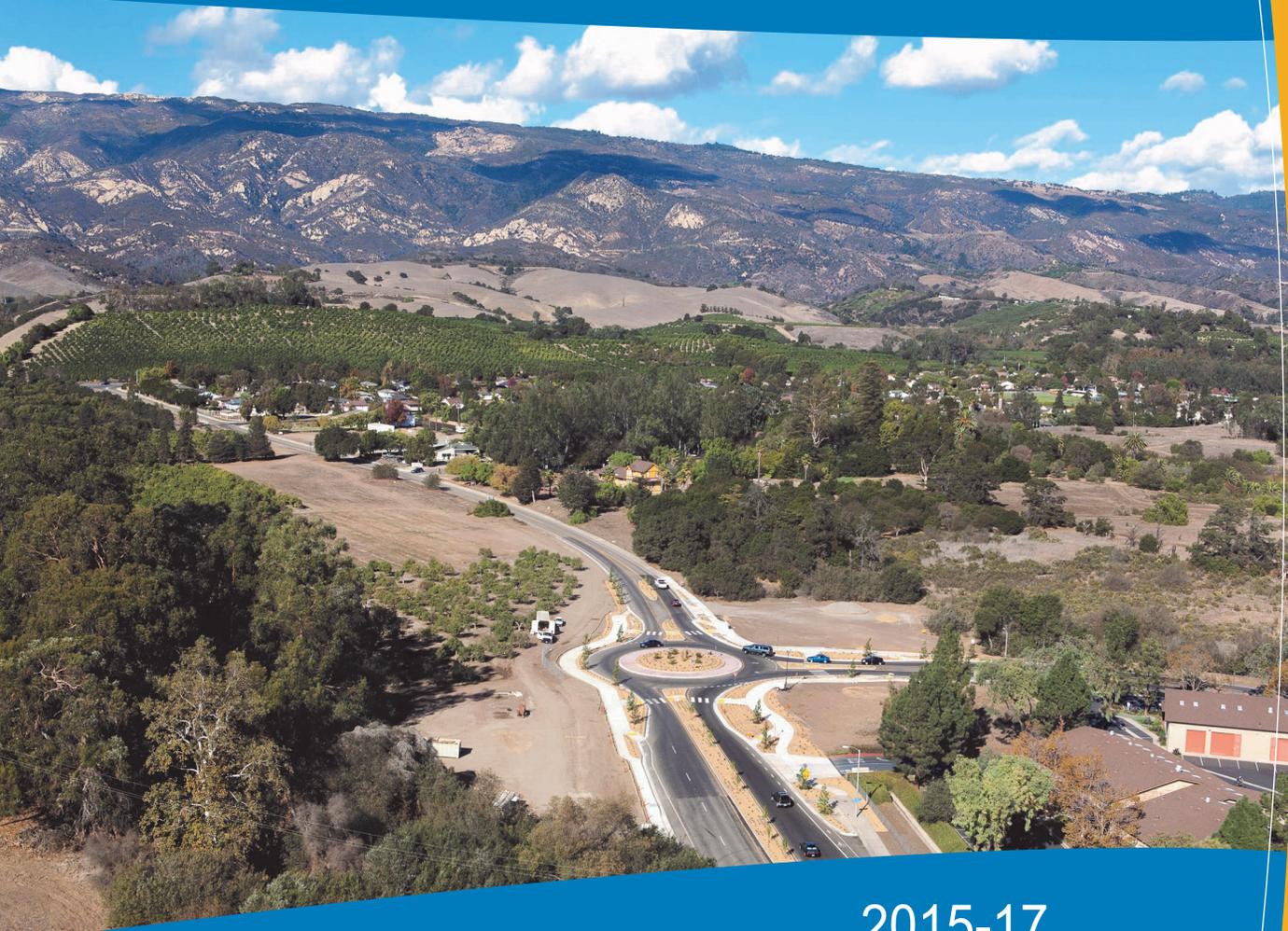
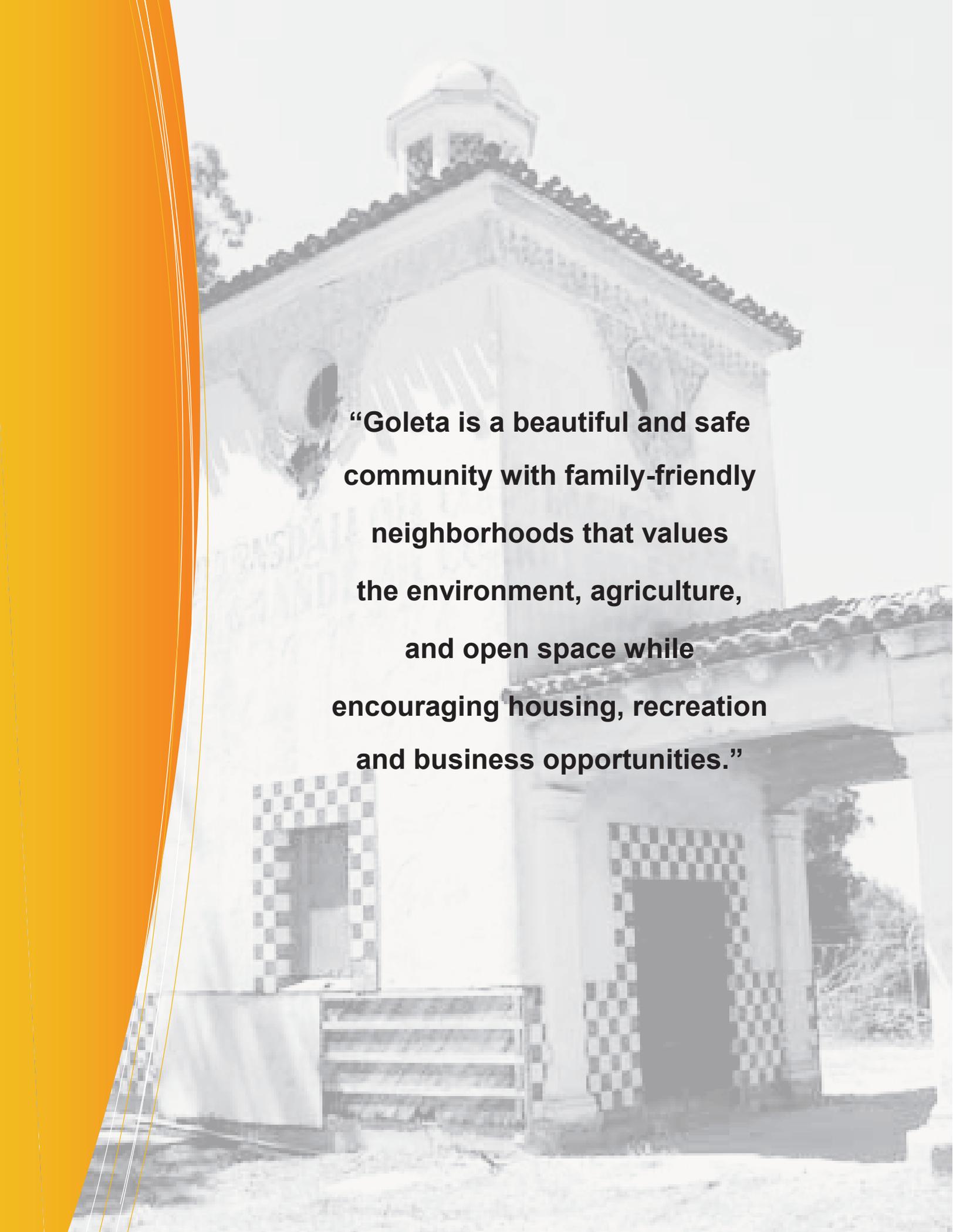


