

City of Carpinteria
City Council Special Meeting Agenda
Saturday, January 23, 2021 at 8:00 a.m.

Virtual Meeting

THE CITY OF CARPINTERIA HAS DETERMINED THIS MEETING TO BE AN ESSENTIAL PUBLIC MEETING THAT WILL BE CONDUCTED PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDERS N-29-20 AND N-33-20 AND SANTA BARBARA COUNTY HEALTH OFFICER ORDERS

In response to the spread of the COVID-19 virus, Governor Newsom has temporarily suspended the requirement for local agencies to provide a physical location from which members of the public can observe and offer public comment, and has ordered all Californians to stay home except as needed to maintain continuity of operations of certain critical infrastructure.

In compliance with these orders, and to minimize the potential spread of the COVID-19 virus, the City of Carpinteria is not permitting public access to the City Council Chamber for this meeting. Instead, you are strongly encouraged to participate in the following alternative method:

How to access the Virtual Viewing of Public Meetings.

This meeting is available to view live on Zoom Webinar by [CLICKING HERE!](#) Alternatively, you can join in by following one of these methods: (1) log on to www.zoom.us, download the application, select "Join Meeting", and enter Webinar ID 868 8520 4330; OR (2) call +1 (669) 900-9128 and enter Webinar ID 868 8520 4330.

CALL TO ORDER

ROLL CALL

Councilmember Carty
Councilmember Lee
Councilmember Alarcon
Vice Mayor Clark
Mayor Nomura

PUBLIC COMMENT WILL ONLY BE HEARD CONCERNING THE AGENDIZED ITEM BELOW

CITY COUNCIL WORKSHOP

The City Council will meet for the following purpose:

1. Review and approval of the Draft Annual Work Plan.

Recommendation: Receive staff presentation and consider the 2021 Draft Annual Work Plan for approval.

- a. City staff will present proposed department annual work plans in the context of long-range goals and objectives.
- b. City Council will discuss the draft Annual Work Program and Strategic Plan and make any appropriate changes, which will be incorporated into a final plan.
- c. City Council will receive public comment concerning the matters that are the subject of the special meeting.
- d. City Council will consider the 2021 Work Plan for approval.

ADJOURNMENT

In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact the City Clerk's Office at 755-4403, or the California Relay Service at (866) 735-2929. Notification 2 business days prior to the meeting will enable the City to make reasonable arrangements for accessibility to this meeting.

This agenda was posted on Wednesday, **January 20 2021** in the City Clerk's Office, on the City Hall Public Notices Board, and on the Internet.



City of Carpinteria

COUNCIL AGENDA STAFF REPORT SPECIAL MEETING Saturday, January 23, 2021

ITEM FOR COUNCIL CONSIDERATION

Review and approval of the City's Annual Work Plan for the 2021 calendar year.

STAFF RECOMMENDATION

Action Item _X_ ; Non-Action Item

Review and approve the Annual Work Plan for the 2021 calendar year.

Motion: I move to approve the Annual Work Plan.

BACKGROUND

Each year in late January, the City Council, City Manager and staff Department Heads meet to discuss strategic issues and the Annual Work Plan. The draft Annual Work Plan was published and available for public review on Friday, January 18, 2021, and has been distributed separately.

The Annual Work Plan document is the primary document that guides new or significantly modified staff work for the coming year. The document includes a brief description of all Departments, including a mission statement, and detailed information about each Department's proposed work. Each proposed work item in the Plan includes the following information:

- Project Description
- Objective and Policy Consistency
- Previous and Ongoing Work
- Tasks
- Products/Completion date
- Staff Requirements
- Budget and Funding Source

The Annual Work Plan also includes the identification of strategic issues facing the City, a discussion of the proposed approach to addressing these issues, and implementation measures set out through the Plan.

In order to stimulate strategic thinking in advance of the meeting, each City Council member was provided a questionnaire. Responses received are attached to this report. The City also solicited comment and participation by the public by publishing an ad in the Coastal View News and announcing the meeting at the recent past regular Council meeting.

Also, at the City Council's request, the chair of each of appointed Board, Committee and the Planning Commission are invited to attend the Work Plan meeting.

To date, no public comment has been received. Any comments received prior to the meeting will be provided to the City Council and will be made available to the public at the meeting.

DISCUSSION

The Draft Work Plan is made up of three parts: a Strategic Plan; a compilation of 2021 Department Work Plans, and the 2020 Work Accomplishments Table.

The Strategic Plan is a series of goals and objectives developed to address identified Strategic Initiatives: An Efficient and Effective Organization; A Sustainable Community; and, Interagency Cooperation/Coordination. The Strategic Initiatives represent key long-range interests of the City that are not easily resolvable or entirely within the control of the City. Annually, Work Plan items serve to implement the Strategic Plan, in part. The Strategic Plan also includes a discussion of progress, resource issues, and adjustments, concerning each Strategic Initiative.

Each Work Plan item proposes some type of discrete work matter. A Work Plan item may be a new City program or service or changes to an existing program or service, or can reflect a new or ongoing major capital project. Although work matters may influence or be affected by routine or ongoing work, the Work Plan is not a comprehensive description of day-to-day work of the City organization. Creation of the Work Plan is educated by the Strategic Plan and changes in context that are affecting progress addressing it, progress and/or completion of Work Plan items in the prior year, and direction provided by action of the City Council.

The Accomplishments Table is an accounting of last year's work plan and describes the status of each Work Plan item, in particular, those completed or proposed to be tabled.

Finally, please note that the City's Mission Statement and Vision (see pages 1 and 2 of the Work Plan), were outcomes of public processes that occurred in the early and mid-1990's, respectively. It is healthy for an organization to regularly review and update such guiding statements. The City is currently engaged in an update of its General

Plan/Coastal Land Use Plan. This may be an opportunity to consider a schedule and process for updating the Mission and Vision Statements; either as a part of or parallel to that work.

LEGAL AND RISK MANAGEMENT CONSIDERATIONS

The Annual Work Plan meeting is a special meeting of the City Council pursuant to Carpinteria Municipal Code 2.04.020. The meeting is open to the public and has been noticed by publishing an advertisement in the newspaper, posting of the agenda and making the agenda materials available in advance of the meeting through the City Clerk's office and the City web site.

The Annual Work Plan is an opportunity to identify work that can help address legal, financial and other types of risk facing the organization. Work related to the implementation of the City's Risk Management Evaluation is a part of the Work Plan (page 56).

FINANCIAL

The Annual Work Plan is an important precursor to the drafting of the budget for the coming fiscal year, i.e., July 1, 2021 to June 30, 2022. Through the budget development process, which begins in March and concludes with City Council adoption in June, it will be determined what projects and programs are to be funded, and the basis for determining program/service effectiveness through performance measures.

ATTACHMENTS

Annual Work Plan (distributed separately on January 18, 2021)
City Council Questionnaire responses

Staff contact: Dave Durlinger, City Manager
(805 684-5405, x400, daved@ci.carpinteria.ca.us)



Signature

Work and Strategic Planning Questionnaire

Roy Lee

2021

The purpose of this questionnaire is to stimulate strategic thinking and assist Council members in preparing for deliberation on annual work priorities, and to provide City staff with information to as a part of the preparation of a draft 2021 Work Plan.

A. The following three questions are an initial prompt intended to stimulate strategic thinking. They do not require a written response.

What is the community like now?

What will the community be like in 10 years if no action is taken by the City?

What will the community be like in 10 years through effective City stewardship, projects, programs and services?

B. The following questions are a part of a traditional Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis for strategic thinking. (Separate sheets may be used to respond if more space is needed).

1. What do you see as the City's greatest strengths (e.g., fiscal condition, government transparency, etc.)?

- City Staff
- fiscal condition and transparency
- (for now)

2. What do you see as the City's best opportunities for improving the Carpinteria community (e.g., proactive neighborhood preservation policies, community center, etc.)?

- Skate park
- Improving Infrastructure
- ability to adapt to needs and wants of the community.
- Basketball court(s)
- permanent dog park • another community garden • Gas blowers

3. What do you see as the City's greatest weaknesses (e.g., limited revenue sources, condition of infrastructure, etc.)?

- limited revenue sources → imperative to find more income sources
- paving / condition of infrastructure / roads needs to be updated / improve.
- need to create a space for seniors / youth

→ • 24 hrs access to bathroom

→ • Rename Dump road -

4. What do you see as the greatest threats to the City promoting its vision and mission?

• COVID-19 ; long term ~~impacts~~ Impacts

• High density housing → New community housing off Bailard.

• Homelessness ; transients / camps, fires from camps.

C. Are new and/or changed projects, programs and/or services needed to address the things you've identified above? If so, describe them here:

1. Basketball courts - open to the public as much as possible
the middle school basketball courts has been closed ~~for~~ ~~the~~ since last March.

2. Need to create a space for our seniors and youth.

• A senior center

• Youth sports, i.e. skate park / basketball courts

3. Permanent dog park

• Consider new locations in ~~our~~ ^{our} city

4. another community garden

5. Gas blowers in the city

• loud / noisy / air pollution

• Consider using electric blowers

6. 24 hr access to bathrooms.

7) Rename Dump road



City of Carpinteria

Annual Work Plan
January 23, 2021



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I. INTRODUCTION

The City's annual work planning is an important aspect of the ongoing implementation of the Community's defined mission and vision. The process allows the City Council to revisit those statements of community intent within the context of organizational values and real world information, e.g., demographics, economic conditions, progress on the prior year's work, and to then direct changes or take on new initiatives as necessary for the City organization to respond to the evolving needs and expectations of the community.

The outcomes of the annual work planning process includes an agreed upon strategy for influencing factors that affect the City's ability to achieve its long range, goals. The product of the planning process is an annual Work Plan document that includes a discussion of **Strategic Initiatives, Annual Work** priorities organized by Department and Program, and a table of prior year **Work Plan Accomplishments**. The Work Plan also provides important information for estimating revenues and expenses as a part of the City's budget development process.

II. MISSION STATEMENT

A mission statement conveys the purpose of the organization, the essential reasons for its existence; serving as the foundation for policy and resource allocation decisions.

City of Carpinteria Mission Statement January 25, 1993

Government in Carpinteria shall be open, honest and equitable and shall encourage, to the fullest extent possible, public participation in the decision-making process.

Government shall make judicious use of the City's limited resources to promote the highest possible quality of life for all of Carpinteria's residents. This includes providing services consistent with community needs as well as protecting the social and physical environment.

Government shall strive to enhance the City's economic base in a manner that is consistent with the needs and preferences of the community. The city budget shall reflect the goals and priorities of the majority of the City residents and shall be managed in a professional and business-like manner.

The diversity of the community shall be recognized, and City government shall serve the interest of all residents, maintaining an atmosphere in which the residents feel the City has their best interests at heart at all times.

The long-range vision and course of action for Carpinteria's future shall continue to be articulated and implemented through an ongoing process of community-wide consensus building.

III. VISION STATEMENT

A vision statement describes the desired future; the collective understanding of the ideal situation.

Carpinteria in the Year 2021
Community Vision Statement
September 1997

Carpinteria is a vibrant but easy going, family oriented small town with an economically and ethnically diverse population, working together for the common good of all residents and visitors.

Framed by the mountains and the Pacific Ocean beaches, Carpinteria's unusually mild climate provides a beautiful setting in which to live, to work and to play.

It has safe and attractive commercial, agricultural and residential areas. It benefits from an outstanding local school system. Walkways and bike paths link centers of interest in the town. The automobile is a choice rather than a necessity. Excellent local and regional transportation connects Carpinteria to nearby cities. Opportunities for the enjoyment of recreation and the arts are widely available.

The community maintains a balance between effective growth and open space through sensitive, area-wide planning which ensures that the small town, rural identity of Carpinteria will flourish.

IV. STRATEGIC INITIATIVES - 2021

The Strategic Initiatives identified and discussed below are high level policy areas that have been determined to be strategic because they represent more than a current crisis and are not easily resolvable or entirely within the control of the City. Identifying and effectively addressing strategic issues helps the City organization accomplish its stated Mission and resolve important policy questions concerning the delivery of municipal services. Strategic Initiatives are interdependent and, in some cases, overlap. Each Strategic Initiative below sets out related goals that are annually implemented through the objectives of the Work Program.

1.) An Efficient and Effective Organization

A stable, reliable, and professionally run local government organization is an essential part of the City's ability to respond to community needs and expectations with appropriate services. The City's capacity to equitably deliver the type and quality of local government services needed and expected by the community is directly related to its workforce, policies and procedures, facilities, and financial resources.

A. Public Facilities and Systems: The City manages buildings, streets and other public facilities and infrastructure with significant value that must be maintained and improved in order to continue to meet community needs and expectations. The City studies the condition of its street paving, storm water management system, and street trees, for example, in order to quantify and prioritize needed investment in maintenance and replacement.

The City's neighborhood parks are at an age where increased annual investment is necessary. Investing in these public facilities in adequate increments and consistently over time, including leveraging City revenues through grants and other means, will allow the City to provide facilities and improvements that continue to meet the needs and expectations of local residents, businesses, and visitors.

In the digital age, local governments have the opportunity to communicate effectively with more residents, business operators and visitors than ever before. With technological advances, the public's expectations for access to information and transparency are rapidly changing. This will require the City to strategically invest in upgrading and/or replacing computer software, provide employees the tools needed to meet the information needs and expectations of decision-makers and the public, and to take advantage of social media and other information platforms, in order to ensure that communication with the public is efficient and effective.

Public Facilities and Systems Goals

- *Consistent improvement in street pavement and parkway conditions as indicated by:*
 1. *A rising annual overall Pavement Condition Index score - toward the target of 75;*
and,
 2. *Reduction in number and severity of claims; and,*

3. Reduction in the amount of asphalt, curb, gutter and sidewalk repairs caused by street tree root damage.

- *An updated City Hall campus that meets the needs of employees and the public.*
- *Up to date hardware and software systems as needed to support staff work.*
- *Completing annually one or more Carpinteria Coastal Trail link milestones and rehabilitation of at least one park playing field and/or playground.*
- *Establishment of a concrete plan for expansion/improvement of local public transit to include better east/west connectivity.*
- *An updated Carpinteria Library that better meets the needs and expectations of the community.*

Progress, Resource Issues, Adjustments

The City will address these goals primarily through work conducted annually as a part of the Street Maintenance, Public Facilities Maintenance, Capital Improvements, Financial Management and Management Information Services programs. Meeting the above goals requires a greater commitment of financial resources than has been available in the past. Local Measure X sales tax revenue is now supporting increased investment in maintenance and capital projects work. For example, the annual pavement maintenance budget is expected to range from \$1.5 to \$2 million, a significant increase over the average of \$300,000 in the recent past.

In 2020 the City established the Parks & Facilities Maintenance Division that will allow for more timely and effective maintenance of the City's Parks, trails and open space system. The new Parks and Facilities Division includes in-house maintenance staff and is responsible for Parks and Public Facilities maintenance work both directly and via oversight of contract maintenance services.

The City Hall building and campus has been the focus of significant investment over the past two years and subsequent work phases are planned for the next several years. Inspired by insurance work conducted in response to damage from a major sewage leak, the work at City Hall will result in a building and campus better able to meet community needs and provide a safe and healthy work environment for decades to come. Future City Hall campus improvements, including landscaping, parking lot, corporation yard and maintenance building expansion, and a law enforcement annex/emergency operations center, are needed and being planned for future years.

Both the website and financial software system updates were completed in 2020. Also, in response to the COVID-19 Pandemic, a Community Hub website was created that provides a central location for residents and business owners/operators.

Significant progress continues to be made on completing the Carpinteria Coastal Trail. Acquisition of Bluffs III was consummated in 2019 and work on designing public trail, parking, restroom and habitat restoration work initiated in 2020. An endowment has been established for annual maintenance. Planning and engineering design work for both the Santa Claus Lane and Rincon Trail links continued to progress in 2020. Although slowed by the pandemic, work progressed on environmental review and permitting for the Rincon Trail and construction of the freeway widening project that began in 2020 will lay

the foundation for the Santa Claus Lane Trail connection. Grant funded engineering design work progressed for a Bluffs II trail link at the S&S Seeds property.

The pandemic has had a significant impact on public transit, including the suspension of the Carpinteria Seaside Shuttle service by MTD. After years of low ridership numbers, this beloved local transportation option now faces an existential threat.

The City Council received the final report from the Library Committee and approved taking necessary actions for the City to take over operations by late 2022. Work on transition is expected to progress in 2021 with the assistance from consultant services.

B. Policies and Procedures: Establishing and maintaining appropriate policies and procedures supports efficiency in staff work and helps to ensure compliance and accountability. In a dynamic local government environment with limited resources, keeping policies and procedures up to date can be an ongoing challenge. City policies and procedures cover subjects that vary from personnel rules and workplace safety to land use and development permitting.

Policies and Procedures Goals

- *Updated General Plan/ Coastal Land Use Plan*
- *Up to date, effective Administrative Procedures Manual*

Progress, Resource Issues, Adjustments

The onset of the worldwide COVID-19 Pandemic in early 2020 required as a part of its response for the City to establish a variety of policies and procedures necessary to ensure the health and safety of employees and the general public, and to mitigate impacts on businesses and the local economy. This work included establishing a COVID-19 Prevention Plan and procedures for the implementation of Council programs adopted to prevent the spread of the virus and to assist businesses impacted by state and local prevention measures. For example, procedures were necessary to implement Council approved programs allowing for use of portions of sidewalks and streets for business activities, and providing direct grant funding to help offset business costs associated with certain protective measures.

In 2019 administrative drafts of each Element of the Plan were submitted to California Coastal Commission staff for input. The next step will be to hold workshops where public input on administrative draft policy Elements will be considered. This information will be analyzed by the staff/consultant team and provided to the Committee as a part of its deliberative process to complete a draft General Plan/Coastal Land Use Plan document for environmental review and legislative action. Once approved through the City's legislative process, the document will be submitted to the California Coastal Commission for approval and certification. The General Plan Work was projected to be completed in 2022; however, due to the pandemic, throughout the 2020 calendar year the General Plan Committee and staff/consultant team work was largely suspended. The City did establish a new contract Planning position in 2020 and completed the hiring process. The contract Planner is expected to provide the focused attention needed to restart and move forward this important work.

C. Workforce: Maintaining a well-trained and motivated workforce is critical to the delivery of municipal services that meet community needs and expectations. Challenges include key employees nearing retirement age, the rising costs of public pensions and health insurance, and the high regional cost of living in a competitive labor market. Changes in State law and accounting standards, which aim to improve transparency and accountability, require the City's ongoing diligence and time.

