



**Agenda Item A.1  
WORKSHOP  
Meeting Date: April 7, 2011**

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**TO:** Mayor and Councilmembers  
**FROM:** Daniel Singer, City Manager  
**CONTACT:** MaryJo Alonzo, Management Assistant  
**SUBJECT:** Goleta Strategic Plan Workshop – Prioritization Exercise

**RECOMMENDATION:**

Prioritize objectives that were selected by the City Council during the Strategic Plan Workshop of March 28, 2011.

**BACKGROUND:**

Every two years, the City Council engages in a comprehensive review of the City's Strategic Plan; refining the Plan to reflect the direction of the Council and updating, adding and omitting various objectives. A Plan update was recently conducted on March 28, 2011. At that time the Councilmembers had the opportunity to identify twenty objectives from the Plan which they view as priorities. This exercise is useful to allow Council and staff to have the same understanding of priorities to be addressed within the next 1-2 years.

**DISCUSSION:**

Today's workshop will provide the Council with a further opportunity to select and refine priorities, creating a master list that can be incorporated into the City's two-year budget.

Council will prioritize the top objectives identified by the Council. The results of the prioritization "dot" exercise are included with this staff report. A total of one dozen (12) objectives achieved anywhere from 3 to 5 dots (Attachment 1). In addition, there are 19 objectives with two dots (Attachment 2) and 19 objectives with one dot (Attachment 3).

Included with Attachment 1 are projected budget amounts for various objectives, estimated completion dates and notes explaining additional costs and/or staff resources needed to assist with the completion of these priorities.

During this workshop, it is recommended that Council focus on prioritizing objectives that have more than three dots. In order to organize this list, a forced ranking process will be used to compare objectives to one another to determine the order of highest to lowest priorities. Prior to the forced ranking process, there will be an opportunity for

Councilmembers to advocate for objectives that have only two dots, in order to see if a majority of the Council would support moving that objective up the list. Staff will help to facilitate this process with the Mayor.

Also included with this staff report is a list of other objectives and projects that are currently being worked on by staff during the next 1-2 years. For example, several of our Capital Improvement Projects are not included on the prioritization list and will occur regardless if they are on the prioritization list or not. The following list of items taken from the Strategic Plan, are expected to be completed within the next one-to-two years and have been budgeted for:

1.4	Pursue Outside Agency Grant Funding Opportunities
1.6	a. Complete Railroad Museum Lease
1.12	Trash Hauler Franchise Renewal
2.17	Budget Line-Item for City Facilities
3.8	Encourage Participation with Local Chambers of Commerce, Convention Bureau
3.9	Initiate Study on Hotel and Conference Space
4.4	Create Employee Transportation Demand Program
5.16	Develop Records Retention Program
5.21	Organize City Photos into Database
5.35	Establish a City Donation Policy
6.9	Preparation of Urban Forestry Management Program
7.7	Update Development Impact Fee Program
8.2	Defend Mobile Home Rent Control Ordinance
10.2	Address Flood Control Improvements in Old Town
10.7	a. Active Park in Old Town
10.14	Review of Traffic Circulation in Old Town
11.14	Explore Locations for a Dog Park
12.2	Community Outreach Programs
12.28	Comparative Analysis of Police Resources/Activities
13.5	Complete Council Chambers Phase 3
13.7	Preparation of AB 1600 Study & Traffic Impact Fee Program
13.10	Coordinate Design, Funding and Construction w/ County on Fire Station
13.11	Maintain "PCI" of 70 (Street Maintenance)

**Organizational Capacity:**

Prior to undertaking the establishment of priorities, it may be useful to bring some context to the issue of organizational capacity and priority setting by the Council. Goleta, like many small organizations, has limited resources and staff and often uses contractual services to address core municipal responsibilities rather than enlarging the City's labor base. Goleta departments are small, often consisting of five or fewer employees, with the exception of Community Services and Planning and Environmental Services Departments. As such, each employee is given extensive responsibilities and is regularly asked to assist other employees or departments with collateral tasks and priorities. In addition, as a young organization, Goleta has numerous demands and priorities that work to consume resources and staff time. Goleta is still working on the very "building blocks" that allow a city to properly and effectively function. Other cities would take for granted local laws, policies, and ordinances which Goleta still has yet to establish and adopt.

