



TO: Mayor and Councilmembers

FROM: Michelle Greene, City Manager

CONTACT: Dana Grossi, Management Analyst

SUBJECT: Requests for Proposals for Support to Other Agencies Funding

RECOMMENDATION:

Provide feedback to staff on two Requests for Proposals in the areas of homelessness and economic development, for services to be provided in Fiscal Year 2019-20 under the Support to Other Agencies Program.

BACKGROUND:

At a workshop on March 14, 2019, the City Council directed staff to issue Requests for Proposals (RFPs) for targeted services in two areas: Homelessness Initiatives and Economic Development/Marketing and Promotions. Since that time, staff have prepared drafts of the RFPs and met with the Grant Funding Review Committee on April 24, 2019 to receive input and feedback on the drafts.

The purpose of this item is for the City Council to review and provide input on the RFPs prior to their release. As a result of the RFP competitive process, organizations selected for funding will enter into one-year grant agreements with the City covering the 2019-2020 Fiscal Year.

DISCUSSION:

Attachments 1 and 2 contain the draft RFPs, which are planned for release on or prior to June 10, 2019. Below is a summary of each solicitation and other related topics discussed by the Grant Funding Review Committee on April 24.

Homelessness Initiatives RFP

Attachment 1 contains an RFP for Services to Homeless Individuals and Homelessness Prevention in the City of Goleta. Proposals will be requested from nonprofit organizations that can provide homeless prevention services, as well as services to persons that are already experiencing homelessness. In this way, the scope of services in this RFP is proposed to be kept broad to encourage interest from a wide range of

service providers. During the next fiscal year, the Neighborhood Services and Public Safety (NSPS) Department will develop a Homelessness Strategic Plan, which should - once finalized - provide for a more targeted response to addressing homelessness in Goleta in future years.

Economic Development /Marketing and Promotions RFP

Attachment 2 contains an RFP for the Provision of Programs, Services, and Activities that Promote Economic Development in the City of Goleta. Similar to the upcoming development of a Homelessness Strategic Plan, the NSPS Department will develop a new Economic Development Strategic Plan (EDSP) that identifies key initiatives aimed at promoting economic development efforts in Goleta that align with City Council and community priorities. The EDSP update is planned for the next two-year budget cycle (Fiscal Years 2019-2020 and 2020-2021). Given that the City's existing Economic Development Strategic Plan is outdated (released in 2009), the Committee recommends that the scope of services in the Economic Development/Marketing and Promotions RFP be kept broad and relate to objectives contained in the Citywide 2017-2019 Strategic Plan:

- Support business start-up, retention, and expansion, as well as events that attract vendors and tourists
- Continue to support the Goleta Entrepreneurial Magnet (GEM) program
- Enhance awareness of the importance of shopping locally to support businesses in Goleta

Process for RFP Review and Funding

Staff anticipate releasing both RFPs on or before June 10, 2019 with a submittal deadline in early July 2019. Each RFP may result in multiple contracts with varying agencies that are able to provide the programming, services, and/or activities called for in the solicitations. Staff and the Committee will review submittals and meet on July 17, 2019 to determine funding recommendations, which will be brought to the Council on August 6, 2019 for approval alongside the non-competitive agreements under the "Government/Interagency" and "City Facilities/Recreation Facilities" funding categories. The purpose for bringing all FY 2019-2020 Support to Other Agency Program agreements to the Council at one time will allow for a discussion of the historical annual cap on total funding allocated under this Program. The discussion will also address the transition of the management of these funds into the departments responsible for managing the agreements and performance of the agencies. Prior to this change, Support to Other Agencies funding was managed in the City Manager's Office and housed within a line item in the City Council's budget.

Rating Criteria and Deliverables

When drafting the RFPs, staff and the Committee discussed various rating criteria which are called out in both RFPs under a section called "Selection Criteria." As is standard practice for RFPs, an agency's cost to provide a service will not be the sole determining factor in evaluating proposals. Both solicitations also include a "Deliverables" section, which outlines the information organizations are required to submit with their proposal. In particular, agencies will be required to provide a proposed budget for FY 2019-2020 that lists all revenue and expenses for the program, service, or activity for which funding

is being requested. A column is also included in the budget template for agencies to specify the proposed uses of the requested City of Goleta funds (e.g. Salaries, Benefits, Payroll Taxes; Supplies; Facility, Utilities, Maintenance).

Performance Management - Current Practice and Committee Discussion

The current 2018-2019 Fiscal Year represents the first year that the City has implemented required performance reporting for organizations funded through the Support to Other Agencies Program. Current year agreements require the agencies to complete a basic "End of Year Report" that will capture the following performance outcomes:

- Activity or program accomplishments;
- Detailing of any significant deviation from the activity/program goals and objectives, if any;
- Detailing of any significant deviation from the budget proposal submitted with the activity/project application, if any;
- Number of persons in Goleta served; and
- Provision of an itemized budget report detailing how the program or activity funds were expended.

These requirements were designed to help ensure the City's monies are used appropriately by funded agencies, while also allowing an opportunity for all agencies to report back on their successes.

At the April 24 meeting, the Committee discussed the City's current practice of ascertaining performance of funded organizations in the Support to Other Agencies Program, and whether a more stringent policy might be beneficial, given the relatively large awards that some agencies receive. A more stringent policy might include performing audits of organizations that receive larger sums of City funding; as an example, organizations receiving over \$100,000 annually could be subject to an audit by the City to ascertain whether the funds were used appropriately.

Although the Committee discussion on this topic was somewhat abbreviated due to a time constraint, Committee members did not opt to recommend any performance management practices beyond what the City has already implemented. The Committee voiced the potential concern of limited City resources (staff time and funding) to perform audits, or consult those services out, in addition to the impact on agency staff time involved in the audit process.