Workforce Goals

- *Maintenance of a sustainable compensation package.*
- *Successful recruitment and retention of a qualified, diverse, and professional staff.*
- *An employee orientation program that effectively imparts organizational values and practices.*
- *Meet human and technology resource needs of the organization.*

Progress, Resource Issues, Adjustments

As the City's workforce ages, this will present both challenges and opportunities: Transfer of institutional knowledge and organizational values will need to be a priority; Due to the high cost of housing in the City and region, creative and up to date compensation package will remain critical; Meanwhile, recruitment and hiring will create opportunities to evaluate the delivery of various services and make changes to best meet the evolving needs of the community.

The City has continued to keep up with personal computer hardware and software needs, adequately budgeting for this annually. As a part of the City Hall Remediation and Renovation project, building technology, security and other systems will be improved in support of an improved work environment.

The City Council approved a one year labor agreements in 2020, with union represented employees and renewed terms and conditions of employment for unrepresented employees, including management. The City initiated the process to complete a total compensation study in 2019. A consultant was selected and hired, however, due to the pandemic, work has not been completed. The study is expected to be restarted and completed in late spring/early summer 2021, in conjunction with negotiation of successor employment agreements.

The City Council has initiated a process to establish a Racial Equity and Social Justice program with the purpose, in part, of ensuring that the City workforce is representative of the community and public resources and services are equitably allocated. Steps in the process to establish the program will including staff training as a part of creating organizational capacity for engaging in this important work.

D. Finances: Diverse and healthy revenues, good financial management, prudent budgeting and effective cost controls, are all essential to ensuring the City is in a good position to deliver necessary and desirable services to the Carpinteria community. The City has historically been successful in weathering volatility in the local economy and providing consistent service delivery. However, the City is not immune from local government financial issues affecting most cities in the State and nation including the

stagnation of various revenue sources and significant increases in public safety, employee pension and health insurance costs. These issues have historically combined to challenge many local governments, including Carpinteria, in the delivery of necessary and desired services, projects and programs.

Financial Goals

- *To ensure adequate and sustainable revenue source(s) for City operations.*
- *To have sufficiently diverse revenue sources that allow for stability in the event of decline in one or more revenue areas.*
- *To have cost controls in place that can mitigate volatile and/or unexpected increases in expenses, e.g., law enforcement contract costs.*
- *To keep fees and charges for services up to date in order to ensure that cost recovery objectives, as established by City policy, are met.*
- *Support development opportunities consistent with City land use policies, recognizing that such property improvements and uses also promote growth of property, sales, and transient occupancy tax; and, support the needs of local business interests, including the promotion of the local economy.*

Progress, Resource Issues, Adjustments

The COVID-19 pandemic has upended the finances of local governments across the nation, including the City. Measures aimed at discouraging the spread of the virus required businesses to shut down or operate under significant restrictions. The City is experiencing a related significant decline in state sales and transient occupancy taxes (hotel bed tax) revenues and an increase in expenses undertaken in order to assist with response and recovery. In response to a projected budget deficit, the City has implemented a combination of cuts and use of reserves in the 2020-21 fiscal year.

Nonetheless, local sales and property tax revenues have been stable and have even exceeded growth projections, allowing for the City to continue to deliver on key service objectives including public safety, library operations, community services support, and addressing deferred streets, parks and facilities maintenance.

The Santa Barbara County Sheriff's Office has notified the City that it has engaged the services of a consultant to help it prepare an amended cost allocation methodology that it will propose as an amendment to service agreements with contract cities, including Carpinteria. It is not known what effect this may have on City law enforcement services costs. The planned establishment of a local public library operated by the City and a new Racial Equity Social & Justice program represent organizational capacity/staffing challenges that have financial ramifications.

City staff has continued discussions this past year with a number of property owners and prospective developers on projects that, if consummated, could both be consistent with City land use goals and policies and (out 3-5 years) deliver additional revenue for community services, projects and programs. In particular, hotel projects, the Lagunitas

office building, and the redevelopment of the 700 block of Linden Avenue, hold potential for improved employment and tax base.

2.) A Sustainable Community

The concept of a sustainable community is commonly understood as meeting existing needs of a community without compromising the ability of future generations to meet their own needs.

The City has adopted a sustainability Policy (Resolution No. 5500) that establishes three sustainability topic areas: Economic Vitality, Environmental Stewardship, and Community Health, Safety and Wellness, intended to provide a policy structure for evaluating and evolving a variety of City services from public safety to energy conservation to tourism promotion. This Sustainable Community policy is also being used as a basis for policy development in the update of General Plan / Coastal Land Use Plan update. These concepts of sustainability and healthy communities represent an important recognition of the scope and breadth of City responsibilities to its constituents.

A. Economic Vitality: Carpinteria continues to thrive as a destination of choice for those that value a real, small beach town experience with abundant natural resources and a safe, attractive built environment. Tourism continues to be a complement to the community rather than to overrun it, thus supporting long-term residential property values for local residents and viable small business opportunities. At the same time, the lack of diversity in the economy, relatively weak retail sales, sales tax leakage and unrealized potential in hospitality development (which will take years from proposal to completion), leaves opportunity for building a more resilient local economy, better capable of meeting local needs and expectations.

Economic Vitality Goals

- *A more diverse local economy with products and services that meet a broader spectrum of residents' needs and expectations.*
- *Retail, visitor serving, corporate headquarters and R&D sectors that are stable, successful and complementary to community character.*
- *A vibrant, healthy small business sector.*
- *Improvement in off-season visitorship.*
- *Expanded local hiking and biking trails and public transit that are attractive and convenient to residents, employees and visitors.*
- *A high quality, safe system of parks and open spaces that meet the needs of the community.*
- *New investment through private development in the City's neighborhoods, districts and major street corridors.*
- *A balance of jobs and housing in the community, including improved availability of housing affordable to low and moderate income households and that meet the needs of the local workforce.*

Progress, Resource Issues, Adjustments

The City practices an asset based economic vitality program, maintaining and improving upon existing assets in support of the local economy. The City invests in its quaint, beachside Downtown through adequate maintenance and necessary and desirable capital projects, and maintenance of all public facilities, parks and open spaces.

In 2020, throughout the state and nation the COVID-19 pandemic has required public health protective measures be put in place, such as restrictions on travel and gathering, that are having a significant impact on local economies. Nowhere are those impacts more severe than in places like Carpinteria where the local economy consists primarily of small, locally owned and operated businesses, that rely heavily on seasonal visitors for a significant part of annual income. The City, along with federal and state governments, have responded by making grants and loans available, and implementing other programs aimed at supporting businesses impacted by the imposition of public health protective measures.

Despite the challenges of the pandemic over the past year, progress continues to be made on a variety of fronts that positively impact the local economy. The City continues to conduct work to connect and expand the Carpinteria Coastal Trail, specifically work on the Rincon Trail, Bluffs II, Bluffs III, and Santa Claus Lane trail sections, through both property acquisition, funding and engineering design/permitting work. These trail segments are a part of the Coastal Vista Trail, as well as state and federal coastal trails systems, and are a growing and considerable attraction for visitors to the region. City improvements are also complemented by improvements that the State Park is making, including a dune trail, replacing restrooms and signage and rehabilitating landscaping in locations such as the Carpinteria Creek lagoon. The Carpinteria State Beach Campground continues to be one of the most popular destinations in the State Parks system, drawing nearly a million visitors annually to its campground and day use area.

The City's development review process has historically been very successful at finding an appropriate balance between efficiency and getting results that are consistent with City policies and community expectations, thus serving to promote new investment while supporting the City's small town charm. However, recent state laws and evolving community expectations, have been the impetus for the initiation by the City Council of work to evolve City development standards for certain neighborhoods and commercial districts. A joint City Council, Planning Commission and Architectural Review Board committee has been formed to evaluate current development standards, including, in particular, in the Downtown and Concha Loma/Arbol Verde residential neighborhoods, to and assist staff in drafting updated guidelines and standards that meet new state laws and local expectations.

Real estate and construction costs, along with a lack of vacant land, continue to exacerbate the availability and affordability of housing. These conditions are creating employee recruitment and retention challenges for employers and financial challenges for those trying to find housing near work. The issue is similar in most of California and is getting the attention of the state legislature. State housing legislation that aims to spur housing construction, in particular, along the coast, is expected to continue to be a focus for

the 2021 state legislative cycle. Over the past several years much of this state housing legislation has aimed to preempt local government control over certain aspects of residential development as a means to promote greater volume and affordability of housing production in the state. This approach by the state represents a significant risk for Carpinteria of development occurring that is incompatible with local interests and, over time, degrades elements of the community that are valued by local residents and are attractive to visitors and investors.

B. Environmental Stewardship: The coastal location of Carpinteria presents unique responsibilities and opportunities. The City collaborates with local, state and federal agencies to implement myriad laws that are intended to protect unique natural resources such as the Salt Marsh, creeks, coastal bluffs and beaches. The City also collaborates with state and federal agencies to conserve resources, to ensure that poor water or air quality does not threaten public health or the environment, and to reduce the amount of waste sent to landfills from the community.

Environmental Stewardship Goals

- *Implement the City's Sustainability Policy through the General Plan Update and support the creation and advancement of an appropriate plan of action.*
- *Implement the latest storm water management mandates via updated City Storm Water Management Program and creek protection policies.*
- *As described in the City's waste hauling franchise agreement, implement new and expanded waste stream reduction and recycling programs.*
- *Continue projects and programs that move the City toward reliance on more sustainable energy sources and reduce energy use.*
- *Complete the acquisition of the Rincon Bluffs Preserve in a manner that ensures appropriate improvements and their long-term sustainability.*

Progress, Resource Issues, Adjustments

As a part of advancing the implementation of the City's Sustainability Policy goals, the City Council in 2019 approved the creation of a Sustainability division in the Public Works Department with expanded responsibilities and a new title for the Environmental Program Manager position. Important ongoing work being conducted at this time includes participation in the Central Coast Community Energy joint powers authority, a recycled water project with the Water and Sanitary Districts (Carpinteria Advanced Purification Project), and working with the Water District on launching a Sustainable Groundwater Agency and creation of a Plan to effectively and sustainably manage groundwater resources.

Significant work on Sea Level Rise continued in 2020 through adoption of Interim Sea Level Rise Guidelines, which allows for new development to safely and responsibly while permanent polices and regulations are established through the update of the General Plan / Coastal Land Use Plan.

The transfer of ownership of the Rincon Bluffs Preserve to the City was consummated in 2020, and the City began a process to make habitat restoration, trail, restroom and parking facility improvements on the approximately 23 acre site. An endowment will support annual maintenance activities.

In early 2021, customers in the northern part of Santa Barbara County began the transition to Central Coast Community Energy (C3E). Other parts of the county, including Carpinteria, will become energy customers of C3E in the latter part of the year. This move will open the door to a greater amount of local investment in energy conservation, sustainability and resilience projects, programs and services.

C. Health, Safety and Wellness: People make communities function well and achieve success. In order for people to succeed they need to feel safe, have access to good housing, healthy food, education and health and human services for children and families. Carpinteria has a wealth of facilities and services that support a healthy and safe community. The City's role in this varies from little involvement to providing services directly. A part of the City's role is to evaluate community health, safety and wellness service needs and collaborate with other agencies and entities in order to help address them. Since early 2020, the COVID-19 pandemic has demanded a unique collaboration with the County of Santa Barbara and local community service agencies. Effective response and recovery plans were developed and deployed and this work is expected to continue throughout 2021.

As the demographics of the City of Carpinteria evolve over time, the City will need to continue to evaluate the service needs of its residents and make any needed adjustments. For example, the 2020 US Census results will become available later in the year and should be a part of how the City evaluates current and future needs. Current data suggests that many families with children in Carpinteria are lower income and struggle with basics such as food and shelter. Also, past data suggests that older but active retirees have been coming to Carpinteria in greater numbers. Understanding how such demographic changes may affect community service needs, anticipating evolving community expectations and effectively implementing change is of ongoing importance.

Health, Safety and Wellness Goals

- *Effective and efficient public safety services as appropriate to maintain Carpinteria as a safe place for residents, business operators and visitors, and as a place where a relationship of trust exists between residents and law enforcement.*
- *A program such as the Neighbor-to-Neighbor program concept described in the recommendations of the Neighborhood Preservation Committee report to Council, which can serve to promote communication and build trust between neighbors and between residents and the City.*
- *An emergency preparedness program that effectively promotes resilient households, neighborhoods and businesses.*
- *A disaster planning and response program that effectively prepares City staff for responding in the event of a disaster.*

- *Carpinteria improves as a compact and accessible City where walking and bicycling are viable options for going about daily routines and commuting to work/school.*
- *Carpinteria improves as a place where access to public parks, open spaces, trails, and recreation programs and services encourage an active lifestyle.*
- *A sustaining community garden program that, along with the local farmer's market and other businesses, allows for convenient access to locally grown and healthy food.*
- *Development review and code compliance services help to ensure safe housing, protection from flooding and other hazards, and attractive and livable neighborhoods.*
- *Collaborative and cooperative relationships exist with other agencies and non-governmental organizations that contribute to the provision of appropriate, equitable and effective education, health and human services, in particular, to children and families, in the Carpinteria community.*

Progress, Resource Issues, Adjustments

With revenue from a voter approved local sales tax, in 2019 the City re-established the Community Resource Deputy (CRD) position, and the CRD began working with youth through the Middle and High schools, working on homelessness issues, and scheduling and managing bicycle/foot patrol. The City initiated the Neighbor-to-Neighbor program with a pilot event at Monte Vista Park. Aimed at creating a context for neighbors to interact and for local public agencies to provide information and hear from residents directly. Unfortunately, the pandemic has curtailed CRD work with youth and required that the Neighbor-to-Neighbor program implementation be suspended. Both of these efforts are expected to restart after the High School and Middle School are allowed to resume classroom instruction and public gatherings/travel restrictions are lifted.

The current COVID-19 pandemic and recent past Thomas Fire and subsequent flood, illustrate the importance of community disaster preparedness and City emergency response capacity. This work remains a priority with particular attention on improving communications through social media. The City will also continue to work with FEMA to complete local flood map changes related to Carpinteria Creek and its watershed.

The incorporation of long-term land use and development policies concerning Sea Level Rise into the General Plan / Local Coastal Plan is now well underway and interim policy guidelines were approved in 2020. This will provide the basis for mitigating hazards to life and property in the future.

The Community Garden project at Fifth Street and Holly Avenue that began operating in 2018, continues to be a successful program for providing healthy food to Carpinteria households despite the pandemic's limits through most of 2020 on gathering and, education. Work to complete transfer and improve the former Whitney site for agricultural education continued in 2020. The City intends to also work with CUSD on a cooperative agricultural education program at these sites.

Also, with the support of new revenue from the voter approved local sales tax, funding for local service providers, including the Carpinteria Children's Project, and the Carpinteria Library, was expanded significantly in 2019. In 2020 significant funding was

provided to assist community organizations in delivering services, such as food distribution and childcare, in response to the COVID-19 pandemic.

The City also supports the South Coast Task Force on Youth Safety and participates in THRIVE, an early education to college/career readiness advocacy effort. Through activities funded by the Santa Barbara County Continuum of Care, in particular, outreach work by the North County United Way and County Behavioral Wellness, progress is being made in housing people living on Carpinteria streets. The City also collaborated with County Housing Authority on acquiring a School District property adjacent Monte Vista Park for a housing project that would include affordable housing and housing designed to meet the needs of local people experiencing homelessness.

Finally, as discussed previously, progress was made in 2020 on acquiring and improving public open space and trails along the coast. The acquisition of an approximate 21 acre Bluffs III site was consummated in 2020, and three trail projects that together would nearly complete the Coastal Vista Trail all advanced in the planning, acquisition and design/permitting stages.

3.) Interagency Cooperation/Coordination

As coastal regions in southern and central California continue to grow, including Ventura and Santa Barbara Counties, the ability of a city or county to independently have a positive effect on issues such as traffic congestion, housing affordability, or resource protection, is made more difficult. This is true in Carpinteria today as the City cannot, by itself, effectively address traffic congestion on Highway 101, the cost of housing in the market, or important factors that may influence a business to move out of the City or not move here in the first place. There are several issue areas that are central to the City's need to work cooperatively with other agencies at the County, state and federal level.

A. Housing and Employment: Important industries in Carpinteria, hospitality and agriculture include relatively low wage jobs. In conjunction with a high cost of living, affordable housing is a critical need in the region. Also, as a small City situated in an area where a significant portion of the affordable housing demand is generated in the neighboring unincorporated County, Carpinteria must work cooperatively with other public agencies and non-government organizations in order to address the affordable housing need in the community.

Carpinteria is not immune from societal problems that frustrate workforce development, gainful employment and active citizenship, including lack of education and experience, and involvement in criminal activities. In order to effectively develop Carpinteria youth for employment and active citizenship, the City works cooperatively with non-government organizations, local schools, County and state government, and non-government organizations in the region in order to make needed family and youth services available and convenient to the Carpinteria community.

Housing and Employment Goals

- *Implement policies of the Housing Element including working with area housing providers such as the County Housing Authority and People's Self-Help Housing, to increase affordable housing opportunities.*
- *Continue and expand cooperation/collaboration with other public agencies and NGO's, to promote health and successful children and families in the community.*

Progress, Resource Issues, Adjustments

The City's affordable housing collaborations have historically been successful in generating housing opportunities for various economic segments of the community. In addition to several low income projects developed by People's Self-Help Housing, the City and the Santa Barbara Housing Trust Fund operate a first time buyer down-payment loan program to assist above moderate income buyers in entering the Carpinteria housing market. Habitat for Humanity completed several affordable sweat-equity units in 2019, and additional market rate and affordable housing units are under construction at the private Sea House condominium development (formerly Green Heron Spring). The City is also successfully collaborated with the County Housing Authority, which is acquiring a site for affordable housing adjacent Monte Vista Park.

However, City control over these factors are very limited and market conditions, including lack of available land for new development, ensure that house availability and affordability will remain a challenging issue requiring regional collaboration. The State legislature has passed a number of laws in recent years that serve to impose new requirements on City's and undermine local control over land use planning. The City anticipates the need to continue to respond to such legislation. Also, the Regional Housing Needs Assessment (RHNA) process began in 2020 and the City will continue to work cooperatively with the Santa Barbara County Association of Governments on the regional allocation planning process. The RHNA is the precursor to the City's update of the Housing Element of the General Plan. Work on the update, hiring of a consultant, will begin in 2020 for the 2023-2030 cycle

The City continues to provide financial support and to work cooperatively with agencies such as Girl's Inc. and the Boys & Girls Club, to help establish a context where children and their families can be successful and contribute to the Carpinteria community and society in general. Focus areas in Carpinteria include early childhood education, family support and mental health services. In response to the pandemic, the City has been working closely with various community service agencies providing logistical support and funding for food distribution and childcare. The City also provided direct grants to small businesses impacted by pandemic related operational restrictions.

