

### Agenda Item B.2 DISCUSSION/ACTION ITEM Meeting Date: November 18, 2008

**TO:** Mayor and Councilmembers

**FROM:** Dan Singer, City Manager

**CONTACT:** Kirsten Deshler, Management Analyst

**SUBJECT:** Update on Goleta Strategic Plan

### **RECOMMENDATION:**

Review an updated version of the City's Strategic Plan and provide direction on any additions and amendments to the Plan.

### **BACKGROUND:**

In July 2007, the City Council officially adopted the City's Strategic Plan ("Plan") which set in place goals for the City and gave direction to staff on a number of important issues and projects. The Strategic Plan, as originally conceived, is comprised of a Vision Statement, 15 Goals and 185 Objectives. Each Objective may have any number of tasks and subtasks identified with it.

In December 2007, the City Council received an update on the Plan including Objectives that had been met and others that were in progress. The City Council, at that time, gave direction to add eight additional Objectives to the Plan.

### DISCUSSION:

The purpose of a strategic plan is to provide direction - to an organization and to the larger community – about what the organization values, where it is going, and how it intends to get to its desired destination. In order to be relevant, a strategic plan needs to continually evolve to reflect the changing needs, goals, and resources of an organization. A strategic plan is different than a "to do" list; by its very definition, its purpose is to capture those important goals that directly get at the core mission and values of the organization.

A strategic plan is a working document and, as such, needs to be updated and consulted on a regular basis. It has been the practice that the City's Strategic Plan is brought before the City Council near the end of the calendar year in order to provide an "end of the year update." The goal of this staff report is to update the City's Plan and to respond to the Council's stated interest of "culling" the Plan to become more manageable and relevant.

In late winter/early spring of 2009– after the newly-elected Councilmembers have time to become familiar with the Plan - staff intends to schedule a work session to allow the City Council and key staff to reexamine the Plan to ensure that the vision, values, and strategic goals are all still in alignment. This work session will present an opportunity to add, delete, and update the Plan prior to the initiation of the City's biennial budget process.

This staff report is organized into four parts: Part 1 summarizes the proposed changes to the Goals; Part 2 provides examples of several technical changes to the Objectives; Part 3 provides a comprehensive look at the Objectives that have been initiated and are "In Progress" as well as the Objectives that have been achieved and are now completed. Lastly, Part 4 proposes a couple of new Objectives to be added to the Plan.

### Part 1 - Changes to Goals

As originally conceived, the City Council created 17 Goals to reflect their vision for the direction of the City. Last year the list of Goals was reduced to 15. It is now recommended that further consolidation of Goals be considered by the Council without compromising the language and intent of the Goals. Council is asked to consider the following changes to the Plan:

GOAL	CURRENT GOAL	PROPOSED GOAL IN BOLD
1	Advance Goleta's Interest with Other Jurisdictions" (Goal 1)	ADVOCATE GOLETA'S INTERESTS AT THE LOCAL, STATE AND FEDERAL LEVEL
2	SUSTAIN SOUND FISCAL & BUDGETARY PLANNING (Goal 2)	(No change)
3	PROMOTE A HEALTHY BUSINESS CLIMATE (Goal 3)	(No change)
4	BUILD, RETAIN, AND SUPPORT HIGHLY QUALIFIED STAFF (Goal 4)	(No change)
5	Develop and Improve Communication to Community (Goal 6) and Facilitate Delivery of Services to Residents (Goal 14)	ENHANCE COMMUNICATION AND SERVICES TO THE COMMUNITY
6	PROTECT & PRESERVE ENVIRONMENT, AGRICULTURE & OPEN SPACE (Goal 7)	(No change)
7	Complete General Plan, Ordinances, and Implementation Measures (Goal 8)	IMPLEMENT GENERAL PLAN MEASURES
8	Promote Comprehensive Housing Programs and Solution (Goal 9)	PROMOTE COMPREHENSIVE HOUSING INITIATIVES
9	Protect Character, Quality, & Diversity of Neighborhoods (Goal 10)	PROTECT & PROMOTE CHARACTER, QUALITY & DIVERSITY OF NEIGHBORHOODS
10	EMPHASIZE OLD TOWN REVITALIZATION (Goal 11)	(No change)

11	Establish & Implement Parks, Recreation, & Open Space Programs (Goal 12)	ADVANCE PARKS, RECREATION, & OPEN SPACE PROGRAMS
12	Emphasize Public Safety (Goal 13)	ENHANCE PUBLIC SAFETY & EMERGENCY PREPAREDNESS INITIATIVES
13	Implement City Wide Capital Improvement Program (Goal 5) and Prioritize Maintenance of City Streets, Parks, & Facilities (Goals 15)	DEVELOPMENT AND MAINTENANCE OF CITY INFRASTRUCTURE

In looking at some of the word changes to the Goals, most are fairly explanatory. The desire was to consolidate some of the City's priorities into more logical grouping of Goals. For example, merging public safety and emergency preparedness initiatives are both high priorities and similar in scope and nature to warrant being grouped together. The same is true for "delivery of services to residents" and "increasing and improving communication."

Another example is Goal 13. The intent behind merging "Capital Improvement Projects" and "Prioritizing City Maintenance of City Streets, Parks and Facilities" was two-fold. City maintenance is a routine daily function of the Community Services Department and would not normally be defined as "strategic" in nature; however, "Development and Maintenance of City Infrastructure" brings together the intent behind both Goals and also clearly describes to both external and internal audiences the importance of infrastructure as a City Goal.

### Part 2 - Changes to Content

For the most part, changes to content are minor in nature and limited to creating consistency of language and inserting words to describe the action behind the Objective; for example, "Develop a Business Outreach Program," Create an Employee Wellness Program," "Implement Emergency Preparedness Measures" etc.

The only other changes to content involve the removal of Objectives that were considered part of normal day-to-day business operations and department functions – and which were less strategic and more routine tasks.

For example, staff determined that the Objective, "Administer the Community Development Block Grant Program" is a day-to-day routine activity and not a strategic objective. Similarly, the Objectives in Goal 2, "Complete a Single Audit" and "Complete Annual Financial Reports" while important, are more routine duties of the Finance Department and don't rise to the level of being strategic objectives.

For Council's convenience, the City's Strategic Plan – incorporating all of Staff's recommendations - can be found in Attachment 1. In Attachment 2, the Council will find the City's Plan as it looked before changes were made.

### Part 3 - Status of Objectives

What follows in Table 1 are the Objectives that have been initiated this past year and which are considered to be "In Progress." It is important to note that many Objectives have a number of tasks associated with them and in some cases if several tasks have been completed or if a task is considered "In Progress", then the Objective, too, is considered to be "In Progress." For ease of viewing, the Staff Report only shows the Plan's Objectives.

Table 2 contains a list of the Objectives that have been completed this past year. Once an Objective is completed and Council has an opportunity to review, the completed Objectives will be removed from the Plan. However, for historical reference, all completed items are archived for future reference. Once an Objective has a number (Goal/#), it keeps that number, which allows for easy tracking.

TABLE 1
OBJECTIVES IN PROGRESS

Goal	Objectives In Progress
1.7	Participate & Advocate Legislative Issues
1.8	Participate in Integrated Regional Water Management Plan
1.9	Participate in Regional Transfer of Development Rights Program
1.11	Work w/ LAFCO & Santa Barbara Re: SOI/Annexation Issues
2.3	Review Revenue Neutrality Agreement
2.12	Investigate SCE Fund Undergrounding Projects
2.15	Revise Business License Policies / Program
3.2	Revitalize Old Town Area
3.5	Establish Economic Development Strategies
4.1	Create Employee Wellness Program
4.2	Develop Employee Housing Assistance Program
4.3	Revise Personnel Rules
4.6	Implement Internship Program
4.8	Develop and Enhance Personnel Training
5.3	Provide Streaming Video of City Council Meetings
5.8	Implement Permit Tracking System
5.11	Codify All City Codes
5.13	Implement GIS (Geographic Information Systems) Database
5.18	Improve Communication with Public
5.19	Develop New Website
5.24	Create Informational Brochures for Permitting
6.6	Develop & Institute a Commercial Recycling Program

6.8	Complete Post Acquisition Tasks for Ellwood
6.9	Preparation of Urban Forestry Management Program
6.11	Implement the Ellwood-Devereux Open Space Management Plan
7.3	Carry Out General Plan Implementation Measures
7.7	Update Development Impact Fee Program
8.2	Defend Mobile Home Ordinance
9.4	Establish Neighborhood Compatibility Ordinance and Program
10.2	Address Flood Control Improvements in Old Town
10.3	Create Economic Development Function in RDA
10.7	Complete Ekwill and Fowler Street Extension
10.8	Beautify Old Town
10.9	Review CDBG Section 108 Financing Opportunities
11.4	Address Snowy Plover Habitat Management
12.2	Community Outreach Programs
12.3	Continue Sheriff Subcommittee
12.9	Hold Disaster Preparedness Workshops with Residents
12.10	D.A.R.E. Program to Schools
12.11	School Resource Deputy in Junior High School
12.13	Pursue Department of Homeland Security Grants for EOC in Goleta
12.16	Implement Emergency Preparedness Measures
13.6	Implement City Capital Improvement Projects