The Committee also discussed funding, providing input on the possibility of limiting the City's funding of indirect expenses related to a program, service, or activity. Examples of indirect expenses include staff time not directly associated with carrying out a program, or facility costs such as rent and utilities. In contrast, direct expenses include any expenditures directly related to carrying out a program, such as a staff member responsible for carrying out a program's operations, or materials that are part of a program's functioning. The Committee expressed concern over any limitation on City funding of indirect expenses associated with the Support to Other Agencies funding. It was discussed that applying a standard policy limiting or disallowing the funding of

indirect costs could impact some agencies, in particular smaller organizations with limited funding streams that may rely on indirect funding support to keep operations afloat. Moreover, in the case of the Support to Other Agencies Program, the City supports a wide variety of program and service types, and thus applying a one-size-fits-all policy on funding of direct versus indirect costs may not be practical in all service categories.

FISCAL IMPACTS:

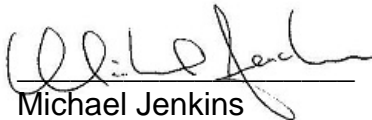
There is no fiscal impact associated with this item. Resulting from this RFP process and deliberations by the Committee, recommended funding awards to organizations for FY 2019-2020 will be presented to the Council on August 6, 2019. At that time, fiscal impacts to the City's budget in FY 2019-2020 will be discussed.


ALTERNATIVES:

The Council may direct staff to make changes to the RFPs and request that staff bring the updated versions to Council at a future meeting. However, staff recommend staying on the schedule described in this report, so that funding agreements with organizations can be executed as soon as possible after the start of the new FY.

Legal Review By:

Approved By:


Michael Jenkins
City Attorney

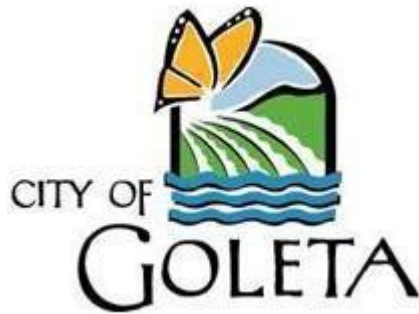

Michelle Greene
City Manager

ATTACHMENTS:

1. Request for Proposals for Services to Homeless Individuals and Homelessness Prevention in the City of Goleta
2. Request for Proposals for the Provision of Programs, Services, and Activities that Promote Economic Development in the City of Goleta

ATTACHMENT 1

Request for Proposals for Services to Homeless Individuals and Homelessness
Prevention in the City of Goleta



REQUEST FOR PROPOSALS FOR

**REQUEST FOR PROPOSALS FOR SERVICES TO
HOMELESS INDIVIDUALS AND HOMELESSNESS
PREVENTION IN THE CITY OF GOLETA (FISCAL
YEAR 2019/2020)**

[Month] [Day], 2019

Proposals due by [Month] [Day], 2019, 12:00 PM PST
(POSTMARKS WILL NOT BE ACCEPTED)

City of Goleta RFP for
Services to Homeless Individuals and Homelessness Prevention in the City of
Goleta (Fiscal Year 2019/2020)

CITY OF GOLETA

REQUEST FOR PROPOSALS FOR SERVICES TO HOMELESS INDIVIDUALS AND HOMELESSNESS PREVENTION IN THE CITY OF GOLETA (FISCAL YEAR 2019/2020)

INTRODUCTION

The City of Goleta is requesting proposals from qualified organizations interested in providing programs, services, and/or activities that: 1) aid in the prevention of homelessness in Goleta; and/or 2) provide assistance and resources to the Goleta homeless population. Funding awarded to organizations as a result of this Request for Proposals (RFP) will be for programs, services, and/or activities taking place during the 2019/2020 Fiscal Year (July 1, 2019 - June 30, 2020).

BACKGROUND

On a biennial basis, the Santa Maria/Santa Barbara County Continuum of Care (CoC) conducts a Point in Time (PIT) Count of persons experiencing homelessness, including both sheltered and unsheltered homeless persons. The most recent PIT Count was conducted on January 24, 2019 and provides a snapshot of homelessness in the County on a single night. The results revealed that there are approximately 119 homeless persons in the City of Goleta.

The City of Goleta will soon be working with the County of Santa Barbara to coordinate the development of a Homelessness Strategic Plan. Solutions for addressing homelessness in Goleta are planned to be included as a Goleta annex to the County's plan.

Support to Other Agencies Funding

Resulting from a public workshop held on March 14, 2019, City Council directed staff to seek proposals from nonprofit organizations serving Goleta that address the prioritized budget category of "Homelessness Initiatives." A portion of the City's funding for homelessness services is budgeted by the City Council under the Support to Other Agencies Program. To view Program Guidelines, refer to Attachment 1. (City financial support to organizations serving the needs of the homeless population is also available through the Community Development Block Grant Program and the Goleta City Grant Program.)

This upcoming fiscal year (July 1, 2019 - June 30, 2020) represents a change from the City's prior practice of awarding funds to agencies in this budget area, in that such funding has not historically been subject to a competitive process. The development of Program Guidelines and a new solicitation, evaluation, and funding

process represents the City's efforts to create a more standardized and equitable

City of Goleta RFP for
Services to Homeless Individuals and Homelessness Prevention in the City of
Goleta (Fiscal Year 2019/2020)

opportunity for agencies to apply for, and receive, City financial support.

This RFP may result in contracts with multiple agencies that are able to respond to one or more of the targeted areas detailed in this solicitation. The City's funding is intended to augment an organization's operations, services, and/or programming budget; City funding is not expected to fully fund any one operation, service, or program.

PURPOSE OF THE REQUEST

This Request for Proposals (RFP) is soliciting responses from qualified organizations interested in providing programs, services, and/or activities that: 1) aid in the prevention of homelessness in Goleta; and/or 2) provide assistance and resources to the Goleta homeless population. Funding awarded to organizations as a result of this RFP will be for programs, services, and/or activities taking place during the 2019/2020 Fiscal Year (July 1, 2019 - June 30, 2020).