B. Open Space: Carpinteria is situated on the California coastline and the City is a steward of unique and important coastal resources that exist here. But the City does not work alone in this effort. There are myriad public agencies (county, state and federal), that have responsibilities for resources located within City limits. From marine mammals to the Salt Marsh, to public access to the coast and mountains, the City works in partnership with

county, state and federal agencies as well as non-government organizations and private property owners to protect, preserve and enhance these resources. The City's work plan anticipates continuing and expanding its role as a partner in efforts to gain access to the funding and expertise needed to be an effective steward of open space resources in the area and to maximize the benefits of those resources to residents, business, and visitors.

Open Space Goals

- *Establishment of stable and adequate funding for parks and opens space maintenance.*
- *Transfer of the Rincon Bluffs Preserve from the Land Trust to the City in a manner that allows for the improvement and long-term maintenance of environmentally sensitive habitat and public access.*
- *Protection and improvement of coastal resources through cooperation with responsible agencies such as the California Coastal Commission, State Department of Fish and Wildlife, California Water Board, UCSB Extension, and County of Santa Barbara.*
- *Establishment of Sea Level Rise policies as a part of the General Plan/ Coastal Land Use Plan capable of addressing protection of coastal open spaces and unique habitat resources such as the Salt Marsh and the Carpinteria Creek Lagoon.*
- *Completion of the next phase of the Carpinteria Shoreline Feasibility Study and advancement of the Dune and Shoreline Management Plan to protect and enhance the Carpinteria coastline.*

Progress, Resource Issues, Adjustments

The ongoing decommissioning and closure of oil & gas operations in Carpinteria and abandonment of related offshore platforms, removes a threat to sensitive coastal resources and is expected to create opportunities for enhanced protections and public access. The Shoreline Feasibility Study, a critical plan for identifying a long term solution to beach erosion and protection of coastal property and infrastructure, has been funded by the state and federal government for more work, which began in 2019, and will be complemented now by a grant funded Dune and Shoreline Management Plan. The work being conducted on Sea Level Rise as a part of the General Plan/Local Coastal Plan update is also helping to move the City forward on identifying appropriate and feasible projects for protecting its shoreline and related environmental resources, private property and public infrastructure.

The City and Land Trust for the County of Santa Barbara consummated the transfer of the Rincon Bluffs Reserve to the City for public opens space and trails. Design work for the trails, parking lot, restroom building and other complementary improvements began in 2020.

C. Transportation: Regional transportation facilities in the City include Highway 101, the railroad corridor, and the Santa Barbara Metropolitan Transportation District public transit system. The freeway is currently undergoing a significant expansion. With widening and interchange improvement projects currently under construction. The City of Carpinteria must remain engaged as a partner in order to ensure that the improvements are compatible with the City's interests and character.

The Union Pacific Railroad (UPRR) line represents both a physical barrier in the Community and an opportunity. In order to improve public access to Carpinteria beaches and trails, grade separated crossings will need to be designed, funded, and constructed with the help of the railroad and the California Public Utilities Commission.

Carpinteria is geographically small and travel around town is generally convenient. Public transportation services available in Carpinteria include the Seaside Shuttle and MTD bus services, regional commuter bus service, paratransit service for the disabled and dial-a-ride service for seniors. However, improving public transit connections between east and west outlying areas of Carpinteria has been identified as an important need, along with improving connections between Downtown, the Amtrak station, and local hotels.

Finally, all of these transportation efforts involve the Santa Barbara County Association of Governments (SBCAG), the regional transportation authority for Santa Barbara County and the recipient of state and federal transportation funds. The City is represented on the Board of SBCAG by a Councilmember, currently Councilmember Clark, who works in part to further the transportation interests of the City of Carpinteria.

Transportation Goals

- *Working with Caltrans, SBCAG and the California Coastal Commission, complete project implementation and inspections of City owned facilities for the Linden-Casitas Interchanges project; complete development permitting consistent with City policies for the Highway 101 widening project and participate in related 101 Improvement Projects affecting Carpinteria, including ensuring completion of ped /bike connections between Santa Claus Lane and Carpinteria Avenue (west), and Rincon County Park and Carpinteria Avenue (east).*
- *Maintain and Improve commuter rail service in the region via cooperation with SBCAG and LOSSAN.*
- *Working with Caltrans, SBCAG, UPRR, Coastal Conservancy, Coastal Commission, and private property owners, complete planning, permitting and construction of links needed to complete the Carpinteria Coastal Vista Trail.*
- *Reach agreement with MTD on plan and funding for improving convenience and use of local public transit in the City.*
- *Complete the City's Bicycle Master Plan and gain Bicycle Friendly Community status.*

Progress, Resource Issues, Adjustments

Commuter rail service is now operating between Ventura and Goleta and LOSSAN has approved spending hundreds of millions on rail corridor improvements in Ventura and Santa Barbara counties, including making double tracking and Amtrak platform improvements at the Carpinteria station. The Carpinteria project is proposed to include several improvements that have local benefit such as an undercrossing at Elm and a new parking lot on the south side of the tracks.

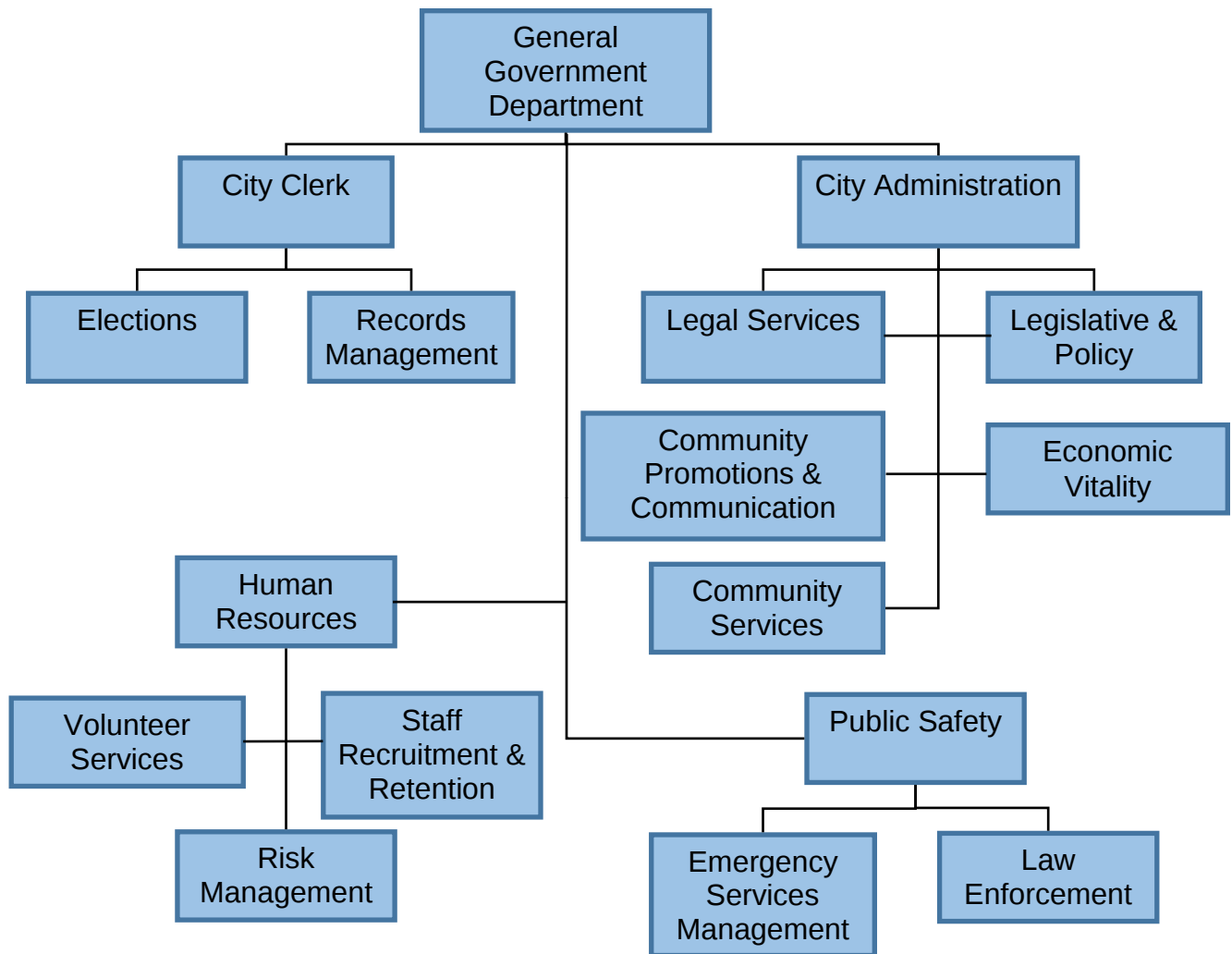
The Linden-Casitas Freeway Interchanges project was largely completed in 2020, with only installation of landscaping remaining. The addition of a third lane in both directions, the next phase of the Highway 101 improvements, also got underway in 2020.

The transfer of the former Whitney property remnant (as well as Caltrans right-of-way for the Rincon Trail) remains pending with Caltrans administration and is expected to be completed in 2021. The Whitney property remnant is planned to accommodate a Community Garden/Agriculture program.

The connection of Via Real over Carpinteria Creek, a part of the interchanges project, and new shuttle vehicles being acquired by MTD, which can travel faster over longer distances, create an opportunity for the City and MTD to review options to meet the City's long-standing goal for improving transit services coverage in the City. The City Council re-formed its Transportation Committee with direction to work with MTD on this and other public transit needs. MTD has also announced that it will be exploring a pilot dial-a-ride service in Carpinteria in the near future; however, the pandemic has also required the suspension of Shuttle and this service is now facing an existential threat that will receive the attention of the Transportation Committee and be the subject of work with MTD.

Department: General Government

Department Organizational Chart



Mission Statement:

To provide effective leadership to the City organization, transparency and accountability to the public, assistance to the City Council in developing and implementing effective public policy and municipal budgets, and to ensure the delivery of essential and desired City services in an efficient, effective and equitable manner, with integrity and professionalism.

Description of Department programs and services:

The General Government Department includes support to the Legislative & Policy functions of the City, including the City Council and City Attorney, and management of general City Administration. The City Manager is directly responsible for functions of the Department pursuant to provisions of the Carpinteria Municipal Code and policy and program direction as provided by the City Council. Below are brief descriptions of each Department program.

Legislative and Policy Support

(Advisory Boards & Commissions and Legal Services) This function includes providing direct staff support to the City Council, coordination of City Council agenda development, coordination with the City Attorney's office and special legal counsel, research and response to state and federal laws, ballot measures, and other changes in conditions that affect City programs and services, and draft local legislation and policies for consideration.

City Administration

This program includes Council meeting agenda management, strategic planning, budget development and presentation, public relations, service delivery satisfaction, management of contract City services such as Law Enforcement and the Legal Services, and establishing and implementing procedures for the conduct of employee performance reviews and program performance measurement.

Records Management

Maintain City records in an identifiable and accessible manner in order to fulfill public, legal, and historical requirements for preservation of information. Prepare and coordinate legal and promotional publications, posting of ordinances, resolutions, and public hearings notices, recruit advisory board vacancies and administer requirements of the Fair Political Practices Commission and Brown Act.

Elections

Conduct the General Municipal Election in coordination with the Santa Barbara County Elections Division including preparation of all required resolutions, legal notices, candidate manuals, and candidate filing forms. Process and review required campaign financial statements and candidate conflict of interest filings. Assist candidates throughout the pre-election, election and post-election period.

Staff Recruitment, Retention and Development

Coordination of staff recruitment, selection, training and evaluation of employees; coordination of compensation and employee benefit programs; employer-employee labor negotiations, implementation of City's personnel management goals and objectives; implementing new personnel policies and procedures as required by Federal and State regulations.

Risk Management

The Risk Management program involves identification and analysis of loss exposures and examining alternative techniques to minimize the City's liability exposure and financial risk. The City works to be an enterprise risk management organization where awareness and creative solutions in response to risk are pervasive. The City participates in the California Joint Powers Insurance Authority (CJPIA). The self-insuring and loss pooling programs for Property Insurance, Workers' Compensation, Commercial Crime Policy including Public Official and Employee Bonds, and General and Automobile Liability offer advantages to the City in terms of cost, protection, risk management and loss control advice and assistance.

Communications & Community Promotions

This program seeks to establish and maintain effective communication with the community and to promote the community for purposes such as support for the local economy. The program work ranges broadly from government transparency to creating volunteer opportunities in support of City services.

Economic Vitality

The Economic Vitality program involves recognizing existing community assets that make Carpinteria attractive to business and provide opportunities for growth and investing in these assets.

Community Service Programs

This program provides financial assistance to various community groups that offer social service and/or recreational programming. Assistance is provided to organizations that have demonstrated, in the view of the City Council, the ability to meet an important community need.

Public Safety

This program provides law enforcement services to the community through contract with the Santa Barbara County Sheriff's Department. Also, the program provides staff training, exercises and interagency coordination relative to all aspects of emergency management, public education on emergency preparedness and recovery.

Volunteer Services

The Volunteer Services Program is designed to coordinate and manage volunteer efforts that support existing City services and encourage and provide an opportunity to all segments of the community to participate in local government.

Program: Legislative & Policy Legislative Advocacy

Project/Program Description

Establishing and maintaining good communication and working relationships with county, state and federal officials including elected representatives. This may include conducting advocacy and/or building coalitions for City positions, drafting legislation, making presentations, and providing testimony before other agencies or directly to legislators.

Objective and Policy Consistency

In carrying out its legislative and policy making responsibilities, the City Council seeks to maintain channels of communication with county, state and federal officials and to keep abreast of established and proposed laws and other regulations that could impact City programs and services. This work is consistent with the City's Mission Statement, including the interest in providing services consistent with community needs as well as protecting the social and physical environment.

Previous and Ongoing Work

The City Council carries a Legislation Update matter on its agendas that provides an opportunity to direct staff on scheduling its consideration of taking positions or other legislative matters. In 2020, the City Council considered taking positions on several matters concerning state and federal policy/regulation. The City also continued an effort begun in 2019 to change Mobile Home Residency law. This successful effort resulted in the passage of AB2782 that, beginning in 2021, will provide greater protection for local mobile home park rent control, such as the City of Carpinteria's Rent Stabilization regulations, by eliminating the long-term lease exemption.

League of Cities: Membership and participation in the League of California Cities, including its Grass Roots Network and educational opportunities is ongoing. Councilmembers, appointed officials and staff typically attend one or more League conferences/seminars each year where important information on City issues is communicated and also have the opportunity to participate in Channel Counties Division meetings and various policy committees of the League. Further, the City Council and staff receive email notices and updates from the Regional Representative of the League's Channel Counties Division concerning topical issues and state legislation that may warrant City Council consideration. Updates are also provided by the Regional Representative at quarterly Santa Barbara County Mayors & Managers and Managers & Administrators meetings.

The League of California Cities' strategic priorities for 2021 are:

1. **Secure state and federal funding for local COVID-19 public health response and economic recovery for all.** Secure direct and flexible funding and resources for cities of all sizes so they can continue to protect residents from the pandemic, deliver essential services, support small businesses, and lead the recovery in our communities.

General Government

Improve communication and coordination with regional, state, and federal governments on public health orders and programs to stimulate equitable economic recovery.

2. **Secure funding to increase the supply and affordability of housing and resources to assist individuals at risk of – or already experiencing – homelessness while preserving local decision making.** Secure additional resources to increase construction of housing, particularly affordable housing, workforce housing, and permanent supportive housing, and ensure cities retain flexibility based on the land use needs of each community. Increase flexibility and resources to provide navigation assistance and emergency shelters, and strengthen partnerships and collaboration with stakeholders to ensure mental health, substance abuse treatment, and wraparound services are available for adults and youth at risk of – or already experiencing – homelessness in our communities.
3. **Improve state-local coordination and planning to strengthen community disaster preparedness, resiliency, and recovery.** Pursue additional resources and support to mitigate the effects of climate change, sea level rise, catastrophic wildfires, and flooding in our communities. Promote community disaster preparedness, resiliency, and recovery in collaboration with the state and federal governments. Increase availability and access to the National Flood Insurance Program to include other natural disasters.
4. **Protect and modernize critical infrastructure.** Seek increased state and federal resources for critical and sustainable local infrastructure projects including roads, public transit, active transportation, water availability, and broadband deployment that enhance workforce and economic development and improve quality of life.

Coastal Commission Matters: The City of Carpinteria is located entirely within the Coastal Zone and is subject to regulations of the California Coastal Act. While it maintains a Certified Local Coastal Plan and is therefore a permitting agency under the Coastal Act, amendments and updates to the City's Plan (and appeals of certain Coastal Permits it issues), go before the California Coastal Commission (CCC) for review and approval. Certain public projects also require Coastal Development Permits, including the annual sand berm construction on the City Beach and other projects that are within the permanent permit jurisdiction of the State.

In 2020, staff worked with Commission staff on the General Plan / Coastal Land Use Plan update, interim sea level rise guidance, and various housing matters, including the City's Tenancy-in-Common ordinance, among other matters. It is anticipated that in the coming year the City will continue to work with Coastal Commissioners on the Local Coastal Plan update, in particular Sea Level Rise policies, the City's Zoning Code update, and response to new state housing laws.

Freeway Interchanges and widening: A milestone was reached in 2020 with the completion of the Linden-Casitas Interchanges project and initiation of the freeway widening project phase through the City. The City will continue to work with Caltrans and SBCAG staff on the Highway 101 improvement project, which includes related mitigation projects such as the Rincon and Santa Claus Lane Trail connection projects.

General Government

Oil & Gas Development: Significant oil and gas facilities and activities have operated in Carpinteria and just offshore the City for approximately half a century. That era appears to be at an end. In 2017 the current operator, Venoco Inc., consummated sale to Chevron through federal bankruptcy of all of its Carpinteria assets, including the Carpinteria oil and gas plant and offshore platforms. Chevron has announced that it does not intend to operate the facilities but will proceed immediately to decommission the plant and offshore platforms as a part of the decommissioning of various legacy assets on the west coast. The City and Chevron are meeting regularly (quarterly meetings were held in 2020) to coordinate the process for decommissioning, including permitting, and to begin discussion regarding future use of the properties. A City Council/Community briefing on the work is scheduled for early 2021.

The City also has a representative participating in an Interdepartmental Working Group (IDWG) led by the Bureau of Safety and Environmental Enforcement (BSEE), that coordinates with state and local agencies responsible for various aspects of decommissioning legacy oil and gas facilities in the region.

Housing Legislation and Litigation: Significant state legislation on housing is expected to continue in 2021, which will affect how cities regulate and permit such development. The City will not only have opportunities to comment on such legislation but will be required to continue to develop legislative responses to new state mandates.

Cannabis Regulation: The City anticipates continuing to monitor the county's permitting and enforcement programs to ensure adequate mitigation of potential impacts, i.e., odor, traffic, crime, on City of Carpinteria neighborhoods. City of Carpinteria cannabis regulations were approved in 2019. The implementation of related licensing provisions were planned for 2020 but delayed due to the pandemic and are now scheduled for drafting/review in 2021.