### TABLE 2 OBJECTIVES COMPLETED

Goal	Objectives Completed
1.5	Prepare for Measure D Election
2.1	Establish Facility Reserve Fund and Other Special Funds
2.2	Revise Accounting System with Departmental Involvement
2.4	Continue Revamping of Deposit Cases
2.7	Initiate a Comprehensive Fee Study
2.9	Establish Travel Expenditure Policy
2.14	Establish 2-Year Budget
4.5	Establish a New Council Orientation
4.9	Create a City Funded End of Year Employee Event
5.1	Purchase Community Notification System
5.4	Develop Street & Maintenance Program Outreach

5.22	Provide Effective Information on Planning Requirements
5.23	Improve Automated Messages Regarding Public Service
5.25	Define Building Permit Review Process
5.26	Improve Interdepartmental Building Plan Review
6.5	Provide Cost Effective Solid Waste Services
7.3	Adopt General Plan/Coastal Land Use Plan
8.4	Review housing options for use of set-aside and DIF funds
8.5	Review State Housing Mandated RHNA Process
9.1	Revisit the Design Review Program
9.2	Increase Street Sweeping Program
10.1	Seek Bond Financing for the Agency (RDA)
11.6	Create a Database of Parks & Recreation in Goleta
11.7	Make Girsh Park a Line Item in Budget
11.9	Initiate a Recreation Asset Analysis
12.4	Implement Commercial Vehicle Enforcement Program
12.15	Complete FEMA 2005 Winter Storm Repairs
13.2	Find & Develop a Corporate Yard for Maintenance Activities
13.4	Explore Bond Indebtedness for Major Capital Projects

### **New Objectives for Consideration:**

Staff is proposing the consideration of two Objectives to the Plan as described below. In addition, Council may seek to propose new Objectives for consideration at this time.

No.	Item	Description
1	Storm Water Management Plan	The State Storm Water Management Program is a program to regulate all storm water discharge in the City. This comprehensive plan is schedule for adoption next year with ongoing implementation, compliance and reporting. This program will require a significant amount of resources, cost and effort.
2	Develop Comprehensive City Wide Green Strategy & Initiatives	Create new comprehensive "green" strategy objective in order to track City's efforts on energy conservation and awareness.

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### **ALTERNATIVES:**

The Council could choose not to proceed with an update to the Strategic Plan at the present time and instead wait until a work session is scheduled in the late winter/early spring.

### **FISCAL IMPACTS:**

There are no fiscal impacts of	other than staff time.	
Submitted By:	Reviewed by:	Approved By:
Kirsten Z. Deshler Management Analyst	Michelle Greene Director, Administrative Services	Daniel Singer City Manager

### **ATTACHMENTS:**

Attachment 1 Strategic Plan Dated 11.12.08 - Including Changes

Attachment 2 Strategic Plan - Before Changes

### **ATTACHMENT 1**

Strategic Plan Date 11.12.08 – Including Changes

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1.0 AI	1.0 ADVOCATE GOLETA'S INTERESTS AT THE LOCAL, STATE AND FEDERAL LEVEL	<b>FATE AND FEDE</b>	RAL LE	VEL				
Object	Objective No.	Objective Status	Start	End	Timeframe	rame	Department	Notes
	Ohiective		Date	Date	Short-Term Mid-Term	Mid-Term	Division	
	Tasks		(Qtr/Yr)	(Qtr/Yr)	(<2yrs)	(<5yrs)		
							The state of the s	
<u></u>	Develop strategy to influence RHNA process			Section of the sectio			CM - GS	
1.2	Develop & Implement Strategy for Special Districts						CM - GS	
1 6	Participate In Sanitation District Merger Discussions						CM - GS	
2 -	Investigate Funding Options for Transportation Improvements						CS - E	
. t	Drangac for Magaine D Flection	Done					CS - E	
	Complete Agreements With Outside Agencies						CM - CC	
2 7	Participate & Advocate Legislative Issues	In Progress					CM - GS	140,400,000,000,000,000,000,000,000,000,
	Participate in Integrated Regional Water Management Plan	In Progress					CS-E	
1.9	Participate in Regional Transfer of Development Rights Program	In Progress					CM - GS	
1.10	Have a City Representative on Chamber Board						CM - GS	
ì	Work with LAFCO & Santa Barbara Re: SOI/Annexation Issues	In Progress					CM - GS	

# 2.0 5 'STAIN SOUND FISCAL AND BUDGETARY POLICY

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Objec	Objective No.	Objective Status	Start	End	Timet	Timeframe	Department	Notes
	Objective		Date	Date	Short-Term	2	Division	
	Tasks		_	(Qtr/Yr)	(<2yrs)	(<5yrs)		
2.1	Establish Facility Reserve Fund and Other Special Funds	Done			A		Finance	
2.2	Revise Accounting System with Departmental Involvement	Done					Finance	
2.3	Review Revenue Neutrality Agreement	In Progress					CM - GS	er participa de participa de la composição
2.4	Continue Revamping of Deposit Cases	Done				ANAMALAMAN AND PROPERTY OF THE	Finance	
2.5	Improve Budget Software Capability					Control of the Contro	Finance	
2.6	Revise Purchasing Policy and Procedures						Finance	
2.7	Initiate a Comprehensive Fee Study	Done					Finance	
2.8	Conduct Transient Occupancy Tax Review and Audit						Finance	
2.9	Establish Travel Expenditure Policy	Done					Admin - SS	
2.10	Improve Consultant Contracting Methods			The second secon			Finance	design of the second se
2.11	Seek to Obtain Prop 172 Funding						Finance	
2.12	Investigate SCE Fund Undergrounding Projects	In Progress				arment de la constante de la c	CM - GS	And the state of t
2.13	Identify Other Funding Sources Being Denied to City	7					CM - GS	
2.14	Establish 2-Year Budget	Done			And in section of the		Finance	
2.15	Revise Business License Policies / Program	In Progress					Finance	

GOAL3.0 PROMOTE A HEALTHY BUSINESS CLIMATE

3.0 PROMOTE A HEALTHY BUSINESS CLIMATE  Objective No.  Objective  Tasks  3.1 Adopt Commercial Sign Regulations 3.2 Revitalize Old Town Area 3.3 Develop Business Outreach Program 3.4 Develop & Promote Community Wide Events	Y BUSINESS CLIMATE			_				
			A STATE OF THE STA					
		Objective Status	Start	End	Time	<b>Fimeframe</b>	Ω	Notes
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	Regulations						PES - AP	
T		In Progress					RDA	
1	ach Program						CM - GS	
	munity Wide Events						CM - PI	APPLICATION OF THE PROPERTY OF
	Slopment Strategies	In Progress					CM - GS	
	e Study						Finance	

		2						
4.0 B	4.0 BUILD, RETAIN AND SUPPORT HIGHLY QUALIFIED STAFF	АFF						
Object	Objective No.	Objective Status	Start	End	Timeframe	ame	Department Notes	Notes
	Objective		Date	Date	Short-Term Mid-Term	Mid-Term	Division	
	Tasks			(Qtr/Yr)	(<2yrs)	(<5yrs)		
4.1	Create Employee Wellness Program	In Progress			AND THE PARTY OF T		AS - HR	
4.2	Develop Employee Housing Assistance Program	In Progress					CM - GS	
4.3	Revise Personnel Rules	In Progress					AS - HR	
4.4	Create a City Alternative Transportation Program						AS - SS	
4.5	Establish a New Council Orientation	Done					CM - CC	
4.6	Implement Internship Program	In Progress					AS - HR	
4.7	Conduct Succession Planning						AS - HR	
4.8	Develop and Enhance Personnel Training	In Progress				The state of the s	AS - SS	
4.9	Create a City Funded End of Year Employee Event	Done					CM - GS	

5.0 E	5.0 ENHANCE COMMUNICATION AND SERVICES TO COMP	COMMUNITY						
		Objective Status	Ctort	Fnd	Timeframe	ome	Department	Notes
Oplec	Objective No.	Objective Status	Date	Date	Short-Term	Mid-Term	Division	
	Oujecure Tasks		(Qtr/Yr)	(Qtr/Yr)	لحن	(<5yrs)		
							44,480	
5.1	Purchase Community Notification System	Done					CM - PI	
5.2	Research Spanish Translation Services and/or Policies	att.					CM - PI	
5.3		In Progress					CM - CC	
5.4	Develop Street & Maintenance Program Outreach						CS - PW/SM	
5.5	Develop Monthly City TV Show						CM - PI	
5.6	Implement Customer Service Feedback Survey						CM - PI	
5.7	Implement Performance Measurement System						CM - GS	
5.8		In Progress					CS - E/PES	
5.9	Create an Old Town Bulletin						CM - PI	
5.10	Establish City Limit Signs/Marquee			THE PARTY OF THE P			CS - PW/SM	
5.11	Codify All City Codes	In Progress					CM - CC	
5.12	Create City Seal						CM - GS	
5.13	Implement GIS Database	In Progress					PES - AP	
5.14	Create / Maintain Case Tracking Database						PES - CP	
5.15	Encourage More Community Participation						CM - PI	
5.16	Develop Records Retention Program						CM - CC	
5.17	Provide City Hall Public Training Seminars for Permitting Process						PES - CP	
5.18	Improve Communication with Public	In Progress					CM - PI	
5.19	Develop New Website	In Progress					AS - IS	
5.20	Develop Annual Report of City Accomplishments						AS - IS	
5.21	Organize City Photos into Database						AS - IS	
5.22	nning Requirements	Done					PES - CP	
5.23		Done					AS - SS	
5.24	Create Informational Brochures for Permitting	In Progress					PES - CP	
5.25		Done					PES - B	
5.26	n Review	Done					PES - B	
5.27	Support For Cultural Activities						CM - PI	
5.28	Work With Nonprofit Community to Promote Services & Activities						CM - PI	