The City is requesting services in the following specified areas. Services should serve homeless individuals or targeted populations at risk of becoming homeless in Goleta:

- Homeless outreach programming/efforts
- Substance abuse programs and services directed at homeless individuals
- Medical and/or mental health services directed at homeless individuals
- Homeless shelters, emergency shelters and housing, and rapid re-housing assistance
- Warming centers and day centers serving homeless individuals from Goleta
- Homeless prevention services and programs including those serving survivors of domestic violence
- Coordinated Entry System services or Continuum of Care programming/efforts, including the establishment of a Coordinated Entry Point in Goleta
- Case management services for homeless individuals
- Services to the vehicular homeless
- Other miscellaneous services to homeless individuals or related to the prevention of homelessness

The City is interested in entering into agreements with agencies that can address one or more of the above listed services. Resulting from this RFP, the City will enter into one or two-year agreements with the selected agencies that meet the scope of services of this RFP.

DELIVERABLES

Please submit all of the below requested information in Section A through J with your submittal. Proposals will be rated for completeness.

A. Detail the program, service, and/or activity for which funding is being requested. If requesting funding for more than one program/service/activity, provide a description of each, and for *each* include each of these components.

B. Please summarize your agency's past performance (as applicable) in relation to the program/service/activity for which funding is being requested. Are there any trends, best practices, or research related to the program/service/activity that can provide background or rationale for your proposed scope of services?

C. Attach your organization's Mission Statement and explain how the program/service/activity fits the mission.

City of Goleta RFP for
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Year 2019/2020)

- D. Describe the operational aspects of the program/service/activity, including:
1. Days and hours of operation; and
 2. Number (estimated) of service hours provided annually;
 3. How the program/service/activity will be managed and monitored.
- E. Describe the priority population served and the estimated number served.
- F. How does (or will) your organization measure the success or performance of your program/service/activity?
- G. Will the City's funding leverage other resources, such as supporting joint partnerships, matching funds, or cost sharing, or otherwise serve to catalyze other initiatives? If yes, please explain.
- H. Please describe the extent to which the requested funds are vital or necessary to carrying out the program/service/activity. What other sources of funding is your organization pursuing or planning to utilize?
- I. Please explain whether the requested funding is needed on an ongoing basis, or if this is a one-year request. (Pilot programs or capital expenses are considered one-time requests.)
- J. Using the budget tables on the following pages, please list all revenue and expenses for the program/service/activity that you are seeking City funding for, according to the sources and time periods listed. Duplicate this form as necessary. Note: This budget form must be completed for each separate program/service/activity you are requesting City funding for. *Any budgets submitted in separate format from the below tables will not be considered.*

Revenues

	FY 18/19 (Current Year)	FY 19/20 (Next Year - Projected)
City of Goleta Funds*		
Federal		
State		
County		
Municipal (Other Cities)		
School District		
Foundations/Trusts		
Donations/Fundraising		
Fees		
Other Sources/Revenues**		
TOTAL REVENUE		

*In the first column titled "FY 18/19 (Current Year)", please note the amount of City of Goleta Funds received by your agency for the current fiscal year, if any. In the second column titled "FY 19/20 (Next Year - Projected)", please include the amount of City of Goleta funds your agency is requesting under this solicitation.

**Please specify the Other Sources/Revenues:

Expenditures

	FY 18/19 (Current Year)	FY 19/20 (Next Year - Projected)	<i>City of Goleta Funds Requested for FY 19/20 (Next Year - Projected)*</i>
Salaries, Benefits, Payroll Taxes			
Consultants and Contracts			
Facility, Utilities, Maintenance			
Supplies			
Marketing (Printing, Advertising)			
Travel, Mileage, Training			
Equipment Rental/Maintenance			
Insurance			
Other Expenditures**			
TOTAL EXPENDITURES			

***NOTE: THIS SECTION IS REQUIRED:** *In the far-right column titled "City of Goleta Funds Requested for FY 19/20 (Next Year - Projected)", please specify the proposed uses for the requested funds by including amounts in the associated rows. For example, if your agency is requesting that a portion of City of Goleta funds be dedicated to facility maintenance, specify the amount in the corresponding row (Facilities, Utilities, Maintenance).*

****Please specify Other Expenditures:**

PROJECT SCHEDULE

Homelessness services and prevention is a priority funding area for the City. Below is a tentative schedule for the RFP, rating process, and award of funds for FY 2019/2020; however, dates may be subject to change and adjusted as necessary.

Proposals Submittal Deadline	[Month] [Day], 2019, 12:00 PM PST
City Staff Evaluation of Proposals	[Month] [Day], 2019
Award Contract(s)	[Month] [Day], 2019
Contract Start Date	[Month] [Day], 2019

SELECTION CRITERIA

Proposers must meet eligibility requirements to be considered for funding under this RFP. Eligibility requirements are detailed in the Program Guidelines (Attachment 1): In addition to basic eligibility considerations, City staff evaluation of proposals will consider the following criteria:

- Extent to which the Goleta community is served (e.g. target population served, numbers of people served, program/service hours)
- Completeness of Proposal
- Effectiveness of services to be provided by the Proposer
- Cost (Proposal price will not be the sole determining criteria)
- Percentage of City funds directed at direct programmatic costs (vs. indirect costs such as facility maintenance, office supplies, rent, etc.)
- Extent to which the requested City funds are necessary or vital to carrying out the program/service/activity
- Extent to which the requested City funds will leverage other funding or resources
- Proposer's ability to perform the work within the 2019/2020 Fiscal Year (July 1, 2019 - June 30, 2020)
- Proposer's compliance with applicable laws, regulations, policies (including City Council policies), guidelines, and orders governing prior or existing contracts performed by the Proposer

ADDITIONAL REQUIREMENTS/GUIDANCE FOR PROPOSERS

Only that information which is essential to an understanding and evaluation of the proposal should be submitted. Items not specifically and explicitly related to the RFP and proposal, e.g. brochures, marketing materials, etc. will not be considered in the evaluation.

Proposals must address all items in the order listed under the DELIVERABLES section of this solicitation. Proposals must reference each Section "A" through "J" in the submitted Proposal.

INSURANCE REQUIREMENTS

Without limiting Grantee's indemnification of Agency, and prior to commencement of Work, Grantee shall obtain, provide and maintain at its own expense during the term of this Agreement, policies of insurance of the type and amounts described below and in a form satisfactory to Agency.