Tasks

1. Contact appropriate officials concerning identified projects/issues requiring advocacy
2. Arrange for formal/informal contacts as determined appropriate
3. Prepare for meetings including, as appropriate, briefing Councilmembers
4. Follow-up on contacts made.

Products

- N/A

Date

Ongoing

Staff Requirements

- City Manager, Legal Counsel, Department Heads

Estimated Budget

\$100,000 for legal and consultant services

Funding Source

General Fund and other
Sources of personnel/contract
funding

Program: Legislative & Policy Research & Development

Project/Program Description

Local legislative and policy responses to new/changed federal and state laws, legal or practical mandates, and changing community needs/expectations.

Objective and Policy Consistency

- Awareness of new and/or changing laws, mandates or conditions
- Research of local legislative options in response to community needs and expectations
- Understanding of the ramifications of new and/or changing laws or conditions on City finances, practices, programs and services
- Compliance with or adjustment to, new laws, legislative mandates.

Previous and Ongoing Work

Local Legislation: Each year, based on important local issues coming to the City's attention or new or changed state or federal law, the City Council directs staff to research options for the adoption of local legislation. Some of the issue areas worked on in 2020, or that are ongoing, include:

- Pandemic. Responses to COVID-19 pandemic including emergency proclamations face covering regulation, commercial eviction ordinance outdoor street/parking use by business program, small business restart and community service supplemental support grant programs, parking restrictions and beach restricted use programs.
- White Nationalism and Racial Equity & Social Justice. The City Council adopted Resolution No. 5938, condemning White Nationalism in January. Resolution No. 5981 was adopted in June, condemning the unjustified use of force against Black people and people of color by law enforcement and standing in solidarity with non-violent protestors. Importantly, Resolution No 5981 also made specific commitments toward institutionalizing a City Racial Equity & Social Justice Program that has been initiated via formation of a City Council committee.
- Mobile Home Regulations. At the direction of Council, engaged special counsel and engaged in the process of developing legislation that would amend State mobile residency law in order to protect local mobile rent control in California. The work was successful and legislation, AB 2782, was signed into law by the Governor in August. The bill will end the exemption from local rent control for long-term leases.
- Sea Level Rise. Adopted interim development permitting guidance concerning potential impacts from sea level rise.
- New State Housing Laws. The City has been monitoring and working on strategies to implement new state housing laws that require legislative response from cities. This includes anticipated changes to the City's second unit regulations in single-family zones and establishment of objective design standards for certain types of new development.

General Government

In 2021 it is expected that the City will continue to expend resources on some of the matters listed above; however, in particular, the City expects to need to prioritize and commit adequate resources to the development of legislation in response to state housing law changes and continue to explore measures capable of helping to protect the affordability of local housing, e.g., “no cause” eviction ordinance, multi-family rent control, affordable housing in-lieu fees/inclusionary requirements. Other work anticipated in the coming year includes:

- Subdivision Ordinance Update
- Update of City fees and charges
- Response to new state allowance for microenterprise kitchens in residential zones

Tasks

1. Establishing/maintaining effective communications in order for staff and decision-makers to be aware of new and changing laws, or any condition that may negatively affect the City carrying out policies, programs and services.
2. Analysis of new or changing law as it may affect City policies, practices, programs and services.
3. Research of legislative and/or policy options in response to community needs and expectations, and drafting of local legislation and policies
4. Education, training, and local legislative responses.

Products

Memorandums, staff reports
Resolutions and/or ordinances

Date

Ongoing

Staff Requirements

City Manager, City Attorney’s Office, Department Heads

Estimated Budget

\$250,000

Funding Source

General Fund and other sources of legal services and personnel expense

Program: Legislative & Policy Regional Programs Collaboration and Cooperation

Project Description

City Council members and staff participate on a number of regional committees and groups. Council member assignments to these entities are listed on the City Council agenda and include Joint Committees of elected representatives of the City and School Board, Sanitary District and Water District for example, as well as representatives to regional organizations such as the Air Pollution Control District (APCD), and the Santa Barbara County Association of Governments (SBCAG).

Objective and Policy Consistency

The City will collaborate and cooperate in program and service delivery with other agencies where those agencies deliver services to the Carpinteria community and/or make resources and expertise available to other agencies. This effort is consistent with the City's policy interest in maintaining a healthy, safe and positive environment for residents and visitors to the community.

Previous and Ongoing Work

This work item includes but is not limited to regional transportation projects and programs such as commuter rail service, Emergency Preparedness and Disaster Response, participation in the South Coast Task Force on Youth Safety, THRIVE, work with the Carpinteria Valley Chamber of Commerce, work with Home For Good (formerly the Central Coast Collaborative on Homelessness, C3H) and community members on addressing homelessness, and cooperation on a recycled water project with the Water and Sanitary Districts.

- City Council Committees. This work involved staff support from the City Manager and Department Heads for the various City Council committee meetings held in 2019, including meetings with the special district representatives.
- Homeless Services. This work involves both enforcement and response coordination of City services (Legal, Sheriff's, Code Enforcement, Public Works and Parks & Recreation), with United Way/Home for Good, County Health and Behavioral Wellness, Freedom Warming Centers, State Parks, and Fire District. Volunteers continue to run a lunch program, which provides an opportunity to build trust with people that are homeless and prepare them to receive services and to find housing. The City also works with agencies such as Peoples Self-Help Housing and County Housing Authority, to identify prospective housing sites for inclusion of special needs housing for people experiencing homelessness. In 2019, the City worked with County Housing Authority to facilitate its acquisition of a School District property adjacent to Monte Vista Park. The work is guided by

General Government

agreements and plans developed through the Continuum of Care service providers in Santa Barbara County.

- Youth and Family Services. City Manager, Councilmembers attend quarterly meetings of the South Coast Task Force on Youth Safety. The City provides annual funding to support family and youth services provided by the Carpinteria Children's Project/Family Resource Center.
- Freeway Improvement Projects. The Linden-Casitas Interchanges project has been completed and 101 construction in the Carpinteria area has now shifted to freeway widening. Staff work includes ensuring construction impact mitigation measures, e.g., Rincon and Santa Claus Lane trails, are completed and that improvements that are to be owned/operated by City are built correctly. The City, Caltrans and SBCAG will continue working in 2020 on the Highway 101 HOV project, which includes adding lanes with the City and the Santa Claus lane trail connection.
- Parks and Trails. Completion of the City's Coastal Vista Trail and establishing access across the rail corridor requires cooperation with multiple public and quasi-public agencies including Caltrans, Coastal Commission, County of Santa Barbara, Union Pacific Railroad and the Public Utilities Commission.

In 2020, progress continued on the engineering design and permitting of the Rincon Trail and full construction funding has been secured. Changes to the trail alignment required amendment to the environmental clearance delaying the project. The project is expected to be let out for bid in 2021. An easement for a critical trail connection through a Bluffs II property was acquired in 2018 and design, permitting and construction funding is now being pursued.

All documents related to the Rincon Bluffs Reserve acquisition and long-term stewardship by the City were completed in 2019 and transfer to the City completed in 2020. The City will pursue grants for trail and other site amenities in 2020.

After more than a decade of fits and starts on a Beach Nourishment Study aimed at determining a long term solution for the protection of Carpinteria's sandy beaches and public and private improvements, state and federal funding necessary to move the study was allocated in 2018 and work initiated in 2019. In 2020 the City requested that the project be moved to a different federal program that holds better prospects for construction funding. The City intends to have the Army Corps of Engineers (ACOE) provide a report to the City Council in 2021 on the work completed to date and what will be coming next. The City has also acquired a grant to complete a Dune and Shoreline Management Plan.

Commuter Rail Service. In April 2018, the state announced an award of approximately \$200 million in Transit and Intercity Rail Capital Program (TIRCP) funding for improving passenger service between Los Angeles and San Luis Obispo. Several important capital projects in Santa Barbara County were

General Government

funded including improvements at the Carpinteria Amtrak station that would add a second station track and platform to improve pedestrian safety, passenger access, and operational flexibility. The project would also include a pedestrian underpass of the railroad tracks. In 2020 a Memorandum of Understanding between City, SBCAG and LOSSAN was drafted and is expected to be approved in 2021 to establish roles and responsibilities.

- Water. The City is a part of a collaborative with the Carpinteria Sanitary and Water Districts to develop a reclaimed water project, the Carpinteria Advanced Purification Project. In 2019, the City participated in the review period for the CEQA Environmental Impact Report, which has since been adopted. Also in 2019, CVWD drafted a Joint Powers Agreement to create a Groundwater Sustainability Agency with the City and Counties of Santa Barbara and Ventura, which has since been approved. The City will participate in the process of developing a groundwater management plan and, ultimately, in the joint management of the groundwater basin. Additionally, the City is a Cooperating Partner for the Integrated Regional Water Management (IRWM) Program, which meets regularly. In 2019, the IRWM County-wide plan was updated, and several competitive projects were selected by the Cooperating Partners to move forward for implementation grant funding. In 2020, the City received notice that the Via Real Stormwater project was approved for funding and this project will move forward in 2021.

Tasks

1. Continue participation in collaborations concerning regional matters of concern to the City such as the freeway improvement project, water and stormwater management.
2. Identify and facilitate bringing family and youth related services and programs to Carpinteria
3. Identify and facilitate bringing homeless related services and programs to Carpinteria
4. Schedule any funding requests for City Council consideration
5. Schedule City Council Committee meetings as determined necessary.

Products

N/A

Staff Requirements

- City Manager, City Clerk, Department Heads
- City Council members

Estimated Budget

N/A

Funding Source

All Funds

Program: City Administration Art in Public Places

Project Description

Prepare a report with recommendations to the City Council concerning the establishment of an Art in Public Places program.

Objective and Policy Consistency

To provide the City Council with information sufficient for it to deliberate and make decisions concerning the possibility of establishing an Art in Public Places program. Consideration of an Art in Public Places program can be found consistent with the City's historic interest in promoting the arts, including its financial contribution toward the purchase of the Arts Center property on Linden Avenue, and various general plan policies that encourage City projects, programs and services capable of supporting the preservation and promotion of local history and culture, including the following Community Design Element Policy:

Objective CDS2A-3: Preserve and enhance the downtown's historic status as the center of civic life of the city by encouraging the construction and expansion of cultural and governmental facilities in the downtown.

An Art in Public Places program can also encourage public art projects that support the City's interest in establishing and maintaining distinct and identifiable neighborhoods, commercial districts and vital public spaces.

Previous and Ongoing Work

The City Council authorized a public art project, "Facing Ourselves", in the Downtown in 2019 (Resolution No. 5923), and also directed that exploration of a City Art in Public Places program be a 2020 Work Program matter. Although, due to the COVID-19 pandemic, no work was done on this matter in 2020, the City did collaborate with the Carpinteria Arts Center on a public arts project, "Mask-Up Carp Chalk Art" and has requested a proposal from the Arts Center for a rotating public art display at City Hall.

Tasks

- Form a City Council ad hoc Art in Public Places Committee.
- Identify stakeholders and hold meetings to review examples of city public art programs and determine options appropriate for Carpinteria.
- Present findings and Committee recommendations in a report to the City Council.

Products

- Report to City Council

Date

September

Staff Requirements

City Manager
Program Manager
Parks, Recreation and Public Facilities Director
Public Works Director
City Attorney's Office

Budget

Costs associated with staff and legal services time

Funding Source

General and Measure X Funds

Priority

Medium

Program: City Administration Community Center

Project Description

The purpose of this Work Plan item is to collaborate with community groups and local service providers to determine needs, interests and possible locations for a community center that can meet the space needs of agencies providing services to seniors, youth and special needs groups, e.g., people experiencing homelessness, as well as community gathering, activity, and meeting space.

Objective and Policy Consistency

The objectives of this Work Plan item are: To determine the need and interest in a community center as well as feasibility. This work is consistent with the City's interest in meeting the needs of all members of the community.

Previous and Ongoing Work

- The City stays abreast of local demographic information in order to educate decision-making concerning policies and community service need.
- The City facilitated exploration of a community center at the time the Main School was closed.
- A growing number of services that could be provided at a community center are currently being accommodated at the Veterans Hall complex in space that is not ideally suited in terms of size and location.
- The City Council received a citizen request in 2020 for it to consider the establishment of a Senior Center and the Council requested that it be included for consideration in the subsequent Work Program.

Tasks

1. Review 2020 U.S. Census data for demographic information and trends that can contribute to the City's understanding of community needs now and in the future.
2. Identify stakeholders and conduct interviews and/or meetings to identify interest and needs.
3. Identify possible locations for a community center, estimate start-up costs and barriers to establishment.
4. Prepare a report for City Council consideration of next steps.

Product

- A plan and implementation strategy for a community center that meets local needs.

Staff Requirements:

- City Manager and General Government staff
- Community Development Staff
- Parks, Recreation and Facilities staff

Budget

This matter will involve costs associated with staff time.

Funding Sources

General and Measure X Funds

Priority

Medium

**Program: City Administration
Library**

Project Description

Launching a municipal Library.

Objective and Policy Consistency

- A Library program of the City is established that represents community interests and needs and is the result of a collaborative process with community partners and County of Santa Barbara.
- A service area for the City library is similar to or matching the current branch library service area and has the potential to expand pursuant to future agreement with the County.
- Necessary steps are completed that result in a smooth transition of the Carpinteria Library from a branch of the County Library system to the City of Carpinteria municipal library operating as a Zone library in the County-wide library system.
- Administrative and legislative actions are completed as necessary to establish the organizational capacity to efficiently and effectively operate the municipal library.
- The proposed project is consistent with General Plan Policy Objective Policy PF-5a, which states: The City will strive to maintain adequate library service for the community of Carpinteria.

Previous and Ongoing Work

- Carpinteria City Council formed an Ad Hoc Library Committee
- City of Carpinteria entered into a Memorandum of Understanding with the Carpinteria and Montecito Friends groups concerning completion of a library study
- Agreement with consultant approved by the City Council
- Library Study completed
- City Council acted to initiate process to take over and operate a municipal library as a Zone library in the Santa Barbara County system and to consider operating the Montecito branch library should that be desired by Montecito stakeholders and approved by the County.
- City has notified County and City of Santa Barbara that it will be taking over the library

Tasks

- Designate staff lead on transition work and hire consultant to assist with transition
- Complete administrative and legislative steps necessary to transition and start-up a municipal library, including but not limited to notifying the City of Santa Barbara by November 2021 of City's intent to take over library operations, gaining requisite approval of the State and entering into an agreement with Black Gold or similar library collections service provider.
- Establish an appropriate agreement(s) with the County of Santa Barbara for service area, including revenue sharing and operation within the County branch library system for purposes of serving unincorporated areas.
- Establish positions in the City organization and budget adequate to support the new library costs projected for FY 2021-22, and a staffing plan and budget for full library operation in FY 2022-23
- Work with community stakeholders and Library Committee and Working Group to establish a library program vision, mission statement, goals and objectives.
- Identify date for press release and other announcements, ceremony, etc., for reopening under City management.

General Government

Products

Date

- Consultant Services Contract January/February 2021
- Staffing plan and budget May 2021
- Agreement with County of Santa Barbara 2021/22
- Agreements with library service providers 2021/22
- Program vision, mission statement, goals/objectives November 2021

Staff Requirements

City Manager
Administrative Services Director
Program Manager
Human Resources Administrator

Budget

Funding Source

\$15,400 Consultant Contract

Measure X Fund

Priority

High

**Program: City Administration
Racial Equity & Social Justice**

Project Description

Establishment of a Racial Equity & Social Justice (RESJ) program that implements the policy intent embedded in City Council Resolution No. 5981 and subsequent City Council actions.

Objective and Policy Consistency

- A new RESJ program is established consistent with policy intent embedded in City Council Resolution No. 5981.
- A collaborative community process is completed in order to identify the scope of the program.
- The desired program tenets are institutionalized in the City organization and its work through ongoing training, budgeting, community outreach and engagement, and the establishment of City policies, procedures and programming.
- Transparency and accountability are fundamental to the RESJ program, including ongoing community engagement and input, performance measurement, and annual reporting.
- The RESJ program is consistent with the City's Mission Statement which recognizes the diversity of the community and the need to serve and address the interests of all residents, including the equitable application of public resources.

Previous and Ongoing Work

- Drafting and adoption of Resolution No. 5981.
- Research and presentation to City Council regarding various potential RESJ actions and initiatives.
- Establishment of the City Council Ad hoc Committee on Racial Equity and Social Justice.
- Issuance of Request for Qualifications for consultant services, interviews/vetting of consultants, and drafting of scope of work.
- Consultant services agreements scheduled for Council consideration at its regular meeting of January 26, 2021.

Tasks

- Engage consultants for assistance in organizational capacity building and creation of a RESJ program.
- Facilitate RESJ training of City staff and elected officials.
- Establish positions/job descriptions and organizational changes as needed to efficiently and effectively carry out RESJ work.
- Budget for RESJ work.
- Engage with community stakeholders and undertake community mapping.
- Establish a community stakeholder committee to facilitate community input into development and operation of RESJ program.
- Develop performance evaluation metrics (and development and drafting of annual reports).
- Create a RESJ program Action Plan.

General Government

Products

- Consultant Services Agreements
- Staffing plan and budget
- Council/Staff Training program
- Program mission statement, goals, objectives
- Action Plan

Date

January/February 2021
May 2021
2021-22
2021-22
2021-22

Staff Requirements

City Manager
City Attorney's Office
Human Resources Administrator

Budget

\$100,000 Consultant Services Contract cost
Unknown Program staffing and support costs

Funding Source

Measure X Fund
General Fund/Measure X Fund

Priority

High

**Program: City Administration
Youth Engagement**

Project Description

The purpose of this Work Plan item is to collaborate with Carpinteria Unified School District and other youth organizations to increase youth engagement with Law Enforcement and prepare students for civic life.

Objective and Policy Consistency

The objectives of this Work Plan item are: To foster trust between young people and law enforcement and to build student interest in public service careers; provide tools for students to become civically aware and engaged; and to bring youth voices to local government issues.

Previous and Ongoing Work

- Reached a verbal agreement with Carpinteria Unified School District representatives for the Community Resource Deputy to spend at least one day a week at Carpinteria Middle School and Carpinteria High School to be available for students and staff.
- Researched youth engagement programs including information related to Explorer program and youth mentorship.

Tasks

1. Continue discussions with Carpinteria Unified School District via the City Council School District standing committee.
2. Share proposed approach for discussion with City Staff members.
3. Reach out to the community regarding interest in establishing a Youth Explorer program.
4. Identify steps and responsibilities for establishing the desired program.

Product

- A Youth Engagement program capable of meeting the program goals and objectives that has been institutionalized in both the City and District organizations.