The opportunity, therefore, for the Council to establish priorities from the Strategic Plan is important, because it provides staff with direction as to what items should be addressed and in what priority. Yet, without additional resources there is a finite capacity staff has to achieve these priorities and the Council should remain mindful of the numerous objectives that have already been identified as important. Capital improvement projects, a Zoning Code, various City Ordinances, planning processing, energy oversight, maintenance of the City's facilities and infrastructure are just some of the numerous priorities that are being addressed on a regular basis. Occasionally, additional items of importance arise that require staff attention. A prime example of this has been the hundreds of hours staff has spent responding to the sudden threat to do away with the City's Redevelopment Agency. Legislative advocacy, public information, legal review and advice, financial analysis of bond financing, and strategic thinking have all become part of the exercise that staff was thrust into, but for which no time was previously allocated or planned.

Unless and until the organizational capacity (size) of the City increases or other priorities are taken off of the list, there will be a limit to how much can realistically be accomplished in a short period of time.

**Legal Review By:**

**Reviewed By:**

**Approved By:**

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Tim W. Giles  
City Attorney

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Michelle Greene  
Administrative Services  
Director

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Dan Singer  
City Manager

**ATTACHMENTS:**

1. Three or More Dot Priorities
2. Two Dot Priorities
3. One Dot Priorities

### Three or More Dot Priorities

Objective No.		Objective Status	Department Division	Completion Date	Approx. Budget Amt.	Requested in Budget	Council Priority	Notes
	Objective							
	Tasks							
2.18	Secure Funding for the Goleta Library	Ongoing	AS/CA	Nov-12	\$100,000			County may share costs. Ballot initiative process is \$30,000
2.19	Investigate Revenue Enhancements for the City		CM	Nov-12	\$20,000			Any revenue enhancement needing a vote-add \$30,000
7.8	Inspection-On-Sale Program		RDA-NS	Jul-13				Not sure about what is involved.
12.1	Maintain Participation with County's Gang Enforcement Activities	Ongoing	RDA -PS	Ongoing	\$25,000	Yes		Annual Expense
	1.6 b Pursue Library Service Agreement with City of Santa Barbara	In Progress	AS/CA	Sep-11		Yes		
3.15	Encourage Incubator Business Opportunities, including a Liaison with UCSB	Initiated/ In Progress	CM	Unknown				
5.8	Procure Project Tracking System/Permit Tracking System	In Progress	PES	Jun-13	\$300,000	Yes		Annual Expense is \$30,000
4.11	Invest in Upgraded Technology & Systems to Enhance Employee Effectiveness		AS/CM	Jul-12	\$132,500	Yes		Ongoing costs of \$21,181 per year
5.37	Digital Development/Permit Document Imaging	In Progress	PES	Jun-12	\$95,000	Yes		
5.38	Systematically Change County Signs to City Signs		CS	Jan-12	\$25,000			
6.13	Fire Hazard Management on City Open Space	In Progress	PES - AS	Jun-13	\$25,000	Yes		
11.15	Research Community Garden Proposal		CS	Dec-11	\$5,000			

**KEY:**

- Connell - orange
- Easton - blue
- Aceves - green
- Bennett - red
- Perotte - yellow