General liability insurance. Grantee shall maintain commercial general liability insurance with coverage at least as broad as Insurance Services Office form CG 00 01, in an amount not less than \$1,000,000 per occurrence and \$2,000,000 general aggregate, for bodily injury, personal injury, and property damage. The policy must include contractual liability that has not been amended. Any endorsement restricting standard ISO "insured contract" language will not be accepted.

Automobile liability insurance. Grantee shall maintain automobile insurance at least as broad as Insurance Services Office form CA 00 01 covering bodily injury and property damage for all activities of the Grantee arising out of or in connection with Work to be performed under this Agreement, including coverage for any owned, hired, non-owned or rented vehicles, in an amount not less than \$1,000,000 combined single limit per accident.

Workers' compensation insurance. Grantee shall maintain Workers' Compensation Insurance (Statutory Limits) and Employer's Liability Insurance (with limits of at least \$1,000,000). Grantee shall submit to Agency, along with the certificate of insurance, a Waiver of Subrogation endorsement in favor of Agency, its officers, agents, employees and volunteers.

Primary/noncontributing. Coverage provided by Grantee shall be primary and any insurance or self-insurance procured or maintained by Agency shall not be required to contribute with it. The limits of insurance required herein may be satisfied by a combination of primary and umbrella or excess insurance. Any umbrella or excess insurance shall contain or be endorsed to contain a provision that such coverage shall also apply on a primary and non-contributory basis for the benefit of Agency before the Agency's own insurance or self-insurance shall be called upon to protect it as a named insured.

Requirements not limiting. Requirements of specific coverage features or limits contained in this Section are not intended as a limitation on coverage, limits or other requirements, or a waiver of any coverage normally provided by any insurance. If the Grantee maintains higher limits than the minimums shown above, the Agency requires and shall be entitled to coverage for the higher limits maintained by the Grantee. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Agency.

All insurance policies shall be issued by a financially responsible company or companies authorized to do business in the State of California. City, its officers and employees, shall be named as additional insured. Grantee shall provide City with copies of certificates for all policies, in a format acceptable to City, with the appropriate named additional insured coverage and an endorsement that they are not subject to cancellation without 30 days prior written notice to City. Insurance certificates must be submitted by Grantee and approved by City before grant work commences.

General Information

1. The City reserves the right to cancel or reissue the RFP or extend the timeline at any time.
2. The City reserves the right to reject any and all proposals. The City may accept any proposal if such action is determined to be in the best interest of the City in the sole and exclusive discretion of the City Council.
3. The City is not liable for any costs incurred by the proposer prior to issuance of a written contract (fully executed) to the successful organization(s).
4. The program/service/activity is subject to the approval of the City of Goleta. The City will have the right to review and approve any changes in the program/service/activity.

Questions during Proposal Period

All questions should be directed in writing to: Dana Grossi, Management Analyst, dgrossi@cityofgoleta.org.

DEADLINE FOR PROPOSAL SUBMITTALS

Submittals are due by 12:00 PM PST on [Day of Week], [Month] [Day], 2019.

One (1) original proposal with three (3) double-sided copies must be received at the below address by the proposal deadline. Proposals shall be clearly marked "HOMELESSNESS PREVENTION AND SERVICES PROPOSAL" and enclosed in a sealed envelope. Proposals may be hand delivered or mailed to:

Deborah Lopez, City Clerk
Attn: Homelessness Prevention and Services
City of Goleta
130 Cremona Drive, Suite B
Goleta, CA 93117

Proposals not received by the due date and time requested in the Project Schedule herein may be rejected without consideration.

NOTE: FAXED, E-MAILED, LATE OR “BY-POSTMARK DATE” PROPOSALS WILL NOT BE

Attachment 1 – Support to Other Agencies Guidelines



SUPPORT TO OTHER AGENCIES GUIDELINES

I. PURPOSE

The purpose of these guidelines are to provide staff with a process for the solicitation for services, evaluation of agencies, and recommendation of funding to the City Council for service agreements with nonprofit or governmental agencies that meet a significant community need.

Services funded through Support to Other Agencies are categorized by type with a specific funding process identified for each category. The categories and their processes may continue to be refined as necessary in future years. Nonprofit and government agencies may apply competitively for funding or be directed to negotiate outside of a competitive process for a targeted service that meets an identified City need or priority. This process is different from the Goleta City Grant Program in a few ways. Support to Other Agencies funding: 1) is not necessarily considered a grant, particularly if the funds are provided through negotiated agreement outside of a competitive process; 2) is awarded at a higher level than what a Goleta City Grant allows for (the Goleta City Grant Program caps awards at \$5,000); and 3) services are for specifically targeted or essential services that the City Council has prioritized. Once a significant community need has been identified by the City Council, and it meets a City Council Strategic Goal, City staff must first identify that the request supports these key factors:

1. The Agency provides a unique service that cannot be provided by another nonprofit at the same service level, and/or;
2. Has a unique relationship within the community to provide a service that cannot be provided by another nonprofit at the same service level, and/or;
3. A relationship with a governmental agency, or collaboration between multi-governmental and/or organizations to address a local or regional community need, and/or;
4. Funding exceeds the limits set for the Goleta City Grant Program.

II. ELIGIBLE SERVICES AND PROGRAMS

1. All services and/or programs must benefit the City of Goleta community.
2. Services and programs must be sponsored or provided by nonprofit organizations or other governmental agencies.

III. PROCESS AND GUIDELINES

Generally, the services provided by nonprofit and governmental agencies fall into four categories. The Category and type of service needed may necessitate a competitive process if the service can be provided by another nonprofit agency at the same or similar service level, or if the service type is one that requires a multi-agency coordinated effort (such as addressing homelessness in Goleta which requires a multi-service approach).