Staff Requirements:

- City Manager
- General Government staff
- Department Heads
- Community Resource Deputy
- Patrol Deputies
- Station Commander

Budget

Inclusive of staff and law enforcement expense

Funding Sources

General and Measure X Funds

Priority

Medium

Program: Community Promotion and Communication Neighbor-to-Neighbor

Project Description:

Develop a program that will create partnerships between the City and its residents with the goal of:

- Strengthening the social fabric of the City's neighborhoods and building community.
- Facilitating effective communication between the City, residents and within neighborhoods.
- Enhancing and maintaining the appearance, character, value and safety of neighborhoods.
- Using existing programs and services, e.g., emergency preparedness, storm water management, code compliance, landlord/tenant mediation services, crime prevention, etc., to help build neighborhood partnerships and increase neighborhood's ability to respond to, withstand and recover from adverse situations.

Objective and Policy Consistency

- To build a network of neighborhood leaders capable of engaging residents for purposes of addressing neighborhood problems, promoting effective communication with City Hall and creating more prepared and disaster resilient neighborhoods.
- To create resources to educate and support neighborhood leaders and residents in promoting effective communication and community building.
- This work implements and is consistent with the City's Sustainability Policy (Resolution No. 5500), which states, among other objectives:

"Implement programs which promote interactions and communication between neighbors, including internet-based social programs and local community groups."

Previous and Ongoing Work

- Neighborhood Preservation Committee (NPC) report dated July 2010, included recommendations concerning neighborhood services.
- Conducted research and presented information to the NPC and City Council on neighborhood services programs within other California cities.
- Developed a draft neighborhood map that indicates the number of households, trained CERTs, and *Don't Panic! Prepare!* kit recipients in each quadrant.
- Formed a committee of community members, fire, and law enforcement to create a pilot program.
- Held a kick-off event for the pilot program in August 2019 at Memorial Park.

Tasks

- Conduct outreach campaign to encourage Carpinteria residents to engage through Nextdoor.
- Create a second event in a different neighborhood extending the Neighbor to Neighbor program when events are allowed due to the COVID-19 pandemic.
- Assist with creating an outreach plan for the following projects: City's transition to district elections, library transition, and Racial Equity and Justice Program (REAJ).

Products

- Neighbor to Neighbor program second event
- Outreach plans for City district elections, library, REAJ

Date

TBD
December

Staff Requirements

General Government

- Program Manager
- City Manager
- Public Works Director
- Community Development Director
- Environmental Coordinator

- Code Compliance Supervisor
- Human Resource Manager
- Carpinteria Summerland Fire District
- Santa Barbara County Sheriff Department

Budget

\$3500

Funding Source

General Fund

Priority: High. The matter of neighbors getting to know neighbors was a priority recommendation of the Neighborhood Preservation Committee. This matter has the potential to facilitate other important projects and programs of the City and community engagement.

Program: Economic Vitality COVID-19 Economic Recovery Action Plan

Project Description

The public health response to the COVID-19 Pandemic has resulted in state and county restrictions on travel and conduct of business activities, among other things. These necessary public health protection measures have had devastating community impacts, in particular, on small businesses and the local economy. The City Council Ad hoc Recovery Committee initiated this work to establish an Economic Recovery Action Plan that reflects the response work conducted to date by the City to support small businesses as well as mid and long-term initiatives identified as being needed to support economic recovery.

Objective and Policy Consistency

Agreement on initiatives to be undertaken to support economic recovery from the impacts of the COVID-19 Pandemic response. This work can be found consistent with the City's asset based economic vitality strategy and interest in supporting and promoting a vibrant local economy.

Previous and Ongoing Work

- The City has historically taken an asset based approach to economic development. For example, the City invests in developing and maintaining infrastructure, facilities, parks and open space that promote tourism and pedestrian activity in the Downtown.
- The City Council formed an Ad hoc Committee of its members to help guide recovery work.
- The City has undertaken a number of actions to support local businesses during the pandemic and these measures have been widely reported.

Tasks

- Conduct meetings of the Ad hoc Recovery Committee to, in part, assist with preparation of the ERAP
- Conduct a survey of small businesses, hold a roundtable, or similar to gauge needs and interests of small businesses.
- Draft the ERAP for City Council consideration.

Products

Economic Recovery Action Plan

Staff Requirements

City Attorney's Office, Department Heads, Program Manager, City Manager.

Budget and Funding Source

It's expected that the implementation of an Economic Recovery Plan over time will involve investment by the City in certain projects, programs and services and the amount would be

General Government

known at a later ate once such projects, programs and services are developed. To date, there has not been federal and state funding for local governments to support economic recovery. The City should anticipate that funding for economic recovery efforts will derive from existing discretionary funds such as the General Fund and Measure X.

Priority

High

Program: Economic Vitality Surfliner Inn and Public Parking Project

Project Description

Located at 499 Linden Avenue and along the railroad tracks / Linden Avenue, the consideration of concept plans for the municipally owned land in the City's downtown allowing the City to plan for area improvements. Use of this land could include a visitor serving inn and a restaurant. The location of the historic railroad building could be an ideal location with downtown proximity, ocean views and railroad service. The project could provide significant economic benefits to downtown businesses while generating revenues for the City.

Objective and Policy Consistency

- This project will help the City plan downtown improvements on public land and maximize the benefit to the public. General Plan and zoning consistency analysis authored by City Planning Staff has indicated that the Project is potentially consistent with the City's General and Local Coastal Plan. This analysis, along with other documents related to this project are linked from the home page of the City's website.

Previous and Ongoing Work

- Acquisition of 2.1 acres of land along the railroad tracks in 2012 and 2013.
- Prepared a concept design for an inn with restaurant.
- Prepared a concept for parking lot No. 4 to provide improved public parking.
- Hired consultant to assist in feasibility study and request for proposal process.
- Completed feasibility study.
- Prepared and Published a Request for Proposals.
- Selected an Exclusive Negotiation Partner to further refine concept design.
- Selected Consultant to analyze concept project parking requirements.
- Conducted Concept Project Hearing on November 30, 2020.

Tasks

- Negotiate terms of a Disposition and Development Agreement (DDA) and a Ground Lease.
- Seek City Council Approval of a Disposition and Development Agreement (DDA) and a ground lease.
- Define further project actions.

Products

Disposition and Development Agreement and Ground Lease (DDA)

Staff Requirements

Parks, Recreation and Public Facilities Director, City Manager, City Attorney, Community Development staff, Assistant to the City Manager.

General Government

Budget

\$15,000

Priority

High

Funding Source

General Fund/Developer Deposit

General Government

Program: Law Enforcement Service Agreement Update and Implementation

Description

This work plan matter includes the expected need to update and implement provisions of the City/County Agreement for Law Enforcement Services. The Sheriff's Department has notified contracting cities in the County that it has engaged the services of a consultant to develop a revised cost methodology and will be proposing related changes to the respective law enforcement services Agreements. Also, the City has embarked on an effort to create a Racial Equity and Social Justice program that is planned to be developed, in part, through collaboration with the Sheriff's Office.

Objectives

- To complete negotiations and consummate any related changes to the Law Enforcement Services Agreement that meets the needs and expectations of the City and the County.
- For Sheriff's Office representatives to effectively engage in training and collaborative Racial Equity and Social justice program development.

Previous and Ongoing Work

- The City/County Agreement to Provide Law Enforcement Services was last updated July 2019.
- The City Council adopted Resolution No. 5981 in 2020 and has initiated a process to establish a Racial Equity Social Justice Program.

Tasks

- Participation in meetings to negotiate any proposed/desired changes to the Law Enforcement Services Agreement.
- Participation in meetings around creation of the Racial Equity and Social Justice program.

Products

- An updated Agreement to Provide Law Enforcement Services

Staff Requirements

City Manager
Station Lt. and Commander
Community Resource Deputy

Budget

Regular Staffing Costs

Funding Source

General and Measure X Funds

Program: Emergency Services Community Preparedness & Engagement Program

Project Description: The City’s Community Preparedness & Engagement Program is designed to engage and empower Carpinteria residents by providing them with preparedness and response education and resources.

Objective and Policy Consistency: To conduct community preparedness presentations using the Aware and Prepare Community Disaster Education program. Facilitate basic and advanced Community Emergency Response Team (CERT) and Listos trainings and in English and Spanish.

Previous and Ongoing Work

- Over 320 local residents, both English and Spanish speaking, have graduated from the CERT training program and are ready to serve as disaster response resources during an emergency situation. A Teen CERT program was implemented at Carpinteria High School with courses scheduled each semester.
- Listos was created by the Latino community of Santa Barbara County. First launched in Carpinteria, Listos is an eight hour course that helps prepare families for disasters and emergencies. The course has recently been translated to English. Listos is now owned by a local non-profit that has joined the Aware and Prepare Initiative, providing this needed training.
- In 2019, the Governor of California created the initiative “Listos California For All” with the goal of touching one million people with emergency preparedness information and training. The County CERT Collaborative, Listos, and the Aware & Prepare Initiative have all partnered to help reach this goal.

Tasks

- Implement a virtual/in person hybrid Basic CERT training
- Grow the Teen CERT program at Carpinteria High School with a virtual/in person hybrid program
- Work with County Aware & Prepare organization on online training program

Products

- Expanded adult Basic CERT curriculum
- Teen CERT program curriculum
- Aware & Prepare online Community Education Program

Date

March
March
April

Staff Requirements

- | | |
|---|--|
| <ul style="list-style-type: none"> • Program Manager • Carp-Summerland Fire Protection District | <ul style="list-style-type: none"> • Santa Barbara County Sheriff • SB County CERT Collaborative |
|---|--|

Budget

\$2500

Funding Source

General Fund

Priority: High. Priority is placed on outreach and on the Aware and Prepare Community Disaster Education Program.

Program: Emergency Services Emergency Response Capacity Building

Project Description: To ensure effective and efficient response to local emergencies, strategic and long-term emergency planning and capacity building is critical. Through the development of new plans, revising previous plans and acquiring resources that will aid emergency responders and citizens, the City will be taking active steps to ensure we are ready to respond when an emergency occurs.

Objective and Policy Consistency: To ensure the City is prepared to effectively respond to natural disasters and other emergencies, capacity building activities will be undertaken, which will include the development of a Continuity of Government Plan and updating the EOC Activation Plan.

Previous and Ongoing Work

- The Emergency Operations Center Activation Plan was revised in March, 2015 and continues to be updated as needed.
- The City received a FEMA grant to update the Local Hazard Mitigation Plan. The grant spans 36 months and will incorporate the Safety Element of the updated City General Plan.
- Assisting the Carpinteria Unified School District Safety Committee in emergency preparedness.
- SBC Disaster Feeding plan was completed in 2019 and implemented in 2020.

Tasks

- Update the City’s Emergency Operation Plan and Local Hazard Mitigation Plan
- Create a Continuity of Government Plan to identify and prioritize City operational functions, identify threats to “normal” operations and outline how the City will respond to events that may disrupt City operations, such as a natural disaster, public health outbreak or other emergency.
- Identify COVID-19 pandemic related response and recovery resources.
- Work with health and human services providers in community recovery efforts.

Products

- Emergency Operation Plan
- Continuity of Government Plan
- Local Hazard Mitigation Plan Update
- COVID-19 Response and Recovery Resources

Date

July
December
June 2022
April 2021

Staff Requirements

- | | |
|--|---|
| <ul style="list-style-type: none"> • Program Manager • City Staff • City Manager • Carpinteria Unified School District • Community Partners | <ul style="list-style-type: none"> • Santa Barbara County Office of Emergency Management • Santa Barbara County Social Services & Public Health Departments • Santa Barbara County Food Bank |
|--|---|

Budget

\$5000

Funding Source

General Fund

Priority: High – Continued COVID-19 pandemic recovery efforts, updating the Emergency Operation Plan and creating a Continuity of Government plan.

Program: Emergency Services City Staff Training & Exercise

Project Description: As mandated by FEMA and Cal OES, City Staff will participate in trainings to maintain their FEMA certifications and to increase their ability to effectively operate the City's Emergency Operations Center (EOC). Additionally, to test the City's Emergency Operations Plan (EOP), a city-wide disaster exercise will be held, involving City Special Districts and First Responders.

Objective and Policy Consistency: To ensure City staff are prepared to lead the community in the event of a disaster/emergency, a series of training programs, including a functional exercise, will be developed to reinforce the knowledge, skills and abilities needed to operate the City's EOC.

Previous and Ongoing Work

- 25 City employees have completed FEMA certification in IS-100, 200, 700 and 800.
- Refresher training on Disaster Service Worker requirements and City expectations are held annually.
- Continue to foster supportive working relationships with local First Responders and County OEM.
- Hold refresher training on NIMS, SEMS, and ICS, as well as other critical disaster response topics as appropriate.
- Schedule emergency preparedness orientation with new staff incorporating IS100 and IS 700 certification.

Tasks

- Working with the Human Resources Department, develop and implement a yearly training calendar for City staff.
- Create an online/virtual training program for City staff.
- Evaluate a city-wide Disaster Response with assistance from County OEM, Carpinteria-Summerland Fire District, Santa Barbara Sheriff's Department and Special Districts.

Products

- City staff training calendar
- Online/virtual training program
- City-wide Disaster Exercise

Date

March
April
November

Staff Requirements

- Program Manager
- City Manager
- City Staff
- County OEM
- Carp-Summerland Fire Protection District
- Santa Barbara County Sheriff's Department

Budget

\$500

Funding Source

General Fund

Priority: High. The training program will be ongoing throughout the year.

Program: Volunteer Services Volunteer Management

Project Description: Over 200 active volunteers assist City Departments in a variety of capacities. Volunteers provide critical support through the HOST and CERT Programs, as dog walkers, as docents, and more. To continue to manage and sustain a growing and dynamic volunteer corps, critical steps will continue to be taken to create practices and procedures for managing, recognizing, training and communicating with volunteers and minimizing risk within the program.

Objective and Policy Consistency: To provide consistent management practices and procedures for the engagement, training and recognition of volunteers.

Previous and Ongoing Work

- Manages a citywide volunteer management database to track all City volunteers, record volunteer activity, maintain program rosters and facilitate ongoing communication with volunteers.
- Created volunteer position descriptions for active City volunteer positions.
- Developed and implemented a standardized New Volunteer Orientation for all City volunteers.
- Implemented a Service Award to recognize City HOSTs who have performed five and ten years of service with the City.

Tasks

- Explore moving the HOST Volunteer Program to the Chamber of Commerce Visitor Center Program.
- Develop strategy for creating more consistent communications with City volunteers and implement communications plan.

Products

- Exploratory Visitor Center transition committee
- Volunteer Communications Plan

Date

March
June

Staff Requirements

- Program Manager
- Human Resources Administrator
- Chamber of Commerce

Budget

\$2500

Funding Source

General Fund

Priority: Medium. Due to the growing complexity regarding the management of volunteers, it is imperative that critical resources be put in place to ensure effective programs and management of those programs.

Program: Staff Recruitment & Retention

Total Compensation Survey and Compensation Schedule

Project Description

California minimum wage will increase every year until it reaches \$15.00 per hour. The minimum wage for 2021 is \$14.00 per hour. The City has adjusted the Compensation Schedule of Hourly and Seasonal Employees to comply with the minimum wage law; however, the Compensation Schedule of Management, and Miscellaneous Unrepresented Employees has not been updated to adjust to the minimum wage increases. The last Total Compensation Survey was done in 2014. Additionally, current unemployment is very low. The City has experienced a turnover of employees in the last 2-3 years. In order to retain employees and be competitive in recruitment, the City should update and adjust as appropriate the Compensation Schedule of Management and Unrepresented Miscellaneous Employees.

Objective and Policy Consistency

Completion work necessary to determine appropriate salaries and benefits for Management and Unrepresented Miscellaneous Employees. This work is consistent with the City's mission to make judicious use of limited resources, promote highest possible quality of life for residents and provide services consistent with community needs.

Previous and Ongoing Work

The Human Resource/Risk Manager has drafted and updated 15 job descriptions. An RFP was submitted to consultants and a consult has been selection to conduct a Total Compensation Survey.

Tasks

- Update job descriptions.
- Work with consults to develop work schedule and project timelines.
- Update the Compensation Schedule of Management and Unrepresented Miscellaneous Employees.

Product

- Compensation Study
- Update Job Descriptions
- Update Compensation Schedule

Due Date

Late Spring/Early Summer
July
August

Staff Requirements

Human Resources/Risk Manager
Consultant

General Government

City Manager

Budget

\$25,000.00

Priority

High

Funding Source

General Fund

Program: Staff Recruitment & Retention

Employee Training and Development

Project Description

Train managers and supervisors in various leadership skills with include effective performance evaluation of employees, cross training team building workshops for managers and supervisors and a formal new employee orientation program. Develop a staff training program and have a variety developmental courses such as public speaking, customer service, and Microsoft Word essentials.

The Human Resources/Risk Manager will develop a schedule of mandated, leadership, safety and other development training for City Staff. Using resources such as California Joint Powers Association (CJPIA), LinkedIn, and other 3rd party training company, the Human Resources/Risk Manager will conduct, facilitate and coordinate a yearlong employee training. Additionally, develop a virtual and in-person (Lunch and Learn) training series will provide employees computer and leadership training options.

Objective and Policy Consistency

Design and develop an Annual Training Calendar to provide management, supervisors and employees variety of skills so they are able assist the City accomplish its goals.

Previous and Ongoing Work

In 2019, the City of Carpinteria has conducted and facilitated 23 on-site training and provided various off-site employee training. One of the trainings all City staff were scheduled to take was CPR/AED/First Aid Safety training but due to the COVID-19 Pandemic all in-person training were post-postponed in 2020. In January 2020, CJPIA announced they will be resuming CPR/AED/First Aid Safety training so staff is working with CJPIA to coordinate recertification for all City Staff as soon as possible. The City is working with LinkedIn to provide City all staff access to thousands of trainings in the LinkedIn platform for 30-days at no cost to the City.

Tasks

- Assess training and development needs for the City.
- Develop a yearlong leadership skills and employee training.
- Develop an on-boarding process.
- Conduct, facilitate and coordinate the training.

Product

Training calendar
Train manager, supervisors and employees

Due Date

July 2021
December 2021

Staff Requirements

Human Resources/Risk Manager

Budget

\$10,000.00

Funding Source

General Fund

Priority

High – Training employees is crucial in communicating and accomplishing the goals and mission of the City, as well as setting performance goals for employees and creating a culture of safety.

Program: Staff Recruitment & Retention

Options on Health Benefit Insurance Carrier for City Employees

Project Description

Request for proposal for a Benefits Insurance Broker.

Objective and Policy Consistency

The City has not conducted a Request for Proposal (RFP) for an insurance broker in several years and conducting an RFP would ensure accessibility to the most cost-effective plans available other than CalPERS, as well as ensuring a variety of benefits remains available for the City to offer employees. The City would like to also evaluate options for the provisions of dental and vision insurance other than the City's current administrator, Guardian. And, evaluate options for the provisions of supplemental insurances other than the City's current administrator, Guardian Life Insurance, Aflac, TransAmerica, and Wage Works. Also, looking to partnering with a larger Benefits Insurance Brokers might provide better options to City to enhance options to employees in order to assist in obtaining health goals

Previous and Ongoing Work

- The Human Resources/Risk Manager will draft an RFP that will be submitted to potential benefit insurance brokers.