6.0 PRC					_		-	
ALTERNATION AND DESCRIPTION AN	6.0 PROTECT & PRESERVE ENVIRONMEN I, AGRICULI OF	ULIUKE & OPEN SPACE	<u>ب</u>					
Objective No.	e No.	Objective Status	Start	End	Timeframe	ате	뉟	Notes
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5	Tasks		(Qtr/Yr) (Qtr/Yr)	Qtr/Yr)	(<2yrs)	(<5yrs)		
6 1 As	Assess Devereux Sewer Trunkline at Ellwood Preserve for Removal						PES - AP	
T	1						CS - PW/POS	
	Prepare Snowy Ployer Habitat Management Plan						PES - AP	
T	Preserve all Suitable Agriculture Sites						PES - CP	
	Provide Cost Effective Solid Waste Services	Done					CS - E	
	Develop & Institute a Commercial Recycling Program	In Progress					CS-E	***************************************
T	molement Educational Recycling Program for Elementary Schools						CS-E	
	Complete Post Acquisition Tasks For Ellwood	In Progress					CS-E	
	Preparation of Urban Forestry Management Program	In Progress					CS - PW/POS	
6.10 In	Jemen	t Plan In Progress					PES - AP	

Standards andards Use Plan Lation Measures I Program									
	7.0 11	MPLEMENT GENERAL PLAN MEASURES							
Objective Objective Tasks Implement Green Building Design Standards Research Energy Conservation Standards Adopt General Plan/Coastal Land Use Plan Prepare & Adopt New Zoning Code Complete Local Coastal Program Carry Out General Plan Implementation Measures Update Development Impact Fee Program			A COMMENT OF THE PROPERTY OF T	The second of th					
Objective Tasks Implement Green Building Design Standards Research Energy Conservation Standards Adopt General Plan/Coastal Land Use Plan Prepare & Adopt New Zoning Code Complete Local Coastal Program Carry Out General Plan Implementation Measures Update Development Impact Fee Program	O Pied Pied	-five No	Objective Status	Start	End	Timeframe	ame	Department	Notes
Implement Green Building Design Standards Research Energy Conservation Standards Adopt General Plan/Coastal Land Use Plan Prepare & Adopt New Zoning Code Complete Local Coastal Program Carry Out General Plan Implementation Measures Update Development Impact Fee Program	200	Objective		Date	Date	Short-Term Mid-Term	Mid-Term	Division	
Implement Green Building Design Standards Research Energy Conservation Standards Adopt General Plan/Coastal Land Use Plan Prepare & Adopt New Zoning Code Complete Local Coastal Program Carry Out General Plan Implementation Measures Update Development Impact Fee Program		Tasks		(Qtr/Yr)	(Qtr/Yr)	'Qtr/Yr) (Qtr/Yr) (<2yrs)	(<5yrs)		
Implement Green Building Design Standards Research Energy Conservation Standards Adopt General Plan/Coastal Land Use Plan Prepare & Adopt New Zoning Code Complete Local Coastal Program Carry Out General Plan Implementation Measures Update Development Impact Fee Program									
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Adopt General Plan/Coastal Land Use Plan Prepare & Adopt New Zoning Code Complete Local Coastal Program Carry Out General Plan Implementation Measures Update Development Impact Fee Program	7.2	Research Energy Conservation Standards							
Prepare & Adopt New Zoning Code Complete Local Coastal Program Carry Out General Plan Implementation Measures Update Development Impact Fee Program	7.3	Adont General Plan/Coastal Land Use Plan	Done					PES - AP	
Complete Local Coastal Program Carry Out General Plan Implementation Measures Update Development Impact Fee Program	2 7	Drong & Adopt New Zoning Code						PES - AP	
Carry Out General Plan Implementation Measures Update Development Impact Fee Program	1.4	Figure & Audyl New Coming Code						PES - AP	
Update Development Impact Fee Program	7.5	Corry Out Canaral Dian Implementation Measures	In Progress					PES - AP	
Oparic Description	0 7		In Progress	the control of the co				FINANCE	the state of the s
17 8 Hodata CEOA Thresholds Manual	7 0		Property and the second					PES - CP	

# GOAL 8.0 PROMOTE COMPREHENSIVE HOUSING INITIATIVES

8.0 P	8.0 PROMOTE COMPREHENSIVE HOUSING INITIATIVES							
Objec	Objective No.	Objective Status	Start	End		Timeframe	Department Notes	Notes
	Objective		Date	Date	Short-Term Mid-Term	Mid-Term	Division	
	Tasks		(Qtr/Yr)	(Qtr/Yr)	(<2yrs)	(<5yrs)		
8.1	Create and Preserve Affordable Housing		A CONTRACTOR OF THE PARTY OF TH				PES - AP	
8.2	Defend Mobile Home Ordinance	In Progress					CA	
8.3	Study Exclusionary Rules Re: Work Force Housing			A SALA MATERIAL D		err manufala. Site of the principle and published and an and an an and an	CM - GS	m maja mana na
8.4	Review housing options for use of set-aside and DIF funds	Done					CM - GS	
8.5	Review State Housing Mandated RHNA Process	Done					RDA	

# GOAL 9.0 PROTECT AND PROMOTE CHARACTER, QUALITY, AND DIVERSITY OF NEIGHBORHOODS

9.0	9.0 PROTECT & PROMOTE CHARACTER, QUALITY & DIV	& DIVERSITY OF NEIGHBORHOODS	HBORH	saoo				
g	Objective No.	Objective Status Start	<del> </del>	End	Timet	<b>Fimeframe</b>	Department Notes	Notes
	Objective		Date	Date	Short-Term   Mid-Term	Mid-Term	Division	
<u></u>	Tasks	AND THE RESIDENCE OF THE PARTY	(Qtr/Yr)	'Qtr/Yr) (Qtr/Yr)	(<2yrs) (<5yrs)	(<5yrs)		
L								
9.1	Revisit the Design Review Program	Done	-				PES - CP	AND MAKES THE RESERVE OF THE PROPERTY OF THE P
9.2	1	Done					CS - PW/SM	
9.3	T						PES - AP	
9.4	+	In Progress					PES - AP	

## 10.0 F""PHASIZE OLD TOWN REVITALIZATION

10.0	10.0 EMPHASIZE OLD TOWN REVITALIZATION			111111111111111111111111111111111111111					
Objec	Objective No.	Objective Status	Start	End	Timeframe	rame	Department	Notes	
:	Objective   Tasks		Date (Qtr/Yr)	Date (Otr/Yr)	Short-Term (<2yrs)	Mid-Term (<5yrs)	Division		
10.1	10.1 Seek Bond Financing for the Agency	Done					RDA		
10.2	10.2 Address Flood Control Improvements in Old Town	In Progress					CS-E		
	San Jose Creek Channel Improvements	In Progress		:			CS-E		
10.3	10.3 Create Economic Development Function in RDA	In Progress	:		1 A AM AM		RDA		
10.4	10.4 Establish Architectural Theme						RDA		
10.5	RDA Study of School District Site in Old Town	The state of the s		A man of the state			RDA		
10.6	Complete Ekwill and Fowler Street Extension	In Progress					CS-E		
10.7	Beautify Old Town	In Progress					RDA		
	Install Seasonal Banners in Old Town	In Progress					CM - PI		
	Active Park in Old Town						CS - PW/POS		
	Old Town Park - Armitos Park	Done			Control of the Contro		CS - PW/POS		
	Amtrak Station Improvements	In Progress					CS-E		
	Ekwill/Fowler Project	In Progress		Wyde sends according to the control of		A Maria and A Mari	CS-E		
10.8	10.8 Review CDBG Section 108 Financing Opportunities	In Progress					RDA		

