions to citizen complaints~~
- ~~Provide initial response to calls and emails from the City Council and the public within one business day~~  
~~Provide initial response to calls and emails from the City Council and the public within one business day~~
- ~~Track requests made by City Council and citizens to ensure all requests are answered in a timely manner~~

●

● ~~Strategic Goal: Maintain transparency in all aspects of City Government~~ Strategic Goal: Maintain transparency in all aspects of City government

~~Objective~~

~~Track requests made by City Council and citizens to ensure all requests are answered in a timely manner~~

~~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

Strategic Goal: Raise public awareness of City meetings and events, and provide increased opportunities for public participation

● ~~Objective~~ Objective

- Use the Public Engagement Commission to generate ideas to increase public participation