1. Categories

Support to Other Agencies funding generally addresses three four overall categories:

- a. **Category 1. Governmental/Interagency Agreements** - An agreement with another governmental agency or a collaboration among multiple jurisdictions and a nonprofit agency to provide services, economies of scale, and/ or leverage other grant funding for the targeted service.
- b. **Category 2. Homelessness Initiatives** - An agreement with a nonprofit or governmental agency to provide assistance and services to the Goleta homeless population, or that aid in the in the prevention or elimination of homelessness in Goleta.
- c. **Category 3. Economic Development/Marketing and Promotions** - An agreement with a nonprofit agency that furthers the economic development goals of the City of Goleta, which may include attracting and retaining new business, promoting business, providing community events and marketing efforts that draw and sustain new businesses, and providing jobs and services in the City of Goleta, and other priorities as stated in the City's Economic Development Plan or as directed by the City Council.
- d. **Category 4. City Facilities/Recreation Facilities** – An agreement with a nonprofit agency that operates at a City-owned facility that is open to the public and benefits the overall community in its operations and offerings, or an agreement with a nonprofit agency operates a facility that provides an essential service to the community at-large that the City is unable to provide directly
- e. **Category 5 (Optional). Miscellaneous Community Programming (As Needed)** – An agreement to provide funds for a specific community need not directly supported by another category. The community need must be consistent with the City's overall goals and priorities as outlined in the Citywide Two-Year Strategic Plan.

2. General Process

Available funding may change depending on the strategic goals and objectives of City Council, the needs of the community, and the City's fiscal health. It is the intent of the City Council to provide nonprofit and governmental agencies an opportunity to submit proposals for funding, or negotiate for funding outside of a competitive process as appropriate. The City Manager will assign staff to manage the contracts and the funding will be managed within the appropriate department budget.

- a. Around January/February of each year, staff will evaluate active agreements to ensure that accountability and reporting requirements are being met, and determine if any agreements will expire at the end of the fiscal year.
- b. In March/ April of each year, City staff will provide a status report to the City Council that includes a recommendation for the continuation or extension of funding agreements, recommendations for a Request for Proposals (RFP) process for any new or refined service categories in the next fiscal year, and any recommendations for further refinements to the Support to Other Agencies process.
- c. At minimum for all interested agencies, regardless of the service category they fall under, a scope of services and other service level and program budget information will be required. The scope will provide a detailed budget specifying how the funds will be utilized for the Goleta community. The service or program budget will identify all sources and uses of funding pertaining to the program or service. The agency will identify which City Council Strategic Plan goal and/or objective is met. City staff may request additional information as part of the RFP process.
- d. Staff will evaluate all proposals and utilize the scope of services to develop proposed contract provisions and specific reporting and accountability requirements for selected agencies. At minimum, accountability and reporting requirements will be submitted annually to City staff and to the City Council. City staff will utilize this information for recommendations to the City Council of funding amounts in future years, along with any service level or programmatic changes recommended for consistency with the City's changing needs and priorities.
- e. Staff's recommendations may be presented to the Grant Funding Review Committee as needed for input and recommendations.
- f. The City Council will evaluate staff's (and the Committee's) recommendations and approve or provide direction on proposed agreements and their amounts.
- g. When a contract is approved, funding will be allocated in the budget from year to year to the respective department budget responsible for managing the contract and funds, for the term of the agreement. The City Council may desire to amend or terminate a contract early as allowable under the provisions of the contract for various reasons including non-performance,

unsatisfactory performance, any other violation of the terms, or for budgetary and priority reasons.

- h. During the budget process, the City Council may evaluate the City's funding priorities and will exercise its authority to adjust overall and categorical line item funding caps, as well as funding provided to individual agencies
- i. City staff will provide recommendations to City Council for adjustment of overall, categorical, and agency-level funding as appropriate.
- j. The City Council may approve additional funding requests at any time, to meet new and evolving community needs. New requests received outside of the RFP process and supported by the City Council (two or more in support) for further consideration, will be evaluated by staff and a recommendation for possible funding will be presented at a City Council meeting. Approved requests will be part of the following year's funding process, unless otherwise indicated in the terms of the agreement.

IV. RESTRICTIONS AND LIMITATIONS

- 1. Agencies (and affiliates) receiving funding under these guidelines may not endorse, fundraise, campaign or otherwise support or oppose a candidate for a City of Goleta elected office.
- 2. Agencies receiving funding under these guidelines may not use funds towards religious activities and will have to demonstrate that all City funds were used for a non-religious service to the community.
- 3. Compliance, performance measurements, and reporting requirements will be provisions within the contract.

V. COMPLIANCE

- 1. The recipient is expected to maintain documentation to demonstrate how the funds benefited the Goleta community. The recipient may be requested to make a presentation before a Committee or at a City Council meeting or workshop.
- 2. If funds are not expended in accordance with the approved purposes, the agency will be required to refund the amount of funds. Failure to provide proper documentation may jeopardize any future funding. City of Goleta reserves the right to conduct an audit and/or require additional back-up information to substantiate how funds received from the City were expended.

VI. REVISIONS AND MODIFICATIONS

Revisions and modifications to the policy must be approved by the City Council.

ATTACHMENT 2

Request for Proposals for the Provision of Programs, Services, and Activities that
Promote Economic Development in the City of Goleta



REQUEST FOR PROPOSALS FOR

**REQUEST FOR PROPOSALS FOR THE PROVISION OF
PROGRAMS, SERVICES, AND ACTIVITIES THAT
PROMOTE ECONOMIC DEVELOPMENT IN THE CITY OF
GOLETA (FISCAL YEAR 2019/2020)**

[Month] [Day], 2019

Proposals due by [Month] [Day], 2019, 12:00 PM PST
(POSTMARKS WILL NOT BE ACCEPTED)

City of Goleta RFP for
Economic Development Programs, Services and Activities
(Fiscal Year 2019/2020)

CITY OF GOLETA

REQUEST FOR PROPOSALS FOR THE PROVISION OF PROGRAMS, SERVICES, AND ACTIVITIES THAT PROMOTE ECONOMIC DEVELOPMENT IN THE CITY OF GOLETA (FISCAL YEAR 2019/2020)

INTRODUCTION

The City of Goleta is requesting proposals from qualified organizations interested in providing programs, services, and/or activities that further the economic development goals of the City, as informed by the Citywide Two-Year Strategic Plan for Fiscal Years 2017/2018 and 2018/2019.