## Two Dot Priorities

Objective No.		Objective Status	Department Division	Council Priority
	Objective			
	Tasks			
1.14	Hold a Joint Meeting with Goleta Water District		CM	<span style="color: blue;">●</span> <span style="color: yellow;">●</span>
2.16	Implement Accounts Receivable System	In Progress	Finance	<span style="color: red;">●</span> <span style="color: green;">●</span>
2.17	Budget Line-Item for City Facilities		Finance	<span style="color: green;">●</span> <span style="color: blue;">●</span>
3.1	Review & Revise Sign Regulations		PES - AP/ CA/RDA	<span style="color: blue;">●</span> <span style="color: green;">●</span>
3.4	Develop & Promote Community Wide Events		CM - PI	<span style="color: yellow;">●</span> <span style="color: blue;">●</span>
3.7	Implement a "Shop Local" Policy & Program		RDA - PI	<span style="color: yellow;">●</span> <span style="color: orange;">●</span>
3.13	Continue to Improve the City's Permitting Process	Ongoing	RDA-NS	<span style="color: red;">●</span> <span style="color: orange;">●</span>
5.5	Develop CH 19 City Programming		CM - PI - AS	<span style="color: green;">●</span> <span style="color: yellow;">●</span>
5.10	Establish City Limit Signs/Marquee		CS - PW/SM	<span style="color: red;">●</span> <span style="color: green;">●</span>
5.34	Plan 10-year Anniversary Celebrations		CM-PI	<span style="color: yellow;">●</span> <span style="color: orange;">●</span>
6.10	Implement the Ellwood-Devereux Open Space Management Plan	Ongoing	PES - AP/CS	<span style="color: yellow;">●</span> <span style="color: orange;">●</span>
9.10	Investigate Possible Ordinance Allowing Off-street Overnight Parking	In Progress	CA	<span style="color: yellow;">●</span> <span style="color: orange;">●</span>
10.11	Review RDA Opportunities for Property Acquisition	Ongoing	RDA	<span style="color: red;">●</span> <span style="color: blue;">●</span>
10.14	Review of Traffic Circulation in Old Town	In Progress	CS/RDA	<span style="color: red;">●</span> <span style="color: orange;">●</span>
10.16	Implement S. Kellogg General Plan Measures (Key Site 2) and Address Impacts on Surrounding Community	In Progress	PES - AP- RDA	<span style="color: blue;">●</span> <span style="color: orange;">●</span>
11.13	Goleta Valley Community Center Use Analysis		CS	<span style="color: green;">●</span> <span style="color: red;">●</span>
11.16	Create Recreation Commission		CM - CS	<span style="color: yellow;">●</span> <span style="color: orange;">●</span>
13.3	Create a Permanent City Hall	On-hold	CM - GS - CA	<span style="color: green;">●</span> <span style="color: blue;">●</span>
13.9	Establish a Teen Center		CM - GS	<span style="color: red;">●</span> <span style="color: yellow;">●</span>

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## One Dot Priorities

Objective No.	Objective	Objective Status	Department Division	Council Priority
	Tasks			
1.2	Develop & Implement Strategy for Special Districts		CM - CA	●
1.4	Pursue Outside Agency Grant Funding Opportunities		CM	●
9.5	Develop Proactive Parking Enforcement Program		RDA-NS/CS	●
9.7	Review City "Red Curb" Policy		CS	●
10.15	Public Restroom in Old Town		RDA	●
11.17	Work with City of SB on Development of Cinema Site		CM - CS	●
12.23	Review Dance Permits	Ongoing	RDA - NS	●
13.15	Advocate with Caltrans on Infrastructure Improvements			●
2.12	Investigate SCE Fund Undergrounding Projects & Develop Project Sites	In Progress	CM - GS	●
5.12	Create City Seal		CM - GS	●
5.36	Design Review Board Guidelines Revisions		PES - CM	●
13.10	Coordinate Design, Funding and Construction w/ County on Fire Station	In Progress	RDA-NS	●
4.3	Revise Personnel Rules	In Progress	AS - HR	●
8.1	**Create an Affordable Housing Program	Ongoing	PES - AP/RDA	●
8.4	Review Housing Options for Use of Set-Aside and Developer Funds	Ongoing	RDA/PES-AP	●
4.4	Create Employee Transportation Demand Program	In Progress	AS - SS	●
7.7	Update Development Impact Fee Program	In Progress	CS	●
8.8	**Preserve Affordable Housing		PES - AP/RDA	●
12.18	Address Enhanced Use of Existing Old Town Substation	In Progress	RDA - PS	●

\*\* There was a yellow dot next to the goal "Create and Preserve Affordable Housing" - this was split into two objectives (8.1 & 8.8).

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