



2019-21 STRATEGIC PLAN



Adopted August 2019

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

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

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

In 2017, the City Council provided updates to the 2015-17 Strategic Plan to inform the 2017-18 and 2018-19 budget cycle. The Council again reviewed and provided updates to the 2017-2019 Plan which resulted in the 2019-2021 Plan.

The Plan articulates eight overarching Citywide strategies that guide the City towards achieving its vision. These overarching strategies serve as an umbrella for the strategic goals and objectives organized beneath them. Strategic goals identify and describe the broad outcomes to achieve each Citywide strategy, and objectives provide measurable targets by identifying specific actions for staff to take.

CITYWIDE STRATEGIES

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



SUPPORT ENVIRONMENTAL VITALITY

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

STRATEGIC GOALS AND OBJECTIVES

— Strategic Goal: Promote renewable energy, energy conservation and local energy resiliency

Objectives:

- Implement the Strategic Energy Plan in furtherance of the City's adopted 100% renewable energy goals
- Encourage energy conservation through enhanced insulation, LED replacement lighting and similar measures, including at City-owned facilities
- Encourage renewable energy generation and use through installation of solar panels, electric vehicle charging stations and similar measures, including at City-owned facilities
- Explore adoption of a "Reach" Building Code
- Continue to work with the Santa Barbara County Climate Collaborative to share resources to address climate change
- Promote increased electric grid resiliency by encouraging backup inverters, microgrids, battery storage and other strategies, as appropriate, to enable Goleta to withstand blackouts and other energy challenges

— Strategic Goal: Advance City water conservation efforts and practices

Objectives:

- Expand the use of reclaimed water wherever possible
- Utilize native, drought-tolerant landscaping on City-owned facilities
- Encourage the use of greywater systems in residential construction
- Support water conservation efforts and encourage storm water capture to facilitate groundwater recharge

— Strategic Goal: Adopt best practices in sustainability

Objectives:

- Implement the Community Wildfire Protection Plan
- Implement Butterfly Habitat Management Plan
- Develop a Creek and Watershed Management Plan
- Update the existing CEQA Thresholds Manual
- Utilize the STAR Community Rating System certification results as a means to assess sustainability efforts
- Develop a Sustainability Plan to identify and achieve goals that foster sustainability
- Implement a Community Choice Aggregation Program by and through participation in Monterey Bay Community Power Authority's Community Choice Aggregation Program



SUPPORT COMMUNITY VITALITY AND ENHANCED RECREATIONAL OPPORTUNITIES

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

As a dynamic community, the City values its diversity and seeks to meet the housing needs of all economic segments of the community by striving to provide affordable housing to local residents. To expand quality of life for residents from all economic segments, the City continues to be committed to enhancing the quality of neighborhood parks and recreation areas. The City is also committed to providing services so that residents can create community through gathering, education and interaction. To plan for future needs, the City engages in various long-range efforts as are reflected in the Strategic Plan's goals and objectives.

STRATEGIC GOALS AND OBJECTIVES

Strategic Goal: Provide community development for neighborhoods and social welfare assistance for those in need

Objectives:

- Develop a homelessness strategic plan to prevent homelessness in the City and create a comprehensive strategy to address the needs of Goleta-area homeless, and those at risk of experiencing homelessness, including homeless veterans, youth, seniors, individuals and families, and the vehicular homeless
- Establish a waiver policy for beneficial uses for development impact fees for nonprofit organizations, childcare facilities, and affordable dwelling units
- Restructure the tourism and economic development funding provided through the Support to Other Agencies Program as an RFP to enable expanded purposes, including community development purposes

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

Objectives:

- Prioritize and begin implementation of recommendations in the Parks Master Plan
- Explore opportunities for increasing the amount of active parks and open space, emphasizing those areas of the community that were relatively underserved as of 2005 and areas designated for future new residential development
- Ensure that new parks and recreational amenities for the public are provided concurrent with new development
- Develop splash pad at Jonny D. Wallis Neighborhood Park
- Evaluate and refine the formalized process for providing support to other agencies by establishing specific program and service categories and a funding and management process specific to each category
- Revisit the Lake Los Carneros Master Plan, including the potential development of Chumash Cultural Heritage Site
- Install a restroom facility at Evergreen Park
- Renovate the multi-purpose recreation field at Evergreen Park after reclaimed water service is secured
- Develop a community garden in a portion of Armitos Park in Old Town
- Promote incorporation of childcare centers into future commercial and residential development

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

Objectives:

- Consider recommendations from the Public Engagement Commission to increase public participation
- Implement the change to evening-only Council meetings
- Consider additional opportunities for public engagement

Strategic Goal: Support and implement the General Plan

Objective:

- Complete the Historic Preservation Program and adopt the associated ordinance

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

Objectives:

- Collect data for evaluation of service needs within the Goleta Library service area
- Explore solutions to improve library services in the Isla Vista portion of the Goleta Library service area

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

Objectives:

- Develop an outreach plan for Spanish speakers
- Develop capacity for implementing the Spanish outreach plan through a bilingual engagement services contract
- Develop a community conversation group as a pre-cursor to LEAD Goleta
- Consider implementing a policy to provide Spanish translation services at public hearings

Strategic Goal: Implement District Elections

Objectives:

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



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 for the areas of public safety, transportation, and library services.