The City is calling upon nonprofit organizations to submit proposals for programs, services, and/or activities that will support local business sustainability and growth, attract new businesses to the area, or otherwise improve the environment that businesses operate in, for the benefit of business owners and customers. Funding awarded to organizations as a result of this RFP will be for programs, services, and/or activities taking place during the 2019/2020 Fiscal Year (July 1, 2019 - June 30, 2020).

BACKGROUND

The City of Goleta is located on the Central Coast of California just north of Santa Barbara. Incorporated in 2002, the City has the warmth and charm of a small town. Beaches and well-maintained parks and open spaces add to its attraction. Contributing to this young community's outstanding quality of life are the City's low crime rate, mild coastal climate, and desirable location.

The current population is just over 30,000. Residents enjoy several distinct neighborhoods, each with its own character. Goleta elementary and secondary schools have a reputation for high academic achievement and excellent instruction. The University of California at Santa Barbara, located to the south of the City, is a world class public university.

The Economic Development Program (EDP) of the Neighborhood Services and Public Safety Department is responsible for planning and organizing citywide economic development and promotional activities. The EDP develops, implements, coordinates, and monitors economic development activities consistent with City policy, and develops strategies to improve the economic strength of the City through business attraction, retention and expansion, and job creation.

Support to Other Agencies Funding

Resulting from a workshop held on March 14, 2019, the City Council directed staff to seek proposals from nonprofit organizations in Goleta that address the prioritized budget category of "Economic Development/Marketing Promotions." Funding for this area is budgeted by the City Council under the Support to Other Agencies Program. To view Program Guidelines, refer to Attachment 2.

This upcoming fiscal year (July 1, 2019 - June 30, 2020) represents a change from the City's prior practice of awarding funds to agencies in this budget area, in that such funding has not historically been subject to a competitive process. The development of Program Guidelines and a new solicitation, evaluation, and funding process represents the City's efforts to create a more standardized and equitable opportunity for agencies to apply for, and receive City financial support.

This RFP may result in contracts with varying agencies that are able to provide the programming, services and/or activities called for in this solicitation. This available funding is made possible through the City's Support to Other Agencies program. The City's funding is intended to augment an organization's operations, services, and/or programming budget; City funding is not expected to fully fund any one operation, service, or program.

PURPOSE OF THE REQUEST

This Request for Proposals (RFP) is soliciting responses from nonprofit organizations interested in providing programs, services, and/or activities that further the economic development goals of the City of Goleta, as informed by the Citywide Two-Year Strategic Plan for Fiscal Years 2017/2018 and 2018/2019 (Attachment 1). Funding awarded to organizations as a result of this RFP will be for programs, services, and/or activities taking place during the 2019/2020 Fiscal Year (July 1, 2019 - June 30, 2020).

2017-2019 Strategic Plan

The City's Strategic Plan for 2017-2019 includes the following objectives that seek to further economic development in Goleta:

- Support business start-up, retention, and expansion, as well as events that attract vendors and tourists
- Continue to support the Goleta Entrepreneurial Magnet (GEM) program
- Enhance awareness of the importance of shopping locally to support businesses in Goleta

The City is interested in entering into agreements with agencies that can address one or more of these listed goals. Resulting from this RFP, the City will enter into one or two-year agreements with selected agencies that meet the needs defined in this RFP.

DELIVERABLES

Please submit all of the below requested information in Sections A through K with your submittal. Proposals will be rated for completeness.

A. Detail the program, service, and/or activity for which funding is being requested. If requesting funding for more than one program/service/activity, provide a description of each, and for *each* include these components.

B. Please summarize your agency's past performance (as applicable) in relation to the program/service/activity for which funding is being requested. Are there any trends, best practices, or research related to the program/service/activity that can provide a background or rationale for your proposed scope of services?

C. Please review the 2019-2021 Strategic Plan (Attachment 1) and identify the goal(s) and accompanying objective(s) the funding request fulfills and explain.

D. Attach your organization's Mission Statement and explain how the program/service/activity fits the mission.

E. Describe the operational aspects of the program/service/activity, including:

1. Days and hours of operation;
2. Number (estimated) of service hours provided annually; and
3. How the program/service/activity will be managed and monitored.

F. Describe the priority population that will be served and the estimated number served.

G. How does (or will) your organization measure the success or performance of your

program/service/activity?

H. Will the City's funding leverage other resources, such as supporting joint partnerships, matching funds, or cost sharing, or otherwise serve to catalyze other initiatives? If yes, please explain.

I. Please describe the extent to which the requested funds vital or necessary to carrying out the program/service/activity. What other sources of funding is your organization pursuing or planning to utilize?

J. Please explain whether the requested funding is needed on an ongoing basis, or if this is a one-year request. (Pilot programs or capital expenses are considered one-time requests.)

K. Using the budget tables on the following pages, please list all revenue and expenses for the program/service/activity that you are seeking City funding for, according to the sources and time periods listed. Duplicate this form as necessary. Note: This budget form must be completed for each separate program/service/activity you are requesting City funding for. *Any budgets submitted in separate format from the below tables will not be considered.*

Revenues

	FY 18/19 (Current Year)	FY 19/20 (Next Year - Projected)
City of Goleta Funds*		
Federal		
State		
County		
Municipal (Other Cities)		
School District		
Foundations/Trusts		
Donations/Fundraising		
Fees		
Other Sources/Revenues**		
TOTAL REVENUE		

*In the first column titled "FY 18/19 (Current Year)", please note the amount of City of Goleta Funds received by your agency for the current fiscal year, if any. In the second column titled "FY 19/20 (Next Year - Projected)", please include the amount of City of Goleta funds your agency is requesting under this solicitation.