Tasks

- Prepare and finalize RFP.
- Determine list of potential benefit insurance brokers and send out RFP.
- Review returned RFP responses, interview candidates, and make a final determination.

Product

Due Date

- | | |
|--|------------|
| • Send RFP to potential Benefits Insurance Brokers | March 2021 |
| • Review and interview candidates | May 2021 |
| • Make final determination and prepare contract | June 2021 |

Staff Requirements

Human Resources/Risk Manager
Health Benefit Committee
City Manager

Budget

Funding Source

General Government

This would be included in the current General Fund budget as part of the General Government budget.

General Fund

Priority

High

**Program: Staff Recruitment & Retention
Labor Agreement**

Project Description

The City's agreement with employees represented by SEIU Local 620 is due to expire at the end of the 2020-2021 fiscal year and this matter involves negotiating and gaining approvals necessary to establish a successor agreement to be effective July 1, 2021.

Objective and Policy Consistency

To establish by July 1, 2021 a successor labor agreement.

Previous and Ongoing Work

The City SEIU Local 620 MOU will expire in June 2021. The goal is to produce a 3-5-year MOU with SEIU Local 620.

Tasks

- Conduct surveys of labor agreement key terms with other comparable coastal cities
- A total compensation survey is being conducted by consultant that will support this work effort
- Draft key terms for discussion with negotiations with SEIU Local 620 representatives
- Consult with and present updates to the City Council and/or Council committee.
- Present final agreement consideration by the City Council

Staff Requirements

Human Resources/Risk Manager
City Manager
Special Legal Counsel

Budget

\$40,000.00

Funding Source

General Fund

Priority

High

**Program: Risk Management
Complete Implementation of CJPIA
Loss Control Action Plan (LossCAP)**

Project Description

The City participates in the California Joint Powers Insurance Authority (CJPIA). The self-insuring and loss pooling programs provide coverage for Property Insurance, Workers' Compensation, Public Official and Employee Bonds, and General and Automobile Liability. The program provides significant advantages to the City in terms of cost, protection, risk management and loss control advice and assistance.

LossCAP is a comprehensive program designed to assist the City in addressing risk exposure areas, examine key areas of operations, including services, personnel and property or loss data and support the need for change in operations or activities.

On February 2020, a Risk Management Evaluation (RME) for the City of Carpinteria was conducted by the California Joint Powers Insurance Authority (CJPIA). The resulting report includes recommendations for various City operations and programs.

Objective and Policy Consistency

It is the City's objective to conduct its operation in a manner that minimizes risks to public employees as well as practices on public health and safety.

Previous and Ongoing Work

A majority of the CJPIA action items/recommendations have been implemented and are a part of department's responsibilities but there are some action items/recommendations that still need to be implemented.

Human Resources/Risk Manager will ensure that action items, programs and processes in each department are completed, reported and implemented/institutionalized.

Tasks

- Examine feasible alternative for addressing exposures.
- Select and implement best risk management techniques.
- Monitor results of the chosen techniques to ensure effectiveness and modify if necessary.

Staff Requirements

Human Resources/Risk Manager
City Manager and Department Heads

Budget

Cost allocated with specific activities/capital projects required to implement Loss CAP recommendations are a part of the responsible department’s operating budget.

Funding Source

General Fund

Priority

High – Completion and implementation of the LossCAP Plan will reduce risk on key areas of operations.

Program: Elections

Establishing District Based-Elections

Project Description

Transition from at-large method of elections to district-based election by 2022.

Objective and Policy Consistency

To change City's method for electing members of the City Council by district to conform to the California State Elections Code, the Santa Barbara County Election Division regulations, and City regulations.

Previous and Ongoing Work

Three meetings (June & October 2019 and October 2020) to date were conducted with the District Elections Ad Hoc Committee. With the move back to City Hall and the pandemic, this committee had the opportunity to meet last year with the consultant. At that meeting, the process was restarted and a discussion held regarding adjustments needed to the process for transitioning to district elections due to the pandemic. The Committee is expected to meet some time in February to formalize a plan for civic engagement and public outreach options and to finalize a schedule of public hearings required for the transition.

Tasks

- Continue holding meetings with District Elections Committee
- Conduct community outreach and education
- Hold public hearings in accordance with Elections Code §10010
- Draw potential district maps
- Select final district map
- Adopt ordinance implementing change to district elections and adopt final map
- Work with County Elections Office on incorporating Districts into the elections process

Products

Date

- | | |
|---|-----------------------------|
| • Community outreach and education forums | Early Summer 2021 |
| • Drawing of maps | Summer 2021 |
| • Selection of map | Late Summer/Early Fall 2021 |
| • Final Map adopted | Fall 2021 |
| • Districts elections incorporated into elections process | November 2022 |

Staff Requirements

City Clerk and City Attorney

Budget

\$40,000

Funding Source

General Fund

Priority

High

Program: Records Management Records Management Program

Project Description

Upgrade Records Management Program & Retention Schedules and improved related storage facility.

Objective and Policy Consistency

- Control the quantity and quality of records and establish adequate on-site facility storage.
- Simplify the activities, systems, and processes of records maintenance and use.
- Identify what records exist by records inventory.
- Organize and reduce paper storage to a manageable and suitable format.
- Identify and clarify areas of responsibility.
- Develop and administer policies and procedures for managing records.
- Preserve records throughout their life cycle.
- Comply with state and federal laws and regulations.

An update will also reduce current and future records storage costs, eliminate duplication of effort and increase efficiency and take advantage of the current technology and changes in the law and lessen the need for future off-site storage.

Previous and Ongoing Work

The current retention schedule and policy was last updated in May 2009. As a result of continued growth of the City and City business conducted, the volume of records generated and received has increased requiring the rental of storage space to house these records. In February 2020, the block building located behind City Hall with the move back to City Hall has been converted to storage space for permanent and current records of the City Clerk Office. Additional work includes updating a bid for a new high-density storage and filing system. Lastly, throughout the year departments continue to purge non-current records as time allows and as space is needed.

Tasks

- Retain Consultant to conduct records assessment, update records program and retention schedules.
- Inventory records to identify and insure all created and received records are captured by the retention schedule.
- Determine areas of Management and determine responsible staff.
- Determine best way to store and manage City records.

Products

Date

- | | |
|-------------------------------------|----------|
| • Consultant Services Contract | July |
| • Updated Records Management Policy | December |
| • Updated Retention Policy | December |

Staff Requirements

City Clerk and City Attorney

General Government

Budget

\$10,000 Consultant Contract
\$25,000 High Density Storage & Filing System

Funding Source

General Fund
General Fund

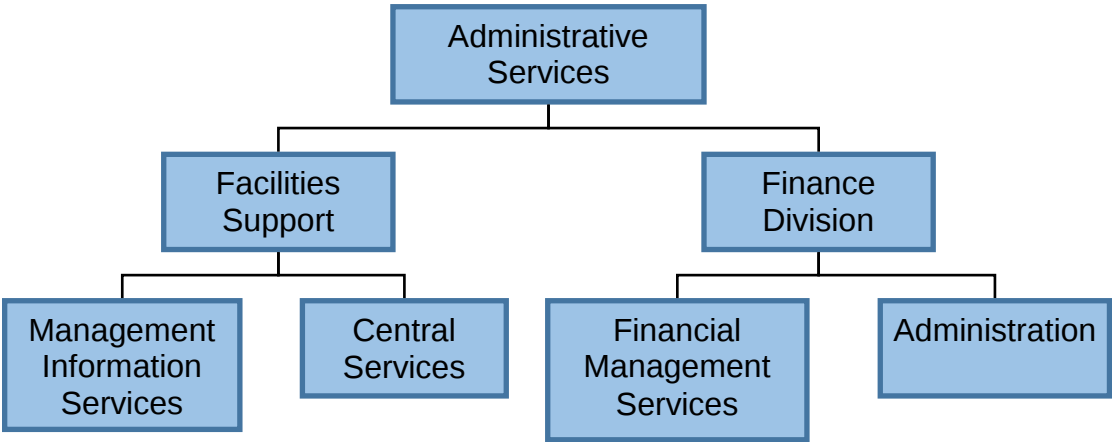
Priority

High

Administrative Services

Department: Administrative Services

Department Organizational Chart



Mission Statement

The Administrative Services Department will safeguard City assets and ensure the City’s long-term financial health using sound fiscal management practices and applying City financial policies. The Department will also ensure that City Hall facilities are maintained in a manner that supports the provision of superior services to the community.

Administrative Services

Program: Financial Management Services

To carry out its mission the department is organized under three major programs as follows:

I. Financial Management Services

1. Accounting: Includes the areas of accounts payable, accounts receivable, and treasury. It is concerned with the complete, accurate and timely recording of accounting transactions, safeguarding of the City's assets including a system of internal controls, providing for the City's cash flow needs and providing financial information for internal, external and auditing purposes. Information gathered and maintained by this area is used in all the other Financial Management Services areas.
2. Auditing: Various government codes, debt instruments of the City and grantor agencies require the preparation of annual financial reports audited by an independent certified public accountant. In addition, the county requires an annual audit of the Measure D and Local Transportation funds and the state periodically conducts an audit of the Gas Tax fund to ensure compliance with the restricted use of those monies. These audits conducted by independent staff provide additional assurance concerning the accuracy and completeness of the City's financial reporting and control programs. Staff must remain knowledgeable of changes in accounting or auditing standards, respond to auditor's requests for information, schedules, explanations etc. and adapt the accounting and recording systems to effectively and efficiently expedite these audits.
3. Payroll: This function is concerned with timely payment of employees, compliance issues regarding retirement programs, conditions of employment and federal payroll tax reporting. Payroll works closely with Human Resources to ensure that employees are paid timely, in accordance with labor laws and in amounts not exceeding those approved by Council.
4. Budgeting: The City develops a five-year financial plan, an annual program / performance type budget as well as a traditional line-item appropriation type budget. Each provides the basis for the others with increasing detail in the shorter-term outlooks. The program / performance budget places emphasis on what, how well, how efficiently or to what extent services are provided whereas the line-item budget speaks to how much services cost and is the legal mechanism for Council to authorize expenditures. The budget provides a financial roadmap which is closely monitored with actual results and updated as needed.
5. Financial Reporting: Includes mandated compliance reporting to various county, state and federal governments; internal financial reports for staff; and reports to Council and advisory boards on fiscal matters.
6. General Administration: Includes attendance at Council, advisory board, staff, safety and miscellaneous meetings; keeping informed on finance issues; advocating finance issues to Council and to staff; responding to inquiries from members of the public and the press; conducting personnel reviews. Also included are the production of budgets and performing other duties as assigned.

Administrative Services

II. Central Services

1. Phone Operations: One full time receptionist is utilized to assist callers and augment the voice mail system.
2. Purchasing: General office supplies and equipment are ordered, received and distributed centrally through this program. Specialized supplies required by a department are purchased by individual departments.

III. Management Information Services

1. Troubleshooting: Involves the timely solving of various problems encountered by users. Typical problems involve finding files, sharing files, recovering from accidental losses and printing problems
2. Backup: Securing files for restoration, storage and saving.
3. Security: Determining, implementing and maintaining user's rights to avoid file loss and corruption. Conduct regular scanning for viruses and maintain virus definition files.
4. Website Maintenance: Monitoring the website and creating additional resources for internet viewers.
5. Training and Instruction: Training and Instruction is the key to successful use of City resources and increasing productivity.

Program: Financial Management Services 5-Year Financial Plan (2023-2028)

Project Description

The City needs to prepare a long-term fiscal forecast and financial plan that assesses the General Fund's ability over the next five years. A 5-Year Financial Plan is required to assess how the City will continue current services in the aftermath of the global pandemic, address long-term liabilities and achieve capital improvement plan (CIP) goals; and if the forecast projects a negative gap between revenues and expenditures, to identify realistic options for the City's consideration in closing the gap.

Objective and Policy Consistency

The objective is to hire a consultant that can provide a new 5-Year Financial Plan that will allow the City to better assess the long-term outlook, more closely define the size and duration of fiscal challenges, and make better decisions accordingly for both the short and long run.

Previous and Ongoing Work

The last General Fund Five-Year Financial Plan (2017-22) was completed in May of 2017 by William C. Statler. Not only is this report nearing the end of its 5-year period, but this report was produced after the worst recession since the Great Depression, amidst a period of economic expansion with a favorable fiscal outlook. A new General Fund Five-Year Financial Plan is necessary due to the unforeseen effects of the novel Coronavirus ("COVID-19"). As a result of the declaration of this pandemic, many businesses are either not permitted to remain open or must severely restrict activities, causing significant adverse financial impacts that need to be assessed. A goal for the new General Fund Five-Year Financial Plan (2023-28) will be to develop both a mid and long-term Economic Recovery Plan for the City.

Tasks

1. Set goals and define specific reporting requirements
2. Research and compile samples to prepare the Request for Proposal
3. Go through the Request for Proposal process to procure a consultant to prepare the General Fund Five-Year Financial Plan
4. Provide support to gather data required to complete the Analysis
5. Present recommendations determined by the report

Products

Date

1. General Fund Five-Year Financial Plan

April 2021

Administrative Services

Staff Requirements

Administrative Services Director, Senior Financial Analyst, City Manager

Budget:

\$5,000

Funding Source:

General Fund

Priority:

High

Program: Financial Management Services Business License and Short-Term Rental Enforcement Program

Project Description

The recent addition of an Accounting Technician to the Administrative Services Department has provided the staff-level increase necessary to prioritize monitoring of revenue collection for and the enforcement of the Business License and Short-Term Rental Programs. Both programs require tracking of license renewals, collection of various fees, and outreach to the community to ensure compliance with City policies.

Objective and Policy Consistency

The objective is to create an enforcement program in which three City departments, Administrative Services, Community Development- Code Compliance and General Government- Legal Services, work together to ensure City-wide compliance with Business License and Short-Term Rental policies. The Administrative Services Department tracks revenues, collects data and communicates information. The Code Compliance division works out in the field to ensure local businesses and short-term rentals are licensed and comply with City policies. The General Government- Legal Services team provides professional consulting services. An Enforcement Program will outline the way in which these departments work together to better administer these licensing programs.

Previous and Ongoing Work

With the implementation of the new financial software, Tyler Technologies Incode 10, the City has started working with a new database to track Business License applications and renewals and has been using the Project Accounting module to track each Short-Term Rental individually for license application fees, renewals and quarterly Transient Occupancy Tax payments. The Community Development Department- Code Compliance division works out in the field to ensure businesses are operating with a City license and notifies those who are noncompliant with program policies.

Tasks

1. Outline the tasks of each department to create a Business License and Short-Term Rental Enforcement Program.
2. Disseminate duties to each department.
3. Set goals that measure the success of the program and align with each department's individual goals.

Products

1. Set up Programs

Date

June 2021

Administrative Services

Staff Requirements

Administrative Services Director, Senior Financial Analyst, Accounting Technician, City Attorney, Code Compliance Supervisor & Code Compliance Officers

Budget:

Work to be completed by City staff.

Funding Source:

General Fund

Priority:

High

Program: Financial Management Services Cost of Service Analysis

Project Description

The Cost of Service Analysis that determines the level of fees that would have to be imposed in order to meet the cost recovery percentages as stipulated by the City's municipal code was last taken up for City Council consideration in 2017. An update to the Cost of Service Analysis is required to ensure that cost of living and inflationary adjustments are incorporated into the City's Master Fee Schedule and staff's fully-burdened hourly rates.

Objective and Policy Consistency

The objective is to hire a consultant that can provide a new Cost of Service Analysis on City programs that will provide a revenue to cost comparison system that can be used to determine the level of fees that would have to be imposed in order to meet the cost recovery percentages as stipulated by the City's municipal code (CMC 3.34.040).

Previous and Ongoing Work

The last comprehensive cost study was undertaken in February 2011. On October 7, 2015 the City entered into an agreement with Revenue & Costs Specialists, LLC (RCS) to conduct a study and update of the City's Master Fee Schedule consistent with provisions of Carpinteria Municipal Code Chapter 3.34. The Service Cost Update Report was used to update the Master Fee Schedule on February 13, 2017. Since this date, staff have come across certain fees with levels that are not proportional to staff time and resources required to provide services and need adjustments, for example, the recent reduction of the home occupation permit rates. This analysis will provide departments the opportunity to make necessary changes. In addition, the City will consider adding verbiage to the Resolution approving the updated fees that directly grants City Council the ability to waive and adjust fees as necessary.

Tasks

1. Set goals and define specific programs in need of additional fees or major changes.
2. Research and compile samples to prepare the Request for Proposal
3. Go through the Request for Proposal process to procure a consultant to prepare the Cost of Service Analysis
4. Provide support to gather data from all departments required to complete the Analysis
5. Modify the Master Fee Schedule to reflect the fees recommended by the report

Products

Date

1. Cost of Service Analysis

July 2021

Administrative Services

2. Updated Master Fee Schedule

December 2022

Staff Requirements

Administrative Services Director, Senior Financial Analyst, City Manager, City Attorney, All Department Heads and their assigned lead staff person

Budget:

\$5,000

Funding Source:

General Fund

Priority:

High

Program: Financial Management Services Updates to the Carpinteria Municipal Code

Project Description

The Carpinteria Municipal Code is the codified and published version of the City's Code of Ordinances which serves as the governing law of the city. Periodically it is necessary to update the Municipal Code which can be done by adopting any ordinance adding to, amending, correcting or repealing existing ordinances. An update to several sections of the Municipal Code is required to keep up with best practices, correct fees, redefine procedures and modernize financial policies and regulations.

Objective and Policy Consistency

The objective is to make updates to various Carpinteria Municipal Code sections related to financial policies and regulations, including fiduciary, bonding, business license, and purchasing sections. Performed on an as-needed basis, updates to the Municipal Code ensure that the city's policies and procedures will continue to safeguard City assets and ensure the City's long-term financial health.

Previous and Ongoing Work

The Carpinteria Municipal Code was originally published in 1962 and has been kept current by regular updating of City Ordinances as they are adopted. Staff has been keeping track of the various Carpinteria Municipal Code sections that need to be updated to reflect new processes and procedures that follow best practices and areas that are no longer relevant to City programs. With the recent adoption of a new Investment Policy, upgrades to the financial software that tracks business licenses and purchase orders, and many more changes within the Financial Management Services program, updates to the Code are necessary.