CITY OF GOLETA



2015-17
strategic **PLAN**



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



GOLETA'S STRATEGIC PLAN

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 changes 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.

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 engaged in a rigorous examination of the overarching themes and values that should be included in a 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 City-wide strategies and supporting goals.

The City's Strategic Plan articulates six overarching strategies that will guide the City towards achieving its vision. These strategies serve as an umbrella for the goals organized beneath them, which identify and describe the broad outcomes to achieve each strategy. The Plan also informs the City's budget and includes the items budgeted for in Fiscal Years 2015-16 and 2016-17 that will support the City in reaching its goals. Since this is a dynamic document, periodic plan review will ensure that the strategies and goals continue to accurately reflect the future of Goleta.

CITY-WIDE PLAN STRATEGIES

- PRESERVE AND ENHANCE
QUALITY OF LIFE IN GOLETA
- ENSURE FINANCIAL
STABILITY
- SUPPORT ECONOMIC VITALITY
- STRENGTHEN
INFRASTRUCTURE
- RETURN OLD TOWN TO BE THE
VITAL CENTER OF THE CITY
- MAINTAIN A SAFE
COMMUNITY

Preserve and Enhance Quality of Life in Goleta

Goleta is a highly desirable place to live, work, or own a business because of the natural beauty of its location. 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 experienced here is formed through the diverse blend of neighborhoods, open spaces, parks and recreation, natural resources and habitat, and agricultural landscape seen throughout the community. To maintain Goleta's character and livability for generations to come, these elements must be preserved.

A dynamic community, the City values its diversity and balance and seeks to meet the housing needs of all economic segments of the community by striving to provide affordable housing programs to local residents. The City will continue to foster communication with its Parks and Recreation Commission to enhance the quality of neighborhood parks and recreation areas and expand services so that residents have the opportunity to enjoy and learn more about the natural resources and habitat that surround them.

The City believes that change to 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 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 through the City's creation and future implementation of a Climate Action Plan.