**Please specify the Other Sources/Revenues:

Expenditures

	FY 18/19 (Current Year)	FY 19/20 (Next Year - Projected)	<i>City of Goleta Funds Requested for FY 19/20 (Next Year - Projected)*</i>
Salaries, Benefits, Payroll Taxes			
Consultants and Contracts			
Facility, Utilities, Maintenance			
Supplies			
Marketing (Printing, Advertising)			
Travel, Mileage, Training			
Equipment Rental/Maintenance			
Insurance			
Other Expenditures**			
TOTAL EXPENDITURES			

****In the far-right column titled "City of Goleta Funds Requested for FY 19/20 (Next Year - Projected)", please specify the proposed uses for the requested funds by including amounts in the associated rows. For example, if your agency is requesting that a portion of City of Goleta funds be dedicated to facility maintenance, specify the amount in the corresponding row (Facilities, Utilities, Maintenance).***

****Please specify Other Expenditures:**

PROJECT SCHEDULE

Economic Development/Marketing and Promotions is a priority funding area for the City. Below is a tentative schedule for the RFP, rating process, and award of funds for FY 2019/2020; however, dates may be subject to change and adjusted as necessary.

Proposals Submittal Deadline	[Month] [Day], 2019, 12:00 PM PST
City Staff Evaluation of Proposals	[Month] [Day], 2019
Award Contract(s)	[Month] [Day], 2019
Contract Start Date	[Month] [Day], 2019

SELECTION CRITERIA

Proposers must meet eligibility requirements to be considered for funding under this RFP. Eligibility requirements are detailed in the Program Guidelines (Attachment 2): In addition to basic eligibility considerations, City staff evaluation of proposals will consider the following criteria:

- Extent to which the Goleta community is served (e.g. target population served, numbers of people served, program/service hours)
- Extent to which the proposed program/service/activity aligns with the 2017-2019 Strategic Plan
- Completeness of Proposal
- Effectiveness of services to be provided by the Proposer
- Cost (Proposal price will not be the sole determining criteria)
- Percentage of City funds directed at direct programmatic costs (vs. indirect costs such as facility maintenance, office supplies, rent, etc.)
- Extent to which the requested City funds are necessary or vital to carrying out the program/service/activity
- Extent to which the requested City funds will leverage other funding or resources
- Proposer's ability to perform the work within the 2019/2020 Fiscal Year (July 1, 2019 - June 30, 2020)
- Proposer's compliance with applicable laws, regulations, policies (including City Council policies), guidelines, and orders governing prior or existing contracts performed by the Proposer

ADDITIONAL REQUIREMENTS/GUIDANCE FOR PROPOSERS

Only that information which is essential to an understanding and evaluation of the proposal should be submitted. Items not specifically and explicitly related to the RFP and proposal, e.g. brochures, marketing materials, etc. will not be considered in the evaluation.

Proposals must address all items in the order listed under the DELIVERABLES section of this solicitation. Proposals must reference each Section "A" through "J" in the submitted Proposal.

INSURANCE REQUIREMENTS

Without limiting Grantee's indemnification of Agency, and prior to commencement of Work, Grantee shall obtain, provide and maintain at its own expense during the term of this Agreement, policies of insurance of the type and amounts described below and in a form satisfactory to Agency.

General liability insurance. Grantee shall maintain commercial general liability insurance with coverage at least as broad as Insurance Services Office form CG 00 01, in an amount not less than \$1,000,000 per occurrence and \$2,000,000 general aggregate, for bodily injury, personal injury, and property damage. The policy must include contractual liability that has not been amended. Any endorsement restricting standard ISO "insured contract" language will not be accepted.

Automobile liability insurance. Grantee shall maintain automobile insurance at least as broad as Insurance Services Office form CA 00 01 covering bodily injury and property damage for all activities of the Grantee arising out of or in connection with Work to be performed under this Agreement, including coverage for any owned, hired, non-owned or rented vehicles, in an amount not less than \$1,000,000 combined single limit per accident.

Workers' compensation insurance. Grantee shall maintain Workers' Compensation Insurance (Statutory Limits) and Employer's Liability Insurance (with limits of at least \$1,000,000). Grantee shall submit to Agency, along with the certificate of insurance, a Waiver of Subrogation endorsement in favor of Agency, its officers, agents, employees and volunteers.

Primary/noncontributing. Coverage provided by Grantee shall be primary and any insurance or self-insurance procured or maintained by Agency shall not be required to contribute with it. The limits of insurance required herein may be satisfied by a combination of primary and umbrella or excess insurance. Any umbrella or excess insurance shall contain or be endorsed to contain a provision that such coverage shall also apply on a primary and non-contributory basis for the benefit of Agency before the Agency's own insurance or self-insurance shall be called upon to protect it as a named insured.

Requirements not limiting. Requirements of specific coverage features or limits contained in this Section are not intended as a limitation on coverage, limits or other requirements, or a waiver of any coverage normally provided by any insurance. If the Grantee maintains higher limits than the minimums shown above, the Agency requires and shall be entitled to coverage for the higher limits maintained by the Grantee. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Agency.

All insurance policies shall be issued by a financially responsible company or companies authorized to do business in the State of California. City, its officers and employees, shall be named as additional insured. Grantee shall provide City with copies of certificates for all policies, in a format acceptable to City, with the appropriate named additional insured coverage and an endorsement that they are not subject to cancellation without 30 days prior written notice to City. Insurance certificates must be submitted by Grantee and approved by City before grant work commences.

General Information

1. The City reserves the right to cancel or reissue the RFP or extend the timeline at any time.
2. The City reserves the right to reject any and all proposals. The City may accept any proposal if such action is determined to be in the best interest of the City in the sole and exclusive discretion of the City Council.
3. The City is not liable for any costs incurred by the proposer prior to issuance of a written contract (fully executed) to the successful organization(s).
4. The program/service/activity is subject to the approval of the City of Goleta. The City will have the right to review and approve any changes in the program/service/activity.

Questions during Proposal Period

All questions should be directed in writing to: Dana Grossi, Management Analyst, dgrossi@cityofgoleta.org.

DEADLINE FOR PROPOSAL SUBMITTALS

Submittals are due by 12:00 PM PST on [Day of Week], [Month] [Day], 2019.