Tasks

1. Compile list of sections requiring updates to the Municipal Code, reaching out to other departments as needed
2. Draft proposed changes
3. Work with City Attorney to receive approval of changes
4. Present recommendations to Council for adoption of Ordinances

Products

Date

- | | |
|---|-------------|
| 1. Updates to various Carpinteria Municipal Code Sections | August 2021 |
|---|-------------|

Administrative Services

Staff Requirements

Administrative Services Director, Senior Financial Analyst, City Manager, City Attorney,
Public Works Director

Budget:

Work to be completed by City Staff

Funding Source:

N/A

Priority:

Medium

**Program: Management Information Services
Proposal for Information Technology (IT) Services**

Project Description

A review of the City’s Information Technology (IT) services is necessary to ensure that current practices align with set goals for security and backup. Upon the determination of what services are required or need to be updated, the City will proceed with the Request for Proposal (RFP) process.

Objective and Policy Consistency:

The objective is to prepare an RFP form and begin the review of services process which will allow the department to compare current contract pricing with other vendors, learn of any additional services that are available, and modernize any of the City’s current services that might not be up to date or industry standard.

Previous and Ongoing Work

Currently the City has a contract with Policore, Inc. for IT services. An inventory of the City’s hardware has been started but has not yet been completed.

Tasks

1. Hire a consultant to organize a needs assessment and review what system upgrades are needed, including an implementation process for interactive forms on the City website.
2. Use data to prepare a formal Request for Proposal.
3. Upon completion of the process, review bids and enter into an agreement with the selected vendor.
4. Update and realign IT services to ensure practices align with department goals.

Products

Date

1. Needs Assessment
2. Updated IT services agreement

April 2021

Staff Requirements

Administrative Services Director

Budget:

\$5,000 estimate for Needs Assessment to be completed by the consultant, remaining work to be completed by City staff. The annual Information Technology (IT) budget is currently \$48,000.

Administrative Services

Funding Source:

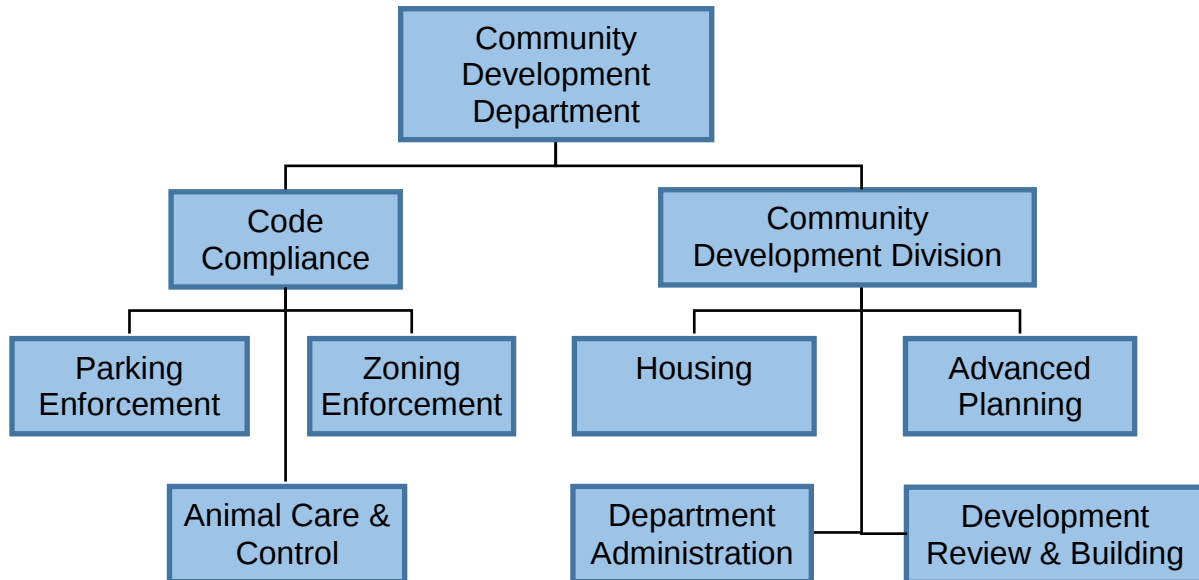
General Fund

Priority:

Medium

Department: Community Development

Departmental Function Chart



Mission Statement

The Community Development Department will provide proactive customer service to ensure that the physical development of the community enhances Carpinteria's small beach town character. In partnership with the community, we will promote a high quality of life by consistently and fairly enforcing regulations to preserve neighborhoods, achieve well-designed buildings and contribute to a safe, healthy, livable and economically prosperous environment.

Description of Department Programs and Services: The Community Development Department (CDD) provides primary support to the Planning Commission and its advisory bodies, the Architectural Review Board and the Environmental Review Committee. CDD also provides staff support as needed to the City Council, City Manager, other City Departments, and other boards and committees as needed (Traffic Safety Committee, Tree Advisory Board, Downtown “T” Business Advisory Board, Technical Planning Advisory Committee and Joint Housing Task Group). Staff is also involved in reviewing and commenting on environmental documents prepared for projects in the County’s jurisdiction as well as those proposed by Special Districts within and surrounding the City boundaries. All work is done with the goal of implementing the Department’s Mission Statement.

Other Work Items: A substantial work effort concerning the County’s Cannabis laws and the City’s own laws, such as the licensing provisions will continue through 2021 as will CMC updates regarding Soft Story buildings and the sale of Flavored Tobacco products.

Other new work items could include:

- Changes to the City’s Home Occupancy Permit regulations;
- Changes to the City’s Telecommunications regulations in response to state law; and
- Updates to the City’s Subdivision Ordinance (CMC Title 16);

Meetings have been held with the developers of several large projects including the east side of the 700 block of Linden Avenue (Austin’s Hardware block), the two parcels totaling 27.30 acres located in the Carpinteria Bluffs I planning area, the vacant Bluffs II parcel located east of the S&S Seeds building, and the Carpinteria Unified School District’s seven-acre East Valley School site, proposed to be developed with affordable and market rate housing.

Review of Chevron’s decommissioning plans for the Carpinteria Oil and Gas plant will continue through 2021. The Code Compliance team is spending considerable time in the field and in meetings concerning the City’s homeless population. These projects will constitute a major work effort for the Planning Division in 2021.

Community Development

Program: Administration

Project Description:

The purpose of this Work Plan item is to improve the Community Development Department's administrative systems. The Department continues with the process of digitizing approved building plans, project files and address files. Older large plan sets are being sent out to be digitized; we currently require new materials to be provided in digital format. This effort has already proven to be tremendously valuable in this COVID restricted face to face contact as we are able to quickly find and provide the public with available copies of building plans and permits. Having these, in addition to project application materials, staff reports and action minutes in a digital format (.pdf), allows staff to reply to email requests for information from the public without necessitating a trip to City Hall.

The Department's new GIS map viewing software allows for quick retrieval of property information, zoning/land use designations, map imagery and related data. The maps have proven to be invaluable getting up to date information out during the Thomas Fire and debris flow incidents last year. Once fully deployed, the GIS software can be used by all City Departments and would also have the capability to provide the public with access to basic land use and property information through the City's website. Future development of the application may also allow address file and/or building permit histories to be accessible through the map viewing program.

Late last year the Department bought Bluebeam Revu plus Bluebeam Studio; a software application that allows users to markup, takeoff, organize, and collaborate with PDF files. Bluebeam Studio is a third-party collaboration platform that connects CDD staff with applicants, architects and engineers on building and planning permits, giving them the ability to markup and review documents from remote locations and in real-time.

Objective and Policy Consistency:

The objective of this Work Plan item is to continue with the updates and modernization systems that will allow the Community Development Department to provide information to residents, business owners/operators, developers and interested parties. The goal is to improve service to the public, consistent with the City's intent to deliver services to the public as efficiently and effectively as possible.

Previous and Ongoing Work:

- Investigate the lease/purchase of a large format scanner – Ongoing
- Clean address files of excess material and scan/digitize contents – Ongoing
- Digitize remaining approved building plan sets – Ongoing

Products:

- Lease/purchase a large format scanner
- Digitized address files
- Digitize remaining approved building plan sets

Date:

Spring 2021
Fall 2022
Fall 2023

Staff Requirements:

- Community Development Director and all staff

Community Development

Funding Source: This is a multi-year program funded through the General Fund for CDD personnel and supplies allocation.

Priority: Medium.

Program: Advanced Planning Design Standards and Guidance

Project Description

Updating Zoning Code to establish a Downtown Design Overlay, and amending Carpinteria Neighborhood Design Guidelines.

Objective and Policy Consistency

The objective of updated regulations and/or guidelines would be to reduce uncertainty in the City's discretionary permitting review process, while ensuring that new development remains consistent with the City's "small beach town" identity.

Previous and Ongoing Work

Discretionary review of several development projects in 2018/19 resulted in contradictory recommendations or decisions being rendered among the decision-making bodies responsible for the City's development review process. Coincident to this, the State adopted legislation that limits local discretion and requires application of objective versus subjective standards.

In November 2018, Concha Loma residents made a presentation and submitted a petition requesting the Council initiate an Overlay that would prohibit two-story structures. Subsequently, the Council directs staff to update Neighborhood Design Guidelines. There is currently no money set aside for this task other than the General Fund.

In March of 2019, a Special Joint Meeting of the City Council, Planning Commission, and Architectural Review Board was held to initiate a re-examination of the regulatory and design guidance tools available to applicants, City staff and decision-makers, and to consider whether there are opportunities to clarify the City's design intent through amended or new regulations and/or guidelines. An Ad Hoc Committee is created with Mayor Wade Nomura, Vice-Mayor Al Clark, Planning Commissioner Jane Benefield, Planning Commission Chair John Callender, ARB Member Jim Reginato, and ARB Member Brad Stein to serve on the Committee with Councilmember Gregg Carty as alternate.

In May 2019, Council adopts Resolution No. 5895 to Initiate legislation and development of policies to establish a Downtown Design Overlay, Zoning Code design regulations, and to address recent changes in state Density Bonus and Housing laws.

In November 2019, Council adopts Resolution No 5929, authorizing application for SB 2 Planning Grants to Develop the Downtown Overlay and update City's Density Bonus regulations

Community Development

Tasks

Coordination with Ad Hoc Committee, City Consultants, City Attorney, Coastal Commission and state department of Housing and Community Development (HCD) to implement to implement these regulations. Public workshops and hearings will be held to solicit full community engagement.

Products

- Amendments to the CMC creating the Downtown Design Overlay
- Amendments to the Neighborhood Design Guidelines

Date:

December 2022
July 2022

Staff Requirements

- City Manager
- Community Development Director
- Advanced Principal Planner
- Contract Architects/Planners
- CDD Planners

Budget Existing Program – CDD Personnel Allocation and Grants

Funding Source This is an existing program funded through the General Fund for CDD personnel allocation. SB 2 Grant funds will also be used to offset staff costs associated with the Downtown Design Overlay.

Priority High

Program: Advanced Planning

General/Coastal Plan and Comprehensive Zoning Code Update

Project Description

Comprehensive updates to the City's General Plan / Local Coastal Land Use Plan and Zoning Code.

The existing General Plan/Local Coastal Plan contains the City's long-range vision and land use plan and was last comprehensively updated between 1996 and 2003. The CLUP/General Plan update will enable new data and information, contemporary scientific knowledge, new statewide legislature, and updated programs and policies to be integrated into the City's planning process, based on community goals and values related to land use and resource management. The CLUP/General Plan update will integrate new policies and implementation measures to address City resiliency to sea level rise and coastal hazards, facilitate multi-modal transportation and associated reduction in GHGs, promote social equity and inclusiveness in the decision-making process, introduce a new Health Community Element, and provide compliance with both the California Coastal Commission (CCC) and Office of Planning and Research (OPR) guidelines for all City plan elements.

This comprehensive update is partially complete, and the Coastal Commission LCP Planning Round 3 Grant partially funded the Administrative Draft CLUP/ General Plan update, including administrative drafts for the new Coastal Resiliency Element and Healthy Community Element, and completion of the Final Sea Level Rise Vulnerability Assessment and Adaptation Project (SLRVAAP) in 2019. Additionally, the CLUP/General Plan update team provided Administrative Draft deliverables for all plan elements to complete the fulfillment of the LCP Round 3 Grant requirements.

With additional grant funding under LCP Round 6 from the CCC, and by strategically leveraging City staff resources including general funds and in-kind contributions, the CLUP/General Plan update team will complete preparation of the Public Draft CLUP/General Plan in spring 2021, update environmentally sensitive habitat (ESHA) mapping, and initiate public and decision-maker hearings in the spring/summer of 2021. Following release of the Public Draft, the CLUP/General Plan update would undergo environmental review consistent with the California Environmental Quality Act from spring 2021 through spring 2022. The City intends to complete and adopt the CLUP/General Plan update with integration of comments from the public, other local stakeholders (e.g., special districts, county and state agencies, study site property owners, special interest groups), CCC, and decision-makers throughout the public hearing and decision-making process.

As the CLUP/General Plan is currently undergoing a comprehensive update, updates to the City's Zoning Code are necessary to implement updated CLUP/General Plan goals and policies, new statewide legislation, and implement measures, including regulatory amendments to address

Community Development

potential sea level rise hazards. The City's current Zoning Code was certified by the Coastal Commission in 1982, and while the City adopted Zoning Code amendments and obtained amendment certifications from the CCC, the entire Zoning Code has not been comprehensively updated. Concurrently with the CLUP/General Plan update, the CLUP/General Plan update team would pick up the work pace on the comprehensive update to the Zoning Code. These updates to the City's Zoning Code would realize the CLUP/General Plan goals and policies that support GHG reductions, coastal access and trail development, protection of ESHA, and implementation of the Sea Level Rise Adaptation Overlay.

In addition, the City of Carpinteria was awarded \$237,000 in Caltrans grant funds under the Caltrans Adaptation Planning Grant to conduct a feasibility study and conceptual design for a Living Shoreline adaptation strategy between December 2019-February 2021. The living shoreline is an adaptation strategy identified within the SLRVAAP and will continue to be discussed as part of the public process. Policies that support this project will be included within the Draft CLUP/General Plan and Zoning Code Update.

Concurrent with these planning studies, expanded public outreach and City meetings will be necessary as well as continued coordination meetings and grant administration as required by the grantors.

Objective and Policy Consistency

To comprehensively update the CLUP/General and Zoning Code. This work is consistent with the inherent need to revisit and update City strategic plans and policies through a planning process, requisite to the City operating consistently with its Mission.

Previous and Ongoing Work

- Coastal Commission LCP Round 3 Grant award of \$150,000 secured for work on the Update with an emphasis on Sea Level Rise Vulnerability Assessment and Adaptation Plan, August 2016
- Award contract to Prepare the Carpinteria General Plan and Local Coastal Plan Update to Wood Environment & Infrastructure Solutions, Inc., May 2017
- Caltrans Senate Bill 1 Adaptation Planning Grant award of \$218,093 secured for transportation adaptation planning, December 2017
- Completion of the Final Sea Level Rise Vulnerability Assessment and Adaptation Project, March 2019
- CalOES Hazard Mitigation Grant Program grant for \$84,000 for Local Hazard Mitigation Plan Annex Update and Safety Element. September 2019
- Caltrans Senate Bill 1 Adaptation Planning Grant award for \$237,000 secured for the Dune and Shoreline Management Plan, December 2019
- Coastal Commission Grant award for \$190,000 secured for completion of the Draft CLUP/General Plan and the Draft Zoning Code Update, December 2019
- Completion of the Administrative Draft CLUP/General Plan Elements and policies in fulfillment of Coastal Commission LCP Round 3 Grant, March 2021

Community Development

- REAP Grant award of \$115,881 to be secured spring 2021

Tasks

- Prepare draft documents for the CLUP/General Plan, CLUP/General Plan EIR, and Zoning Code
- Wrap up General/Coastal Plan Update Committee meetings
- Planning Commission hearings
- City Council hearings
- Coastal Commission coordination
- Support the City's grant administration requirements for awarded grants.

Products

Date

- | | | |
|-------------------------------------|-----------|-----------|
| • Sea Level Rise VAAP | completed | 2019 |
| • Draft CLUP/General Plan | | 2020-2021 |
| • Draft CLUP/General Plan EIR | | 2020-2021 |
| • Draft Zoning Code Update | | 2021-2022 |
| • Staff reports for public hearings | | 2020-2022 |

Staff Requirements

- City Manager
- Community Development Director
- Advanced Principal Planner
- Contract Consultants
- CDD Planners

Budget

- Staff
- Consultant Contract

Funding Sources

General Fund
Grants (\$795,000 as of January 2020)

Priority High

Program: Advanced Planning

Housing Element Update and Response to State Housing Legislation

Project Description

The City's Housing Element describes the City's needs, goals, policies, objectives and programs regarding the preservation, improvement and development of housing. It provides an indication of community housing needs in terms of affordability, availability, adequacy, and accessibility. The Element sets forth a strategy to address housing needs and identifies a range of specific housing programs to meet identified needs.

The Housing Element is an official municipal response to a growing awareness of the need to provide housing for all economic segments of the community, as well as a legal requirement for all California jurisdictions. It provides Carpinteria with the opportunity to plan for the existing and future housing needs in the community.

While jurisdictions must review and revise all elements of their general plans on a regular basis to ensure that they remain up to date, state law was amended in 2008 to require housing elements be reviewed and updated on an eight-year cycle in coordination with every other update to the Regional Transportation Plan. The process of updating housing elements is initiated by the state through the Regional Housing Needs Assessment (RHNA) process. The planning period for this current Housing Element runs from February 15, 2015 to February 15, 2023. This year, the City will initiate an update to the Housing Element for the next eight-year cycle. It is critical to initiate this update now as Carpinteria's RHNA housing unit allocation for this next cycle, which runs concurrent with the Housing Element cycle, as our allocation has increased from 163 housing units to somewhere in the 1,109-unit range, a 680% increase.

As presented to the City Council at their regular meeting of December 14, 2020, the 6th RHNA cycle 29,313 countywide housing unit allocation is in stark contrast to the 5th RHNA cycle countywide allocation of 11,030 total units. Jurisdictions across the state have seen an increase similar to our region's increase. It appears that the RHNA process will result in the City of Carpinteria being allocated somewhere in the range between 951 and 1,109 housing units. On an annualized basis, this means the City would need to plan for encouraging the development of between 136 and 158 units each year. To compare, Carpinteria's 5th cycle numbers were 163 housing units over seven years and, to date, over the 5th cycle period, which began in 2016, the City has experienced a total of 157 housing units built.

In addition, the state has made numerous changes to California laws concerning certain types of development that preempt and create mandates for cities. Laws effective January 1, 2020, concern the creation of accessory dwelling units (ADU), junior accessory dwelling units (JADU), and Density Bonus projects and aim to reduce barriers to the development of ADUs and affordable housing projects.

Other work products falling within the housing policy updates could include:

- A "No Cause" eviction prohibition ordinance;
- Local rent control for multi-family housing; and
- Affordable housing in-lieu fees/inclusionary requirements

Community Development

This year's work plan includes research and development of legislation amending the City's Zoning Code standards as determined necessary and appropriate to comply with State law while balancing other related and/or competing policies and regulations.