STRATEGIC GOALS

- Develop a Public/Cultural Arts Program
- Foster community events and citizen participation
- Support and implement the General Plan
- Update the Community Wildfire Protection Plan and Butterfly Habitat Management Plan
- Support citywide water conservation efforts



OBJECTIVES

- Parks Master Plan
- Recreation Needs Assessment Recommendations
- Chumash Cultural Heritage Site
- Historic Preservation Ordinance
- Lake Los Carneros Master Plan Update
- Foster community events
- Implement landscape installation deferral program
- Install reclaimed water service at Bella Vista and Evergreen parks
- Implement use of reclaimed water in landscape medians
- Comply with state mandated reductions in potable water use for landscaped areas



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.

- Contingency Reserve
- Capital Equipment
- Compensated Leave
- Risk Management
- CalPERS/OPEB
- City Hall Acquisition
- CIP Project Funding
- Street Maintenance
- Litigation Defense

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.

The goal established aims to strengthen the local economy through the Goleta Entrepreneurial Magnet (GEM) program. GEM is a collaboration of business, government, and education launched by the City of Goleta, the Goleta Valley Chamber of Commerce, and the University of California at Santa Barbara. By serving as a conduit for entrepreneurial endeavors and supporting new and growing technology entrepreneurs, the City will be able to expand business in the community and grow its revenue stream.



STRATEGIC GOALS

- Enhance Revenue
- Maintain Sound Fiscal Policies and Budgeting Principles
- Control Expenditures
- Utilize tax exempt financing for City infrastructure funding
- Address Revenue Neutrality Agreement Recovery
- A positive resolution of the lawsuit with the State dealing with the Department of Finance
- Create a 5-year budget forecast

OBJECTIVES

- Comprehensive User Fee Study
- Financial Software upgrade

STRATEGIC GOALS

- Work with the Chamber to implement a "Shop Goleta" policy and program to be used by residents, businesses and the City
- Support the Goleta Entrepreneurial Magnet (GEM) program
- Enhance partnerships for visitor services and tourism promotion
- Pursue grant opportunities
- Partner with UCSB to support regional economic vitality

OBJECTIVES

- Chamber of Commerce Support
- Allocate funding to support GEM
- Other economic activities



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 developed herein are aimed at improving both external and internal infrastructure. External infrastructure is defined as maintaining and improving City-wide public facilities, roads and traffic circulation. It also involves creating a bicycle/pedestrian master plan to provide residents with safe and efficient transportation alternatives. 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.

Strengthening the City's internal infrastructure is also essential. It involves maintaining an effective organizational structure and a business-friendly environment to effectively deliver services to the community. The City will continue to enhance and improve operational standards, which include updating the City's zoning ordinances to ensure that they meet the needs of the community.

STRATEGIC GOALS

- Strengthen City-wide infrastructure including roads and traffic circulation
- Establish a bicycle/pedestrian master plan
- Explore Amtrak Station enhancements



OBJECTIVES

External Infrastructure

- Highway 101 Overpass Project
- Cathedral Oaks Landscaping Project
- Maria Ygnacio Creek Bike Path Lighting
- San Jose Creek Bike Path-South Extent
- San Jose Creek Bike Path-Middle Extent
- Storke Road Widening
- Ward Dr. Class II Bike Lanes Project
- Bicycle-Pedestrian Master Plan
- Public parks future needs
- Public Facilities
 - Community Center Seismic Upgrades and ADA Improvements
 - Library ADA Improvements
 - Stow House Seismic Upgrades

Internal Infrastructure

- MIS System and IT
- Zoning Code
- Local Coastal Program
- Permit Tracking System



Return Old Town to a Vital Center of the City

The Old Town area is recognized as an 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. A fundamental goal will be to investigate the possibility of relocating City Hall to the Old Town area, in addition to revitalizing the Old Town area.



Maintain a Safe Community

The City has historically placed a high priority on public safety. In 2013, the City was recognized as one of the top 100 safest cities in America for populations above 25,000. As a strategic priority, the City will continue to work collaboratively with police, 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

- Investigate Old Town area for Civic Center relocation
- Address Hollister Avenue Improvements in Old Town
- Investigate off-street parking opportunities in Old Town
- Evaluate the formation of a Business Improvement District
- Support opportunities for entrepreneurship

OBJECTIVES

- Hollister Avenue Bridge Replacement (San Jose Creek Phase II)
- Hollister Avenue Crosswalk Improvements
- Old Town Park (Hollister/Kellogg)
- Old Town Sidewalk Improvement Project
- Post RDA/Old Town Study
- Ekwil Street/Fowler Road Extensions
- Hollister Avenue Complete Streets

STRATEGIC GOALS

- Maintain robust community/emergency preparedness programs
- Participate in regional collaboration over public safety
- Continue to enhance public safety efforts throughout the City

OBJECTIVES

- Emergency Preparedness– CERT Programs
- Development of Fire Station 10
- Motor Traffic Safety Unit
- Restoration of a Detective position



**2015-17 Strategic Plan
adopted by the Goleta City Council
on June 9, 2015**



**Goleta City Council
Front: Paula Perotte, Michael T. Bennett
Back: Jim Farr, Tony Vallejo, Roger S. Aceves**

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