1		Objective Status	Start	End	Timeframe	rame	Department	Notes
ectiv	Objective No.	Objective ordina	Date	Date	Short-Term	Mid-Term	Division	
اد	Objective		(Qtr/Yr)	(Qtr/Yr)	(<2yrs)	(<5yrs)		
+	Table							
	Titory American						CM - GS	
	Support Elings Aquaic Cernel	The state of the s	Name of the last o				CS - PW/POS	
11.2 C	Create Parks and Recreation Department						CS - PW/POS	
-	Youth Activities						CS - PW/POS	
+	Selliof Activities						CS - PW/POS	
+	City Recleation and Active Diverse recognitions						CS - PW/POS	
	Develop Evenis Ordinarios						CS - PW/POS	
T	Create an Expedited Fairs Neservation System		-				CS - PW/POS	
	Acquire Property for heighborhood Fains	n Drogroee					PES - AP	
11.4 A	Address Snowy Plover Habitat Management	200 501 - 11		A CONTRACTOR OF THE REAL PROPERTY.			טע אם	
	Prepare Management Plan for Monarch Butterfly Habitat	In Progress					TA - 617	
-	Research a Monarch Docent Program	Done					PES - AP	
$\vdash$							PES - AP	
$\dagger$	Annication	In Progress					PES - AP	
14 4	Work with City of SB on Development of Cinema Site						PES - CP	
	Create a Nursery for Growing Local Plants						CS - PW/POS	
	Oreate a Database of Parks & Recreation in Goleta	Done					CS - PW/POS	
$\neg$	Make Girch Park a Line Item in Budget	Done					FINANCE	
	Establish a Voith Center						CM - GS	
	Laterial a Recreation Asset Analysis	Done					CS - PW/POS	
	Develop Initial Ise Agreement w/ School District for Rec. Programs						CS - PW/POS	
2 ;	44.44 Douglas Agreements w/ Recreation Providers for City Programs						CM - GS	
							SOR/WG - SO	

Objective No. Objective					-			
Objective No Objec		A CONTRACTOR OF THE PROPERTY O						
Objec		Objective Status	Start	End	Timeframe	rame	Department	Notes
2000	tivo		Date	Date	Short-Term	Mid-Term	Division	
	Tasks			(Qtr/Yr)	(<2yrs)	(<5yrs)		
12.1 Augme	Augment Gang Enforcement Program						RDA -PS	
1	Community Outreach Programs	In Progress					RDA -PS	
	The state of the s	In Progress		******			RDA -PS	
i							RDA -PS	
	Davelon Police Statistics						RDA -PS	
<del></del>	Hold Disaster Prenardness Workshops with Residents	In Progress					RDA -PS	
<del></del>	DAR Program to Schools	In Progress					RDA -PS	
12.13 C		In Progress					RDA -PS	
12.12 Enhar	Efforts	A STATE OF THE PARTY OF THE PAR					RDA -PS	
12.14 Cilian	12.13 Dursua Dent of Homeland Security Grants for EOC in Goleta	In Progress					RDA -PS	
12.13 1 uisu	12.10 Tuber Delta Figh Motorcycle	On Hold					AS - SS	
12 15 Comp	Complete FEMA 2005 Winter Storm Repairs	Done					CS-E	
12 16 Implei	12.16 Implement Fmergency Preparedness Measures	In Progress					RDA -PS	
12 17 Docor	12.17 Becoards Foresto, Momt Grants for Open Space Safety Programs	-			_		CS - PW/POS	
17.11	sacin bloomy main clamb of characters.							

# 13.0 DEVELOP AND MAINTAIN CITY INFRASTRUCTURE

0	13.0 DEVELOP & MAINTAIN CITY INFRASTRUCTURE						The state of the s	An extensive problem (when the same of the same) (is the problem to the same of the same o
F	Township American Communication and the Communication of the Communicati							
1	A. A	Objective Status	Start	End		Timeframe	Department	Notes
ecti	Objective No.		Date	Date	Short-Term   Mid-Term	Mid-Term	Division	
	Objective		(Ofr/Yr)		1	(<5yrs)		
	Tasks		7		1			
							TI CO	
	Based mon the General Plan						1.63	
13.	מפחוווץ דעטווכ רמטוווץ ואכנים במסכם מהיה	990					CS-E	
13.2 F	Find & Develop a Corporate Yard for Maintenance Activities	Done					SO MO	
133	Create a Permanent City Hall						20	
1	otocial Calculation	Done					RDA	
13.4	Explore Bond Indebtedness for Major Capital Frujects						CM - CC	
12.5	Complete Council Chambers Phase 3						20	
$^{+}$	opolog 1	In Progress					CS-E	
13.6	Implement City Capital Improvement Projects	50					FINANCE	
13.7	Preparation of AB 1600 Study & Impact Fee Program	In Progress					FINIANCE	
	Tacfin Improof Fee Drogram						10,00	
13.8	Haille Hilpact Lea Llogian						CM - GS	
13.9	Establish a Youth Center				The second secon		SO. MO	
7	13 10 Purchase Fire Station Site in West Goleta	In Progress				-		

### **ATTACHMENT 2**

Strategic Plan - Before Changes

Start End Start End Start End Date Date Date Start End Date Date Start End Date Date Start End Plan End Date Start End Plan Start End Plan Start End Modifications St. 421  Bar 421  Sal 421	hort-Term Mid-Term (<5yrs) (<5yrs)	Objec	Objective Status ess Delayed Completed		Notes
to Influence RHNA process  de Effective Processing of Planning Applications ctive and Proactive Permit Compilance Program lance Projects Sardens [if LUP issued] Theatre Bacara Access Other Projects Cordinance Existing Sign Ordinance Existing Sign Ordinance Didding Signage Banner Signage Ba	<del>┣╼╪╼┫</del> ╼╫ <del>╒╫╒╫╒╫╒╫╒╫╒╫╒╫╒╫╒╫╒</del> ╫╒╫		Delayed Comple		
lanning Applications  ripliance Program  Iment  Iment  Modifications  with Special Districts  ter Districts	<del>┊</del> <del>┩</del> ╌┼ <del>╌╏┈╏┈╏┈╏┈╏┈╏</del> ┈╏┈╏			CM - GS PES - CP PES - CP	
lanning Applications  ripliance Program  Jan  Jan  Modifications  421  with Special Districts  ter Districts				CM - GS PES - CP	
Ianning Applications  Tipliance Program  Jan  Modifications  421  with Special District ter Districts				CM - GS CM - G	
Inning Application  Tipliance Program  Inning Manut  Inning Modifications  A21  with Special District  ter Districts				PESS CP PESS C	
Oversee Effective and Proactive Permit Compliance Program Permit Compliance Program Conduct Inspections Ellwood Beach Aptis Comstock Homes Projects Comstock Homes Projects Comstock Homes Projects Comstock Homes Projects Sumida Gardens [if LUP issued] Fairview Theatre Enforce Bacara Access Various Other Projects Amend Sign Ordinance Replace Existing Sign Ordinance New Regulations/Implement General Plan New Regulations/Implement General Plan De-clutter Business Signage Eliminate Banner Signs Manage Energy Division (Re-Do) Line 96 Leak Detection System Amendment Extended Field Development and EOF Modifications Repair Calsson at Pier 421-1 Chersider Detachment From Sanilary & Water Districts				PES CP PE	
ral Plan Pendment EOF Modifications SL 421 Ing with Special District Water Districts				PESS CP PESS CP PESS CP PESS CP PESS CP PESS CP PESS CP PESS CP	
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SL 421 ing with Special District Water Districts				PES - AP	
SL 421 ing with Special District Water Districts				PES - AP	
ing with Special District Water Districts				PES - AP	
Water Districts				CM - GS	
Consider Detachment From Samitary & Water Districts				CM - GS	
				CM - GS	
Secure a Seat for Goleta Un WILD Board				CM - GS	
Participate in Sanitation District Weight Discussions				CS-E	
Investigate Funding Options for Transportation Improvements				CS-E	
Prepare tof inleasure Distriction				CM - CC	
Complete Agreements With Outside Agencies	And the second s			AS - RM	
Complete Railroad Museum Lease	and the second s			AS - RM	
Execute Agreement with the China in the Library or particular and the China in the China Dublic & Dublic & China in the China in				CM - PI	
Improve Kelationships with Other Fubilic & Filtrage Organizations				CM - PI	
Participate In Neglinian Income				CM - GS	The state of the s
Participate/Advocate Legislative Issues				CM - GS	
Development of a regional control of the control of				CM - GS	
Darticinate in Regional Planning				SM - GS	
Participate in SBCAG's Technical Planning Committee				CM - CO	A STATE OF THE PERSON NAMED IN COLUMN NAMED IN
SBCAG & ALUC Rep				CIM - GO	
APCD Representative				00 - MO	
IRP Representative				20 M	
LAFCO Representative	A Company of the latest of the			00 - MO	
Goleta Amtrak Station		The state of the s		S C	
Calitans		Management of the Control of the Con		D W	

Goleta Strategic Plan Goal 1.0 Advance Goleta's Interest with Other Jurisdictions

Goleta Strategic Plan	Advance Goleta's Interest with Other Jurisdictions
Goleta S	Goz