One (1) original proposal with three (3) double-sided copies must be received at the below address by the proposal deadline. Proposals shall be clearly marked "ECONOMIC DEVELOPMENT PROPOSAL" and enclosed in a sealed envelope. Proposals may be hand delivered or mailed to:

Deborah Lopez, City Clerk
Attn: Economic Development Programs, Services, and Activities
City of Goleta
130 Cremona Drive, Suite B
Goleta, CA 93117

Proposals not received by the due date and time requested in the Project Schedule herein may be rejected without consideration.

NOTE: FAXED, E-MAILED, LATE OR “BY-POSTMARK DATE” PROPOSALS WILL NOT BE ACCEPTED.

Attachment 1 – 2017-2019 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 2 – Support to Other Agencies Program Guidelines

III. PROCESS AND GUIDELINES

Generally, the services provided by nonprofit and governmental agencies fall into four categories. The Category and type of service needed may necessitate a competitive process if the service can be provided by another nonprofit agency at the same or similar service level, or if the service type is one that requires a multi-agency coordinated effort (such as addressing homelessness in Goleta which requires a multi-service approach).

1. Categories

Support to Other Agencies funding generally addresses three four overall categories:

- a. **Category 1. Governmental/Interagency Agreements** - An agreement with another governmental agency or a collaboration among multiple jurisdictions and a nonprofit agency to provide services, economies of scale, and/ or leverage other grant funding for the targeted service.
- b. **Category 2. Homelessness Initiatives** - An agreement with a nonprofit or governmental agency to provide assistance and services to the Goleta homeless population, or that aid in the in the prevention or elimination of homelessness in Goleta.
- c. **Category 3. Economic Development/Marketing and Promotions** - An agreement with a nonprofit agency that furthers the economic development goals of the City of Goleta, which may include attracting and retaining new business, promoting business, providing community events and marketing efforts that draw and sustain new businesses, and providing jobs and services in the City of Goleta, and other priorities as stated in the City's Economic Development Plan or as directed by the City Council.
- d. **Category 4. City Facilities/Recreation Facilities** – An agreement with a nonprofit agency that operates at a City-owned facility that is open to the public and benefits the overall community in its operations and offerings, or an agreement with a nonprofit agency operates a facility that provides an essential service to the community at-large that the City is unable to provide directly
- e. **Category 5 (Optional). Miscellaneous Community Programming (As Needed)** – An agreement to provide funds for a specific community need not directly supported by another category. The community need must be consistent with the City's overall goals and priorities as outlined in the Citywide Two-Year Strategic Plan.

2. General Process

Available funding may change depending on the strategic goals and objectives of City Council, the needs of the community, and the City's fiscal health. It is the intent of the City Council to provide nonprofit and governmental agencies an opportunity to submit proposals for funding, or negotiate for funding outside of a competitive process as appropriate. The City Manager will assign staff to manage the contracts and the funding will be managed within the appropriate department budget.

- a. Around January/February of each year, staff will evaluate active agreements to ensure that accountability and reporting requirements are being met, and determine if any agreements will expire at the end of the fiscal year.
- b. In March/ April of each year, City staff will provide a status report to the City Council that includes a recommendation for the continuation or extension of funding agreements, recommendations for a Request for Proposals (RFP) process for any new or refined service categories in the next fiscal year, and any recommendations for further refinements to the Support to Other Agencies process.
- c. At minimum for all interested agencies, regardless of the service category they fall under, a scope of services and other service level and program budget information will be required. The scope will provide a detailed budget specifying how the funds will be utilized for the Goleta community. The service or program budget will identify all sources and uses of funding pertaining to the program or service. The agency will identify which City Council Strategic Plan goal and/or objective is met. City staff may request additional information as part of the RFP process.
- d. Staff will evaluate all proposals and utilize the scope of services to develop proposed contract provisions and specific reporting and accountability requirements for selected agencies. At minimum, accountability and reporting requirements will be submitted annually to City staff and to the City Council. City staff will utilize this information for recommendations to the City Council of funding amounts in future years, along with any service level or programmatic changes recommended for consistency with the City's changing needs and priorities.
- e. Staff's recommendations may be presented to the Grant Funding Review Committee as needed for input and recommendations.
- f. The City Council will evaluate staff's (and the Committee's) recommendations and approve or provide direction on proposed agreements and their amounts.
- g. When a contract is approved, funding will be allocated in the budget from year to year to the respective department budget responsible for managing the contract and funds, for the term of the agreement. The City Council may desire to amend or terminate a contract early as allowable under the provisions of the contract for various reasons including non-performance,

unsatisfactory performance, any other violation of the terms, or for budgetary and priority reasons.

- h. During the budget process, the City Council may evaluate the City's funding priorities and will exercise its authority to adjust overall and categorical line item funding caps, as well as funding provided to individual agencies
- i. City staff will provide recommendations to City Council for adjustment of overall, categorical, and agency-level funding as appropriate.
- j. The City Council may approve additional funding requests at any time, to meet new and evolving community needs. New requests received outside of the RFP process and supported by the City Council (two or more in support) for further consideration, will be evaluated by staff and a recommendation for possible funding will be presented at a City Council meeting. Approved requests will be part of the following year's funding process, unless otherwise indicated in the terms of the agreement.

IV. RESTRICTIONS AND LIMITATIONS

- 1. Agencies (and affiliates) receiving funding under these guidelines may not endorse, fundraise, campaign or otherwise support or oppose a candidate for a City of Goleta elected office.
- 2. Agencies receiving funding under these guidelines may not use funds towards religious activities and will have to demonstrate that all City funds were used for a non-religious service to the community.
- 3. Compliance, performance measurements, and reporting requirements will be provisions within the contract.

V. COMPLIANCE

- 1. The recipient is expected to maintain documentation to demonstrate how the funds benefited the Goleta community. The recipient may be requested to make a presentation before a Committee or at a City Council meeting or workshop.
- 2. If funds are not expended in accordance with the approved purposes, the agency will be required to refund the amount of funds. Failure to provide proper documentation may jeopardize any future funding. City of Goleta reserves the right to conduct an audit and/or require additional back-up information to substantiate how funds received from the City were expended.

VI. REVISIONS AND MODIFICATIONS

Revisions and modifications to the policy must be approved by the City Council.