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

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

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

STRATEGIC GOALS AND OBJECTIVES

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

Objective:

- Implement a Financial Software upgrade

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

Objectives:

- Explore possible tax measure options to support the future sustainability of the City's budget
- Enhance the City's investment program and implement investment laddering strategy

— Strategic Goal: Maintain sound fiscal policies and budgeting principles

Objectives:

- Update the Cost Allocation Plan and Comprehensive User Fee Study
- Develop a roadmap to address future pensions and other post-employment benefit (OPEB) obligations

— Strategic Goal: Address Revenue Neutrality Agreement

Objective:

- Explore opportunities to further address revenue neutrality agreement

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

Objective:

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

— Strategic Goal: Maintain prudent financial reserve policy



SUPPORT ECONOMIC VITALITY

The City values opportunities for businesses to develop 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 seek to retain businesses, which will contribute to the quality of life in the community.

STRATEGIC GOALS AND OBJECTIVES

Strategic Goal: Promote a sustainable local economy

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

Objective:

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

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

Objective:

- Provide assistance, financial or otherwise, including Goleta Entrepreneurial Magnet (GEM) program where appropriate, and regulatory changes to support local start-ups, and enable local businesses to expand in Goleta

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

Objective:

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

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

Objective:

- Explore grants that would aid in the City's efforts to secure property for community uses

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

Objectives:

- Provide assistance, financial or otherwise, where possible, and regulatory changes to support affordable housing by for-profit and non-profit developers, and homeowners
- Pursue inclusionary housing policies for rental housing that meet requirements under state law

Strategic Goal: Develop and implement a strategic plan to enable the City to evaluate opportunities for economic and community development



STRENGTHEN INFRASTRUCTURE

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

The goals and objectives developed herein are aimed at improving infrastructure, which includes Citywide public facilities, roads and traffic circulation. This includes supporting projects which will enhance the efficiency of travel, accommodating multi-modal transportation which takes into consideration the various modes of transportation such as transit, rail, walking, bicycling, and the connections among all modes.

STRATEGIC GOALS AND OBJECTIVES

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

Objectives:

- Implement the Bicycle/Pedestrian Master Plan
- Complete Community Center seismic upgrades and ADA improvements
- Complete Library ADA improvements
- Construct multi-modal train and transit station and develop a plan for interior uses and design

— Strategic Goal: Encourage use of Alternative Transportation Methods that reduce vehicle miles traveled

Objectives:

- Pursue sustainable land use practices through the General Plan, including walkable, mixed use urban environments that include recreational and commercial opportunities
- Evaluate opportunities for shared mobility approaches across the region
- Encourage and promote alternative transportation, including transit, biking and walking

— Strategic Goal: Protect and maintain our roadway system

Objective:

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

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

— Strategic Goal: Incorporate Vision Zero plans into transportation project design

Objective:

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

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

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

Objectives:

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



RETURN OLD TOWN TO A VITAL CENTER OF THE CITY

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

STRATEGIC GOALS AND OBJECTIVES

— Strategic Goal: Complete infrastructure improvements in Old Town

Objectives:

- Complete right-of-way acquisition and advertise for construction of the Ekwill Street and Fowler Road Extensions Project
- Complete right-of-way acquisition and advertise for construction of the Hollister Avenue Bridge Replacement Project (San Jose Creek Phase II)
- Complete conceptual design and environmental review for the San Jose Creek Bike Path Project (Middle Extent to Southern Extent)
- Construct portion of San Jose Creek Bike Middle Extent from Jonny D. Wallis Park to Armitos Avenue

— Strategic Goal: Improve parking availability in Old Town

Objectives:

- Work with local organizations, including Traffic Solutions, to evaluate employee parking needs in Old Town
- Encourage employee use of alternative transportation as available for Old Town businesses
- Complete rehabilitation of Orange Avenue lot for public use
- Complete timed parking project in Old Town

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

Objectives:

- Study the feasibility of pursuing state or federal historic registry listing for the Goleta Valley Community Center
- Investigate future management options for the Goleta Valley Community Center and secure a long-term agreement for management of the facility and operations
- Evaluate opportunities for community and economic development in Old Town using a visioning process



MAINTAIN A SAFE COMMUNITY

The City has historically placed a high priority on public safety. The City will continue to work collaboratively with police, fire, residents, and businesses to maintain Goleta's safe community. This 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 for community education and increased public awareness.

Strategic Goal: Maintain robust community/emergency preparedness programs

Objectives:

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

Strategic Goal: Participate in regional public safety collaboration

Objectives:

- Work with the Santa Barbara County Fire Department and the Santa Barbara County Sheriff's Office to ensure adequate staffing levels and services are provided to the community
- Review current evacuation plans and procedures with the County Sheriff's Office, the primary agency for all evacuation matters, and County Fire Department, the assisting agency

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

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

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



ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS

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

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

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

Objectives:

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

Strategic Goal: Maintain transparency in all aspects of City government

Objective:

- Investigate tools to increase presentation of financial information on City Website

Strategic Goal: Continually strive to improve customer service

Objective:

- Based on results of the Information Technology (IT) assessment, invest in technologies that will improve the City's website and the efficiency of online services offered, social media platforms, direct email, text, and voice services, and the City's cable channel

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

Objective:

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