					A CONTRACTOR OF THE CONTRACTOR					
1 SO	CM - GS	CM - GS	CM - GS	CM - GS	CM - GS	CM - GS	CM - GS	CM - GS		
	Address of the same of the sam									
			Control of the contro	Annexamon issues						
	· Management Plan	Rights Committee IUK	Board	Work with LAFCO and the City of Santa Barbara Regarding SOUNAL		SB		Monitor Santa Barbara Municipal Airport Development Projects		
	Participate in Integrated Regional Water Management Plan	Participate in Transfer of Development Rights Committee IUK	Have a City Representative on Chamber Board	O and the City of Santa	s interests	Monitor LRDP Update Process of UCSB	Monitor General Plan Update	ita Barbara Municipal Airp	Monitor LAFCO Process	
	Participate in Int	Participate in Tr	Have a City Rep	Work with LAFC	Represent City's Interests	Monitor LRE	Monitor Gen	Monitor San	Monitor LAF	

2.0 SUSTAIN SOUND FISCAL / BUDGETARY PLANNING								
					1	Objective Status	Department	Notes
Objective No (Objective	Start	End	Initiation Ilmerrame	merrame	africo	live Status	1	
	Date	Date	Short-Term	Mid-Term	In Progress	Delayed Completed	ed Division	A STATE OF THE STA
lasks	1-	OtrVri	(<2vrs)	(<5Vrs)				
Sub-Tasks	┥-	(1)	, ,					
							Finance	
Complete Annual Financial Reports							Finance	
							RDA	
Complete State Controller's Report for City and Redevelopment Agency	c)						Finance	
Establish Facility Reserve Fund and Other Special Funds							Finance	And the second s
Revise Accounting System with Departmental Involvement							CM - GS	
Review Revenue Neutrality Agreement							Finance	
Continue Revamping of Deposit Cases							T I I I I I I I I I I I I I I I I I I I	
Improve Budget Software Capability							וומונכם	
niplove Durahodra Dollov and Procedures							rinance	
Kevise Fulcilasing Folicy and Folication							Finance	
Initiate a Comprehensive ree Study							Finance	
Prepare RFP Fee Study Proposals and Select Consultant							Finance	
Prepare Final Fee Study Report for City Council Adoption		-					Finance	
Conduct Transient Occupancy Tax Review and Audit							Finance	
Send letter to County Controller Requesting TOT Information							Admin - SS	
Establish Travel Expenditure Policy							Finance	
Improve Consultant Contracting Methods							Finance	
Seek to Obtain Prop 172 Funding							CM - GS	A CALL THE RESIDENCE OF THE PARTY OF THE PAR
SCE Fund Undergrounding Projects				The second secon			CM - GS	
Identify Other Funding Sources Being Denied to City						The second secon	Finance	
Establish 2-Year Budget						The same of the sa	Finance	And the second and the second
Revision of Business License Policies / Program				-			Finance	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Business License Software and Training								

3.0 PROMOTE A HEALTHY BUSINESS CLIMATE									
	Start	End	Initiation Timeframe	imeframe	ÍqO	Objective Status		Department	Notes
Objective No./Objective	otc.	1	ľ	Mid-Term	In Progress	In Progress   Delayed   Completed	ompleted	Division	
Tasks	חמום	1	÷	(6,8,00)	Co				
Sub-Tasks	(QWY)	(QIVYI)	4	(20)(2)					
							-	0.00	
Establish Commercial Sign Ragulations								PES - AP	
Lotabiloir of The Commission o								KDA	
Revitalize Old Town Area								RDA	
Complete update to 5 year Implementation Plan								BOA	
Work with RSG on updating existing Plan							-		
Complete undates and bring to RDA for review and approval								AUA	the second secon
Description of independence								KUA	
Plebale and subjill statement of mooreast								3DA	
Develop Strategies for Timely Expenditures Frogrammed Funds								3DA	
Implement Store Front Improvement Program		+						SDA	
Prepare Draft Program for City Council Consideration								700	
Complete Revisions and Obtain City Council Approval for Program								200	
Business Outreach Program						-		20 - 100	
Dualiticas Canadan 1991								N - GV	
Business Recognition and Retention								CM - PI	
Develop/Promote Community Wide Events								M-PI	
Participate in the Energy Efficiency Partnership							Ī	CM - GS	
Establish Economic Development Strategies								Finance	
Initiate a Retail Sales Use Study								CM - GS	
Establish a Business Roundtable Program									

4.0 BUILD, RETAIN AND SUPPORT HIGHLY QUALIFIED STAFF	0.000			Annual Committee of the					
	1	7	Initiation Timeframe	imoframe	Objec	Objective Status	Depar	Department Notes	S
Objective No./Objective	+	+	Intraction Torm	Mid Torm	In Dronges	Delayed   Completed		sion	
Tasks	4	+	01011-10111	(CSime)		20/200	L		
Sub-Tasks	(QIII/YI) (C	מנו/ גנו	12/10/	(5.65-)					
							AS - HR		
Employee Wellness							AS - HR		
Recruit and Retain Highly Qualified Staff		-					CM - GS		
Research Employee Recognition / Awards							AS - HR		
				Andrews County Indiana and Control of the Control o			AS - HR		
Adequate Staffing to Respond to Influx of Development Applications							CM - GS		
Develop Employee Housing Assistance Program							CM - GS		
Join Coastal Housing Partnership							AS-HR		
Revise Personnel Rules		1					AS - HR		
Implement New Rules as Approved				under the second			AS - HR		
Revise Personnel Grievance System							00 - 0V		
Create a City Alternative Transportation Program							SO W		
Establish a New Council Orientation							AS - HR		
Implement Internship Program							AS-HB		
Conduct Succession Planning							AS . HR		
Initiate Mentoring Program							AS - HR	~	A STATE OF THE STA
Give Lower-level Staff Opportunities							AS - SS		
Focus On Personnel Training							AS - SS		
Increase Training Budget for Technical Staff & Code Enforcement							AS - SS		
Provide Training & Professional Development							CS - PW/SM	WS/N	
Provide Opportunities for Safety Training for Field Personnel							AS - SS		
Provide Anti-Harassment Training							AS - SS		
Provide Supervisory Training							AS - SS		
Continue to Provide Employee Assistance Program Training							AS - IS		
Conduct Software Training/Educational Courses							CM - GS	S	
Create a City Funded End of Year Employee Event							Finance	0	
Establish Funding for Staff Events									
	_								i

	┼┼	╁	0	Objective Status	Status	Donartmont	Notos
Objective No./Objective		Initiation	nerrame	is I-	Status	Department	MORES
Tasks	_	Short-Term	Mid-Term	In Progress Dela	Delayed Completed	DIVISION	
Sub-Tasks	(Qtr/Yr) (Qtr/Yr)	r) (<2yrs)	(<5yrs)				
				And the second s		ı	
Identify Public Facility Needs Based upon the General Plan						SS-II	
Find & Develop a Corp. Yard for Maintenance Activities						CS-E	
Il neate Site Undeveloped / Developed						CS - E	
Relocate Public Works Yard to New Site						CS-E	
Create a Permanent City Hall						CM - GS	
Fetablish City Hall I ocation - Purchase Land						CM - GS	
Estimate Costs of Needed Facilities						CM - GS	
Build Recenter to Provide for New City Hall						FINANCE	
Drawing Adequate Office Space						CM - GS	
City Manufacture Cines of Entrances to City						CS - PW/SM	
Describe Dublic Courter Area						PES - B	
Deautily rubile Courted Area						CM - CC	
Complete Charilbers						CM - GS	
Provide a Civic Center						RDA	
Hollister Redesign				7.57.74		RDA	
Study New Attordable Housing Projects/Programs				The same and the s		RDA	
Housing Set-aside funds				A. A		RDA	
Prepare and Submit to City Council Housing Netlabilitation in Togram						RDA	
Explore Opportunities with County Housing Authority for Fund Experiments						RDA	The state of the s
Incorporate Current Planning Objectives	+				Account	אַרמ	
Explore Bond Indebtedness for Major Capital Projects						00 110	
Complete Council Chambers Phase 3						2 2	
Capital Improvement Project Management						u L	
Ekwill/Fowler Project						1 CO - CO	
Cathedral Oaks Interchange Project						SS-E	
San Jose Bike Path Project						CS-E	
San Padro and Las Venas Creek Culvert Replacement Project						CS-E	Propries and the second
San Jose Creek Flood Control Project						CS - E	
Duila arada saparatad arassina						CS-E	
Mathida Park						CS-E	
Preparation of AB 4600 Study & Impact Fee Program		10 mm				FINANCE	
Traffic Innact Fee Program						FINANCE	
Establish a Youth Center						CM - GS	
Durchase Fire Station Site in West Goleta						CM - GS	
Control Improvements Drogram and Rudget						FINANCE	
Departs and Innia DED for CID Design Services			And the second s			CS-E	
Prepare and Issue KFP 10f CIP Design Services		_		The state of the s	The second secon		

Goleta Strategic Plan 5.0 lm~lement City Wide Capital Improvement Project

	Start Fnd	╀	Initiation Timeframe	Objec	Objective Status	Department
Objective No./Objective	+	10	Mid-Term	In Progress	Delayed Completed	
Tasks	10	+		-		
OUD-145K5	4-	4_				
Community Notification System						CM - PI
Spanish Translation Services and/or Policies						CM - PI
Strooming Wido of City Council Mostings	-					CM - CC
Streaming Video of City Council mechanists			The second secon			CS - PW/SM
Street & Maintenance Flogram Cancaca						CM - PI
Develop Monthly City 19 Silow Implement Customer Service Feedback Survey						CM - PI
Implement Customers Measurement System						CM - GS
Illipiement Dormit Tracking System						CS-E
Implement Fermin Hacking System Create on Old Town Bulletin						CM - PI
Fetablish City I imit Signs/Marquee						CS - PW/SM
Codify All City Codes						20-M2
Create City Seal						CM - GV
Implement GIS Database						PES-AP
Create / Maintain Case Tracking Database						PEO - CP
Encourage More Citizen Participation						CM - FI
Promote City of Goleta Within Community at Large						CM - GS
Device Of Decognition Policy						CM-CC
Community Calondar					The state of the s	CM - PI
Doords Detention Program						CM - CC
Ectablish & Implement a Records Refertion Procedure / Protocol						CM - CC
Docord / Eile Management (Long-Term)						CM - CC
Dozord & Dian Storage Fee Rechition to Obtain Necessary Equip, to Scan	an					CM - CC
Recold & Plair Studge Fee Nesolution to Obtain Necessary Equipment Codit Cond Conshilly @ Counter						FINANCE
Descride Other Hall Bublic Training Seminars for Permitting Process						PES - CP
Floving Communication with Duhlin						CM - PI
Improve Commission With Fusion						CM - PI
Develop Original 19 / Joynamining						CM - CC
Observed 10 Soroll						CM - PI
Oliginist 19 October						AS - IS
Develop New Website						AS - IS
Develop and implement improvements to city website						AS - IS
Develop RFP for Website Hosting Service						AS - IS
Develop New Content for the Website						CM - PI
o city Accomplishing						CM - PI
Organize City Images Into a Database						PES - CP
Provide Effective Information on Planning Requirements						PES - B
Staff Planning / Building Counter Effectively						PES - CP
Public Information and Assistance						PES - CP
Provide Generated Flowchart & Estimated Fees						AS - SS
Improve Automated Messages Regarding Public Service						AS - SS
Develop and Record Phone Trees to Chincal rubilic Messages						CS-E
Install 'City of Goleta' Sign on Bullding						PES - CP
Informational Brochures for Permitting						PES - AP
Define Neighborhood Compatibility						PES-B
Maintain Digital Log of Building Applications & Status						PES - B
Define Building Permit Keview Process						PES - B
Koule building Plans Hillough Confinency Cervices						PES - B
		_	_			

7.0	7.0 PROTECT/PRESERVE ENVIRONMENT, AGRICULTURE & OPEN	OPEN SPACE								
							OLICOTING Ctotuc	T	Donartmont	Notes
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Cope	Objective No./Objective	Date	Date	Short-Term A	Mid-Term	In Progress	Delayed   Completed	mpleted	DIVISION	
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	Sub Tasks	(1)		,	+					
		- Inches		ALL A PERSON AND ADDRESS OF THE PERSON AND A	+	And the second s			PFS - AP	
	Get Devereux Sewer Trunkline out of Monarch Sites (Jurisdiction?)							. <u> </u>	CS - PW/POS	THE RESERVE AND ASSESSMENT OF THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TO THE PERSON NAMED IN COLUMN T
	Restore Access to Beach for People & Animals								ES - AP	
1	Prepare Snowy Plover Habitat Management Plan							. 14	PES - CP	
	Preserve all Suitable Agriculture Sites								CS-E	
	Provide Cost Effective Solid Waste Services								CS - E	
	Solid Waste Program								п. с.	
	Maintain Solid Waste Agreements, Amendments								п .	
	Maintain Solid Waste Regional Reporting Agreement with SB County					***************************************		1	1 11	
	Maintain Company with all required documentation for CIVVMB Annual Report	eport							7 1	
	Flovide SD County with all required control Data								u - 0	
	Receive Franchise Fees and Reports Hack Data								SS - E	
	Develop & Institute a Commercial and School Recycling Program	J. Marting			-				CS-E	
	Implement Educational Recycling Program for Elementary Schools (Jun	is (Jurisaiction o							3S - E	
	Post Acquisition Tasks For Ellwood								3S-E	
	Soil Remediation - Oil Contamination								SS.E	
	Abandonment of Water Wells								CS-E	
	Hazard Removal From Mesa & Beach								SS - PW/POS	
	Preparation of a Tree Protection Ordinance								CS - PW/POS	
	Preservation of the Natural Environment								CS - PW/POS	
	Feasibility Study for Open Space District Acquisition Methods								CS - PW/POS	
	Apply for given City Grants/Awards								CS - PW/POS	
<u> </u>	Preparation of Tree Planting Program				and the state of t				CS-E	
	Preparation of a Creek Management Plan									

Tasks   Task	8.0 COMPLETE GENERAL PLAN, ORDINANCES & IMPLEME	NTATION MEASURES	EASUR	ES					
Reg         Date         Date         Date         Date         Delayed         Completed           Grand Bridge         Conservation Standards         (-Syrya)         (-Syr	Objective No Objective	Start	End	Initiation Timefr	ame	Objective S	tatus	Ш	Notes
CQUPTY  C42973   C45973   C4	Objective No./Objective	Date	-	<b>⊢</b>	╀	┣━	ed Completed		
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andards  we Zoning Code)  we Zoning Code)  from	Study Green Building Design Standards			And in case of the second seco				PES - BD	
	Research Energy Conservation Standards							PES - DD	
ndards  w Zoning Code)  w Zoning Code)  nance  nance  nance  nance  nance  nance	Amend/Certify General Plan/Coastal Land Use Plan FEIR			AND THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAMED I				PFS - AP	
mance nance	Response to Comments					AND REAL PROPERTY OF THE PROPE		PFS - AP	A SANCE AND REPORTED THE PROPERTY OF THE PROPE
w Zoning Code)  on nance	Administrative Draft FEIR							PFS - AP	
ndards w Zonling Code] nance nance nance nance nance nance nance nance nance	FEIR; FEIR Addendum [if necessary]							PES - AP	
w Zoning Code  nance	Prepare CEQA Findings							PFS - AP	
ndards w Zoning Code) nance	Certify Final EIR							PFS - AP	
w Zoning Code) on nance nance nance nance nance	Prepare for all Adoption Documents							PES - AP	Andready and the state of the s
y Sites Design Standards Design Standards Design Standards Design Standards Lice trication Thin the New Zoning Code The New Zo	Adopt General Plan/Coastal Land Use Plan			A CONTRACTOR OF THE CONTRACTOR				PFS - AP	
Disign Standards  The New Zoning Code  The New Zoni	Rezone for Housing Opportunity Sites							PES - AP	
thin the New Zoning Code]  Certification ament Ordinance states ament Ordinance dinance/Program cocdures crocedures croce	Ordinances) for Single Family Design Standards			And the second s				PES - AP	
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inin the New Zoning Code] Certification ment Ordinance isures ment Ordinance dinance/Program dinance/Program nent Program nent Program ure Program	Prepare/Adopt New Zoning Code							PES - AP	
hin the New Zoning Code]  Certification ment Ordinance issures ment Ordinance dinance/Program  ocedures cces ires ires ment Program  ocedures cces ires ires ires ires ires ires ires ir	Zone District Regulations							PES - AP	
hin the New Zoning Code]  Certification ment Ordinance Istures ment Ordinance dinance/Program  dinance/Program  WBudget  New Program  Drocram	Overlay Zones							PFS - AP	
hin the New Zoning Code)  Certification ment Ordinance isures ment Ordinance dinance/Program dinance/Program  VBudget  New Zoning Code  Tertification ment Program  UBudget  New Zoning Code  Tertification ment Program  UBudget  Tertification  Tert	Development Standards							PES - CP	
The New Zoning Code)  Certification  Certification  Inter New Zoning Code)  Certification  Certification  Codeduces  Cocedures  Coce	Permit Procedures				-			PES - AP	
nin the New Zoning Code]  Certification ment Ordinance isures ment Ordinance dinance/Program dinance/Program nent Program nent Program Program Program Program Program Program Program Program	Communications Facilities							PES - CP	
nin the New Zoning Code]  Certification ment Ordinance issures ment Ordinance dinance/Program dinance/Program nent Program ure Program	Sign Regulations							7. F	
nin the New Zoning Code  Certification Iment Ordinance Issures Innent Ordinance Innent Ordinance Issures Innent Ordinance Issures Innent Program Innent Inn	Special Events Ordinance							DES. AP	
hin the New Zoning Code]  Certification ment Ordinance Isures ment Ordinance dinance/Program  Ocedures Cress  Wabudget  New Yourgam  Unent Program  Unent Program  Program  Program  Program	Home Occupation Regulations	-						DEC. AD	
in the New Zoning Code]  Certification ment Ordinance isures ment Ordinance dinance/Program dinance/Program nent Program nent Program nent Program  Ures Program Program Program	Coastal Land Use Plan							DEC AD	The state of the s
nin the New Zoning Code)  Certification ment Ordinance isures ment Ordinance dinance/Program  ocedures rces  WBudget nent Program  utre	Complete Local Coastal Program							בל-טקר	
ogram  e/Program  e/Pr	Coastal Zoning Ordinance [Within the New Zoning Code]							7E0 - A7	
ozation Ordinance Ordinance Strogram ess es at	Maos							PEG - AP	
Ordinance Ordinance Strain  In a strain  In	California Coastal Commission Certification							PES - AP	
ogram ogram	Undate Goleta Growth Management Ordinance							PES - AP	
e/Program e/Sogram cogram set	General Plan Implementation Measures							PES-AP	100000000000000000000000000000000000000
rogram rogram regim	Update Goleta Growth Management Ordinance			BAC 1887 1988 1988 1988 1988 1988 1988 1988	-			CM - 60	7,51
rogram Iram	Adopt a Sphere of Influence				+			20-110	
rogram rogram ram	LAFCO Coordination							PFS - AP	
ram	Neighborhood Compatibility Ordinance/Program				+			CM - CC	
ram	TDR Ordinance/Program							PES - CP	
ram	Design Guidelines							PES - CP	
ram	Story Pole/Visual Simulation Procedures			AND DESCRIPTION OF THE PERSON				RDA	
ram	Preservation of Historic Resources		The second secon	and the second s		A STATE OF THE PARTY OF THE PAR		CS - PW/POS	
ram	Park Systems Master Plan							CS - PW/POS	
ram	Tree Protection Ordinance					The second column and		FINANCE	
ram	Capital Improvements Program/Budget			The second secon	Ì			MS//Vd - SO	
ram	Street Design Standards							п п	
	Neighborhood Traffic Management Program							1 0	The state of the s
	Bicycle Transportation Plan		On the landson or the land of					PES . AP	
	All Other Implementation Measure		The second secon					OW.	
	Establish Planning Commission		The second secon					FINANCE	
Optate Development impact of the property of t	Update Development Impact Fee Program								

Goleta Strategic Plan Goal 8.0 Complete General Plan

ent		
Share of Costs Attributable to New Development Identify Impact Fees hate CEQA Thresholds Manual	anual	
e to New anual	Prepare Draft Changes Workshops Public Hearing Process Prepare Final CEQA Thresholds Manual	
Share of Costs Attributable to Nicolar Identify Impact Fees Update CEQA Thresholds Manual	hanges Process EQA Thre	
of Costs / y Impact F	Prepare Draft Changes Workshops Public Hearing Process Prepare Final CEQA Th	
Share Identify Idate CE	Prepa Works Public Prepa	

FINANCE FINANCE FINANCE PES - CP PES - CP PES - CP PES - CP

9.0 PROMOTE COMPREHENSIVE HOUSING PROGRAMS & SOLUTION	SOLUTION	フ							A MATTING THE RESIDENCE OF THE PROPERTY OF THE	T
										Т
		-		T	140	Objective Status	ű	Department	Notes	_
Objective No /Objective	Start	End	Initiation	Initiation limerialne		ברנוגה סימני		-		1
Objective Mo. Objective	Date	Date	-	Short-Term   Mid-Term	In Progress   Delayed   Completed	Delayed	Completed	Division		T
Tasks	Date			(1,5,1)	1					
Sub-Tasks	(Qtr/Yr)	(Qtr/Yr)	(<2yrs)	(<3y(s)						Τ
										T
								PES - AP		
Preserve Existing Affordable Housing								PFS - AP		
Create List of Options for Affordable Housing								VUG		
The major & Implement Plan for use of 20% set aside										Π
KDA- Develop & Implement and a second and a	-			-				CM - GS		-
Housing Assistance Program for Staff								PES - AP		
Set-up Affordable Housing Management Program								CM - CC		
Defend Mobile Home Ordinance								DEC AD		
Fyaluate Complex issues with ENF.Mobile Home Parks vs State Regulate	Regulate							PES CP		Ī
Condo Sub Divisions								DEC AP		
Various Lieunsipa Element Implementation Actions								27-01-	The second secon	
Vallous Housing Crement Information			The state of the s					CM - GS		T
Exclusionary Rules - Market Based Work Force Housing Flan								CM - GS		
Review housing options for use of set-aside and DIF funds								RDA		
Work to Revise State Housing Mandated RHNA# Process										

Goleta Strategic Plan Goal 9.0 Promote Comprehensive Housing Programs and Solution

Start End Initiation Timeframe Objective Status  Date Date Short-Term Mid-Term In Progress Delayed Completed  (Qtr/Yr) (Qtr/Yr) (<2\forestiments) (<5\forestiments) (<5\forest	10.0 PROTECT CHARACTER, QUALITY & DIVERSITY OF NEIGHBORHOODS	нвокно(	SGC			A DE LA CAMPANA				
ks         Start         End         Initiation Timeframe         Objective Status         Department           ks         Date         Date         Short-Term         Mid-Term         In Progress         Delayed         Completed         Division           ration for Neighborhood Services         Initiatiation of the City's CSR System         RDA-NS         RDA-NS         RDA-NS           ansion of City's Abandoned Vehicle Program         At Inclusive of routine Business License Compliance         RDA-NS         RDA-NS           At - Inclusive of routine Business License Compliance         Frie         RDA-NS         RDA-NS           Inclusive of routine Business License Compliance         Frie         RDA-NS           Inclusive of routine Business License Abatement Activities with City Attorney, Police & Fire         RDA-NS           In Review Program         RDA-NS										
ks         Date         Date         Short-Term         In Progress         Delayed         Completed           ration for Neighborhood Services         (Qtr/Yr) (Qtr/Yr) (Qtr/Yr) (Qtr/Yr)         (<2g/rs)	Objective No./Objective	Start	End	Initiation T	imeframe	opje	ective Stat	sn	Department	Notes
Program         Program <t< td=""><td>Tasks</td><td>Date</td><td>-</td><td>Short-Term</td><td>Mid-Term</td><td>In Progress</td><td>Delayed</td><td>Completed</td><td>Division</td><td></td></t<>	Tasks	Date	-	Short-Term	Mid-Term	In Progress	Delayed	Completed	Division	
Program nse Compliance ance Abatement Act. by Attorney, Police & Fire nd Program nd Program lines lines lines	Sub-Tasks		-	(<2yrs)	(<5yrs)					
Program nse Compliance ance Abatement Act. y Attorney, Police & Fire nd Program interment Act.										
Program Inse Compliance Inse Compliance Inse Abatement Act. In Attorney, Police & Fire Ind Program Ind Program Ind Program Indeximation "Look kin" houses	Provide Administration for Neighborhood Services								RDA-NS	
Act. e & Fire	Continue Administration of the City's CSR System								RDA-NS	
Act. e & Fire	Continue expansion of City's Abandoned Vehicle Program								RDA-NS	
Act. e & Fire	Code Enforcement				And the second s				RDA-NS	
Act. e & Fire	Code Enforcement - Inclusive of routine Business License Compliance				The second line of the second li				RDA-NS	the Additional to the Section
olice & Fire	Review Code Enforcement Activities versus Nuisance Abatement A	75							RDA-NS	
hin! hauroo	Coordinate Nuisance Abatement Activities with City Attorney, Police	& Fire							RDA-NS	
hin! hourson	Prepare Implementation Program								RDA-NS	
hin! hourson	Revisit the Design Review Program								PES - CP	
hid. hid.	Increase Street Sweeping Program								CS - PW/SM	
hin! humas	Parking Enforcement by Staff								RDA-NS	
hid. harroo	Identify & Preserve Historic Resources								PES - AP	
hidil harroo	Participate in Preserve America Initiative								PES - AP	
in burnos	Establish Neighborhood Compatibility Ordinance and Program								PES - AP	
dira "too kia" harrese	Revisit Remodel % in Interim General Plan Guidelines								PES - AP	
DIG INCOME	ding "too	big" houses							PES - AP	

Goleta Strategic Plan Goal 10.0 Protect Character, Quality, Diversity of Neighborhoods

11.0 EMPHASIZE OLD TOWN REVITALIZATION			and the second s					
	1	3	Initiation Timofenan	- Curati	Objective Status	4110	Donartment	Notes
Objective No./Objective	Start	2 2	= -	Total	ondered a	Completed	Division	
Tasks	+	Date	Short-Term IVIII	(<5vrs)	III FIOGLESS Delayed			
Sub-Tasks			╁	6.6				
Crosto a Eacada Improvement Program							RDA	
Fetablish a Housing Rehab Program							RDA	
Seek Bond Financing for the Agency							RDA	
Address Flood Control Improvements in Old Town							CS - E	
Completion of San Jose Creek Channel Improvements							CS - E	
Create Economic Development Function in RDA							KUA	
Establish Architectural Theme				1			KUA L	
Complete a Traffic Circulation Study							CO - EL	
RDA Study of School District Site in Old Town							KUA	
Completion of Pine/Thornwood Improvements							CS-E	
Complete Ekwill Street Extension							CS-E	
Beautify Old Town							RDA	
Install Seasonal Banners in Old Town							CM - PI	
Hollister Avenue Business Storefronts							RDA	
Hollister Ave Bus Shelter @ 7-11							RDA	
Implement Housing Rehabilitation Program							PES - AP	Addition to the state of the st
Prepare Draft Program for City Council Consideration							PES - AP	
Complete Revisions and obtain City Council approval for Program	E						PES - AP	
Implement Program Through in House Consultant Services							PES - AP	
Active Park in Old Town					And an artist of the second		CS - PW/POS	5
Old Town Park - Armitos Park							CS - PW/POS	
Bigger Park for Old Town							20 - 100	And the second s
Meet RDA Fiscal Requirements							70V	
Assist in the Implementation of the RDA Funded CIP Projects							RDA	
Review Financing Alternatives for KDA Funded CIP Program							CS - E	And the state of t
Thornwood Storm drain							CS-E	
San Jose Flood Control Project			The second secon				CS-E	
Amtrak Station Improvements			VALUE OF THE PROPERTY OF THE P				CS-E	
Ekwill/Fowler Project							RDA	
Review CDBG Section 108 Financing Opportunities			The second secon		The state of the s		RDA	
Research Grant or Other Financing Options					AND THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER.		RDA	
Review Participation In Orban County CDBG Flogram  The City County Count	s to the City	,					RDA	
Implove and eminance riboessing of Oppo Acaded reminer series			The same of the sa				RDA	
Provide Auffillistration 101 CDBG Frogram	~							

Goleta Strategic Plan Goal 11.0 Emphasize Old Town Revitalization

						21,000		Donortment	Notes
	Start	End	Initiation	nitiation limetrame	da o	יכוואם סומו	23	Т	
Objective No./Objective	Date	Date	Short-Term	Ξ	In Progress	Delayed	Completed	DIVISION	
Tasks	(Qtr/Yr) (	(Qtr/Yr)	(<2yrs)	(<5yrs)					
SUD-Tasks									
The state of the s								CM - 65	
Eilings Aquatic Center Program Support								CS - PW/PUS	
Setup Parks and Recreation Department								CS - PW/POS	
Youth Activities								CS - PW/POS	
Senior Activilies								CS - PW/POS	
City Recreation and Active Diverse Recreation Programs								CS - PW/POS	
Develor Events Ordinance								CS - PW/POS	
Create an Expedited Parks Reservation System								CS - PW/POS	
Accepta Bronerty for Neithborhood Parks								PES - AP	
Acquired to the Implement the Filwood-Devereux Open Space Management Plan								DES. AP	
Various Measures to Implement Management Plan								DES AP	
are showy riover native managements in the property of the pro									
Prepare Management Platt for Moria or Durier in Prepare								70.010	
Research a Monarch Docent Program		-						PES - AP	
Conduct Public Workshop/Meeting								PES - AP	
Process Local Permit and Coastal Development Permit Application								PES.CP	
Work with City of SB on Development of Cinema Site								CS - PW/POS	
Greate a Nursery for Growing Local Plants								CS - PW/POS	
Create a Database of Parks & Recreation in Goleta								FINANCE	
Make Girsh Park a Line Item in Budget								CM - GS	
Establish a Youth Center								CS - PW/POS	
								CS - PW/POS	
Develop Joint Use Agreement w/ School District re: School Fields for Rec. Programs								CM - GS	
Develop Agrinnt with City of SB for Subsidized Recreation Programs for City Residents								CS - PW/POS	
Fund a Parks Master Plan								CS - PW/POS	
Prenaration of Park System Master Plan								FINANCE	
AB 1600 Fee Study for Park, Recreation and Open Space Facilities								CS - PW/POS	
Preparation of Individual Park Development and/or Management Plans								CS - PW/POS	
Neighborhood Parks		-						CM - GS	
City Annalics Center								CS - E	

13.0 EMPHASIZE PUBLIC SAFETY						Management of the Control of the Con			
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Start	End	Initiation Timeframe	imeframe	Obje	Objective Status		Department	Notes
Objective No./Objective	Date	Date	Short-Term	Mid-Term	In Progress	Delayed Con	Completed	Division	
Sub-Tasks	(Qtr/Yr)	(Qtr/Yr)	(<2yrs)	(<5yrs)					
							0	000000	
Research Forestry Mgmt re: Safety Purposes in Open Space							7 - 20 o	CS - PW/POS	
Augment Gang Enforcement Program							a a	200	
Study Adding Another Gang Enforcement Deputy			-			-	SOGO	300	
Community Outreach Programs							oo l	2	
Enhance Neighborhood Watch Programs							SBC	Sacs	
Community Resource Deputy					Annual Control of Column Control of Control		a v	SBCS	
Safe Neighborhood Policing				A STATE OF THE PERSON NAMED IN COLUMN NAMED IN			800	SBCS	
Investigation w/in Criminal Investigation			and the same of th				S	SBCS	
Continue Sheriff Subcommittee							av	Sacs	
Implement Commercial Vehicle Enforcement Program							0 0	ON TO	
g within the	City						3 3	00 - MO	
Carry Out Service Objectives of the City Council & City Manager			The second secon				200	CIVI - GO	
Ensure Timely Processing and Expenditure of PS Grant Funds.)		A SA					200	00 - 00	
Enforce New Ordinances							a d	Spec	
Develop Police Statistics							200	DOG DO	
Hold Disaster Prepardness Workshops with Fire for Residents							DA BO	01.7	
D.A.R.E. Program to Schools							0 0	Spec	
CRD Position							30	Social	
SRD's into Jr. High Schools							as as	SBCS	
Enhance Graffitti Abatement Efforts								SD - PS	***************************************
Pursue Department of Homeland Security Grants for EOC in Goleta	8						AS	AS - SS	493
Add Fifth Motorcycle							CS	Б.	
Complete FEMA 2005 Winter Storm Repairs							CS	CS-E	
Initiate design of Winchester Road Culvert Repair							RD	RDA -PS	
Administer and Annually renew the Animal Control Contract							R	RDA -PS	
	-				***************************************		R	A -PS	
reate strategy for	updating plan						28	RDA -PS	
Provide continued updates to City's Webpage								A -PS	
Continue coordination with Federal State County OES agencies							2	RDA -PS	
Complete acquisition and implementation of 800 Mhz radio system							2	RDA -PS	
Initiate Training with Staff							3	2	

		-				_	_		
14.0 FACILITATE DELIVERY OF SERVICES TO RESIDENTS									
	Start	Fud	Initiation Timeframe	meframe		Objective Status	sr	Department Notes	Notes
Objective No./Objective	,			1	1	Douglas	Completed	Division	
Tacke	Date	Date S	hort-Term	Mid-Term	In Progress Delayed Completed	Delayed	Completed	Civision	
The section of the se	(Otr/Yr) (C	(Otr/Yr)	(<2yrs)	r) (<2yrs) (<5yrs)					
Sub-lasks	7								
				and the first state of the stat				00.00	
The state of the s	-							20	
Alternative Transportation		designation of the latest of t						CM - PI	
Support For Cultural Activities		1						IO WO	
Paviaw Cox Cable Lifeline Program						The second secon		- in in	
Collins of the collection of t		_						CM - F	
Working with Supporting Local Nonprofit Services Activities		1						RDA	
Administer the CDBG Community Service Program - Ongoing								00.00	
A Justiciation of the Community Projects Grant Program - Ondoing			_					20-00	
Administration of the community i tolocial crams in a	-								

	ks Facilities
	reets, Parl
	of City St
Goleta Strategic Plan	15.0 Prioritize Maintenance of City Streets, Parks Facilities
Goleta Str	15.0 Prior

								800Z/7 1 (LL	2008
15.0	15.0 PRIORITIZE MAINTENANCE OF CITY STREETS, PARKS, & FACILITIES	& FACILI	TIES						
		Start	Fnd	Initiation Timeframe	imeframe	obje	Objective Status	sn	Department
Obje	Objective No./Objective	Date	Date	Short-Term   Mid-Term	Mid-Term	In Progress   Delayed   Completed	Delayed	Completed	Division
	Tasks	(Otr/Vr)	Otr/Vr) (Otr/Vr)		(<5yrs)				
	Sub-Tasks	(: (:))	1 23 23 7						
									MS/Wd - SO
	Administer Traffic Signal Maintenance Contract		**************************************			THE RESERVE THE PROPERTY OF TH			MS//VIG
	Commented to the contractor								10000
	Conduct Di-Hiolium Fire-cui gawatani Conduct Di-								CS - PW/SIVI
	Sweep Streets in East Goleta Twice a Month			And the second of the second o					CS - PW/SM
	Routine Street Maintenance								CS - PW/SM
	Adm st.maint. contract to ensure compliance w/ contract								CS - PW/SM
	Conduct weekly meetings		The second secon						CS - PW/SM
The same of the sa	Maintain / Improve Street Sweeping Program								CS - PW/SM
	Replace ALL county Signage within the City.								