Objective and Policy Consistency

To initiate the next Housing Element update and establish amended Zoning Code development regulations that comply with state law by balancing its requirements with those of the City's Local Coastal Land Use Plan. The subject legislative work will allow staff to embark on updates to the City's Local Coastal Program and Zoning Code standards for Density Bonus projects and ADUs (currently referred to in the Zoning Code as secondary dwelling units) to implement the goal of state housing and ADU legislation to increase the availability of smaller, more affordable housing units while also addressing local conditions, including the need to protect coastal resources under the Coastal Act.

Previous and Ongoing Work

- March 27, 2017: Staff presents an informational briefing on state legislation concerning Accessory Dwelling Units;
- September 23, 2019: Adoption of Resolution No. 5915, initiating legislation to amend the City's Secondary Dwelling Unit Regulations, a part of its Local Coastal Program, in response to state Accessory Dwelling Unit legislation;
- Staff briefing of new housing laws in effect as of January 1, 2021. The target date is currently February 22, 2021.

Tasks:

Coordination City Attorney, Coastal Commission and state department of Housing and Community Development (HCD) to implement state law. Public workshops and hearings will be held to solicit full community engagement.

Products:

- Update to the Housing Element
- Amendments to the City's Zoning Code

Date:

2021 through 2023
2021 through 2023

Staff Requirements:

- City Manager
- Community Development Director
- Advanced Principal Planner
- CDD Planners
- Legal Counsel

Budget: Existing Program – CDD Personnel Allocation and Grants

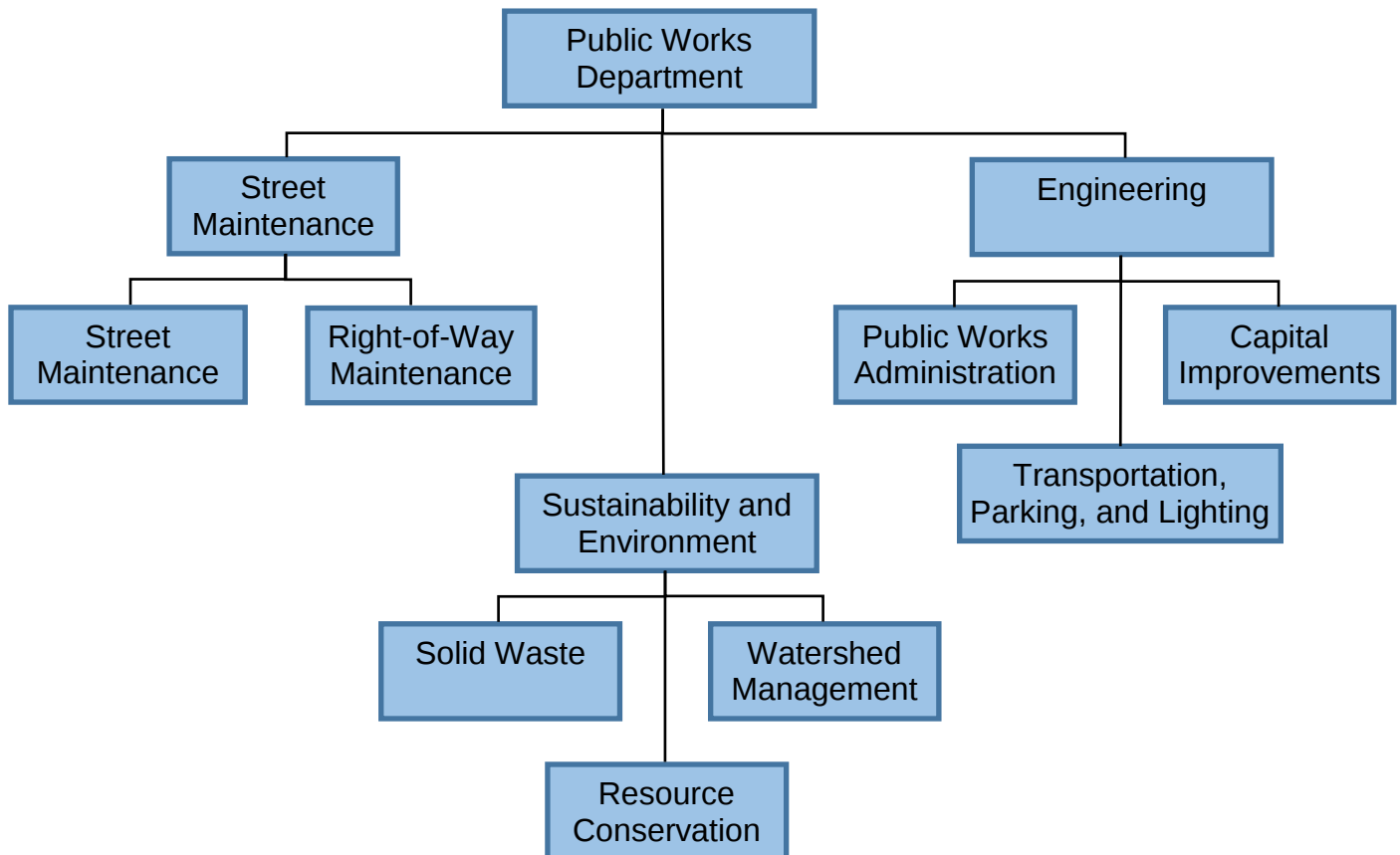
Community Development

Funding Source: This is an existing program funded through the General Fund for CDD personnel allocation. SB 2 and REAP Grants will also be used to offset staff costs.

Priority: High

Department: Public Works

Department Organizational Chart



Mission Statement

The Public Works Department is committed to efficiently providing, operating, and maintaining the public infrastructure, facilities, and services in order to make everyday life as safe, convenient, and successful as possible for the Carpinteria community.

Description of Department Programs and Services

The Public Works Department is comprised of the following divisions and respective programs:

Engineering Division

- ◆ Public Works Administration
- ◆ Transportation, Parking, and Lighting
- ◆ Capital Improvements

Street Maintenance Division

- ◆ Street Maintenance
- ◆ Right-of-Way Maintenance

Sustainability and Environment Division

- ◆ Resource Conservation
- ◆ Solid Waste
- ◆ Watershed Management

The Public Works Administration Program is responsible for the planning, organizing, and directing of all services in the Public Works Department. The Public Works Department is augmented with contracts for professional (consulting) services, solid waste hauling, street sweeping, and street and right-of-way maintenance. The Public Works Administration Program also administers the Engineering Permits Service. Under this service, engineering permits are issued for grading, right-of-way encroachments, dumpsters, and oversize loads; and special event permits are issued for events held in the public right-of-way including temporary parking.

The Street Maintenance Program provides for the maintenance of all City streets. There are approximately 30 centerline miles of streets which also represents approximately 5.5 million square feet of pavement. Maintenance of City streets includes: Pavement Maintenance, Traffic Signing and Striping Maintenance, and Bikeway (Bike Paths, Bike Lanes, and Bike Routes) Maintenance. Repairs of pavement potholes and traffic signing and striping are able to be performed by Street Maintenance Division staff. Maintenance contracts augment Street Maintenance Division staff for larger work involving pavement replacement, traffic signals, and street lights.

The Right-of-Way Maintenance Program provides for the maintenance of all City rights-of-way. Maintenance of City rights-of-way includes: Maintenance of curbs, gutters, sidewalks, street landscaping, benches, trash receptacles, and bicycle racks; Tree trimming, removal of hazardous or dead trees, and planting of new trees; Installation and maintenance of street planters and medians; and Graffiti removal.

The Resource Conservation Program provides for renewable energy development, energy efficiency, and strategic energy planning. The City of Carpinteria is committed to providing equitable, clean resilient power to the community. The program involves the following services or activities: Community Choice Energy, Strategic Energy, and Energy Efficiency.

The Solid Waste Program provides for solid waste collection including handling, disposal, and recycling operations; and street sweeping. The City contracts with E.J. Harrison and Sons, Inc. to provide the solid waste collection. The program also provides for the collection of antifreeze, batteries, oil, and paint (ABOP); and the annual household hazardous waste and household goods including electronic waste (E-Waste). The Solid Waste Program is funded by Assembly Bill (AB) 939 fees which are collected by E. J. Harrison and Sons, Inc. and remitted to the City as part of the contract. The cost of the program is also offset with the Oil Payment Program Funds from the California Department of Resource, Recovery and Recycling (CalRecycle).

The Watershed Management Program provides for the public outreach and education of stormwater quality; tracking of illicit discharges; water quality testing at storm drain outfalls or

discharge areas; implementation and enforcement of stormwater quality best management practices (BMPs) for development, redevelopment, and City operations; regional coordination; and the overall stewardship of local watersheds by regulating stormwater runoff into creeks and salt marsh. The program was created in response to a need to comply with the National Pollution Discharge Elimination System (NPDES) Phase II Small Municipal Storm Sewer System (MS4) Permit. The program involves the following services or activities: Stormwater Management, Storm Drain Maintenance, Regional Watershed and Stormwater Funding Coordination, and State and Federal Permit Coordination.

Accomplishments

Due to the current pandemic, work on the 2020 Annual Work Plan was temporarily deferred. For much of the calendar year, staff prioritized department services to the implementation and/or support of COVID-19 virus prevention measures. In spite of the pandemic, the Public Works Department still made notable accomplishments in 2020:

- ✓ Strategic Energy Plan

The Residential Energy Efficiency Workshop was conducted in March 2020.

- ✓ 2020 Pavement Rehabilitation Project

The construction was completed in August 2020. The project involved the following City streets: Carpinteria Avenue (from Seventh Street/Santa Ynez Avenue to Sandyland Cove Road), Eighth Street (from Elm Avenue to Maple Avenue), and Nipomo Drive (from Linden Avenue to Tomol Drive).

- ✓ Multi-Year Pavement Management Map

The Multi-Year Pavement Management Map was completed in March 2020 and is currently in the City website for public access.

- ✓ Street Tree Management Plan Update and Special Conditions Streets Management Plan

Drafts were presented to the Tree Advisory Board in October 2020.

- ✓ Parking Lot No. 2 and Cactus Lane Improvements Project

The construction was completed in September 2020.

- ✓ City Hall Remediation and Renovation Project

The construction is substantially complete and is in full beneficial use.

- ✓ Parking Management Plan

The Draft Downtown Carpinteria Parking Study was completed in October 2020.

Program: Public Works Administration National Flood Insurance Program Community Rating System

Project Description

This Work Plan item is to participate in the National Flood Insurance Program (NFIP) Community Rating System (CRS). The CRS is a voluntary program for recognizing and encouraging community floodplain management activities exceeding the minimum NFIP standards. Under the CRS, flood insurance premium rates are discounted to reward community actions that meet the three goals of the CRS, which are to reduce flood damage to insurable property, strengthen and support the insurance aspects of the NFIP, and encourage a comprehensive approach to floodplain management. Participation in the NFIP CRS includes the following benefits:

1. Lower cost flood insurance rates are only one of the rewards a community receives from participating in the CRS.
2. Citizens and property owners in CRS communities have increased opportunities to learn about risk, evaluate their individual vulnerabilities, and take action to protect themselves, as well as their homes and businesses.
3. CRS floodplain management activities provide enhanced public safety, reduced damage to property and public infrastructure, and avoidance of economic disruption and loss.
4. Communities can evaluate the effectiveness of their flood programs against a nationally recognized benchmark.
5. Technical assistance in designing and implementing some activities is available to community officials at no charge.
6. CRS communities have incentives to maintain and improve their flood programs over time.

The CRS uses a Class rating system that is similar to fire insurance rating to determine flood insurance premium reductions for residents. CRS Classes are rated from 9 to 1, with 9 being the lowest and 1 being the highest. Most communities enter the program at a CRS Class 9 or Class 8 rating, which entitles residents in a Special Flood Hazard Area (SFHA) to a 5-percent discount on their flood insurance premiums for a Class 9 or a 10-percent discount for Class 8. As a community engages in additional mitigation activities, its residents become eligible for increased NFIP policy premium discounts. Each CRS Class improvement produces a 5-percent greater discount on flood insurance premiums for properties in the SFHA.

Status of Letter of Map Revision

The City's Letter of Map Revision (LOMR) for Carpinteria Creek is currently on hold due to the new FEMA restudy efforts for the Carpinteria and Montecito areas. In order for the California Department of Transportation (Caltrans) to process the LOMR for Franklin Creek, the LOMRs for the Linden Avenue and Casitas Pass Road overcrossings/bridges would need to be approved first (by FEMA). In order to process the LOMRs for these overcrossings/bridges, the LOMR for Carpinteria Creek would need to be approved. The reason for the holding is because the FEMA restudy would essentially affect these LOMRs. For example, parcels removed from the Special

Public Works

Flood Hazard Area in a LOMR may revert to a SFHA in the FEMA restudy. This is a possible risk in which is the main reason for the City and Caltrans is holding onto its respective LOMRs.

The FEMA restudy is underway, and FEMA estimates it being complete in December 2021. FEMA is aware of these LOMRs, and already obtained the engineering studies and other relevant technical data from these LOMRs for evaluation and consideration in the FEMA restudy. Once the results or preliminary results of the FEMA restudy are available, the City as well as Caltrans would be better informed on how to proceed with the LOMRs. FEMA is involving the City in the restudy process including the review of the technical information being used.

Objective and Policy Consistency

The objective of this Work Plan item is to obtain the NFIP CRS program benefits for the Carpinteria community. This Work Plan item is consistent with the City Floodplain Management Regulations and the General Plan and Local Coastal Plan's Safety Element.

Previous and Ongoing Work

- The Letter of Map Revision (LOMR) to the Flood Insurance Rate Map (FIRM) for Carpinteria Creek is on hold due to a recently started restudy by the Federal Emergency Management Agency (FEMA) in October 2019. The LOMR and any appeals to that will be superseded by the FEMA restudy. The FEMA restudy including base mapping and hydrology and hydraulic modeling is in progress.

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

Due to the current pandemic, work on the 2020 Annual Work Plan was temporarily deferred. For much of the calendar year, staff prioritized department services to the implementation and/or support of COVID-19 virus prevention measures. The following tasks are unchanged from the 2020 Annual Work Plan:

1. Prepare and submit CRS Application.
2. Coordinate CRS Application review with FEMA including verification visit by Insurance Services Office, Inc. (ISO)/CRS Specialist.
3. Public Outreach

Products

- CRS Application

Completion Date

Fall 2021 estimated

Staff Requirements

- Public Works Director
- Assistant to the Public Works Director
- Engineering Technician

Public Works

Budget

<u>Task</u>	<u>Estimated Cost</u>
• CRS Application	\$5,000
• Public Outreach	\$500
• Project Management (City Staff), 15%	\$825

Work will be performed as part of the general work load assigned to Public Works.

Funding Source

This Work Plan item would be funded by General Fund.

Priority

This Work Plan item is a Low priority.

**Program: Public Works Administration
Pedestrian Bridge Inspection Program**

Project Description

This Work Plan item is to establish a Pedestrian Bridge Inspection Program for existing City-owned pedestrian bridges. There is currently no Pedestrian Bridge Inspection Program.

The Pedestrian Bridge Inspection Program would include assessment of the overall condition and safety of primary load carrying members and joints, wearing surfaces, and protective coating systems, and deck/slab protection systems; and accessibility inspection. When developing a rehabilitation, replacement, or preventive maintenance strategy for any bridge, it is necessary to understand the current deficiencies in order to develop an appropriate scope of work that corrects or eliminates the deficiencies. The Pedestrian Bridge Inspection Program would conform to the California Department of Transportation (Caltrans) Bridge Element Inspection Manual.

The following list of City-owned pedestrian bridges would be inspected:

Feature Intersected	Facility Carried	Location
Carpinteria Creek	Eighth Street Pedestrian Crossing/Bike Route	Between northly end of Calle Ocho and southerly end of Eighth Street; Coordinates 34.392675, -119.514237
Franklin Creek	Franklin Creek Pedestrian Crossing/Bike Path	Approximately 75-feet south of Foothill Road (State Route 192); Coordinates 34.409097, -119.517213
Franklin Creek	Meadow View Lane Pedestrian Crossing/Bike Route	Between Meadow View Lane and Franklin Park; Coordinates 34.406863, -119.517443
Franklin Creek	El Carro Lane Pedestrian Crossing/Bike Path	Between El Carro Lane and Franklin Park; Coordinates 34.405472, -119.518257
Franklin Creek	Ninth Street Trail	Approximately 350-feet south of Carpinteria Avenue; Coordinates 34.400847, -119.522815
Santa Monica Creek	Santa Monica Creek Trail Pedestrian Crossing/Bike Path	Between Santa Monica Creek Trail and Santa Monica Road; Coordinates 34.407053, -119.527872
Santa Monica Creek	Via Real Pedestrian Crossing	Immediately adjacent to and north of Via Real bridge; Coordinates 34.404813, -119.528742

Objective and Policy Consistency

The objective of this Work Plan item is to establish a formal Pedestrian Bridge Inspection Program for existing City-owned pedestrian bridges. This Work Plan item is consistent with the General Plan and Local Coastal Plan's Circulation and Safety elements.

Previous and Ongoing Work

- Eighth Street Pedestrian Bridge
- Franklin Creek Pedestrian Bridge
- Meadow View Lane Pedestrian Bridge
- El Carro Lane Pedestrian Bridge
- Ninth Street Pedestrian Bridge
- Santa Monica Creek Trail Bridge
- Via Real Pedestrian Bridge

Public Works

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

Due to the current pandemic, work on the 2020 Annual Work Plan was temporarily deferred. For much of the calendar year, staff prioritized department services to the implementation and/or support of COVID-19 virus prevention measures. The following tasks are unchanged from the 2020 Annual Work Plan:

1. Prepare and issue request for proposal (RFP) to procure inspection consultant.
2. Perform bridge inspections.
3. Prepare Pedestrian Bridge Inspection Program Report.
4. Present Pedestrian Bridge Inspection Program Report to Public Facility Site Acquisition/Development Committee.
5. Present Pedestrian Bridge Inspection Program Report to City Council.

Products

- Pedestrian Bridge Inspection Program Report

Completion Date

Spring 2021 estimated

Staff Requirements:

- Public Works Director
- Public Works Supervisor
- Assistant to the Public Works Director
- Engineering Technician

Budget

Task

- Pedestrian Bridge Inspection Program
- Project Management (City Staff), 15%

Estimated Cost

\$30,000
\$4,500

Funding Source

This Work Plan item would initially be funded by Gas Tax, Local Transportation Fund, and Measure A. Once capital improvements are identified and programmed in the Capital Improvements Program, future federal-aid funds such as from the Highway Bridge Program (HBP) and the Bridge Preventive Maintenance Program (BPMP) would be able to be applied for.

Priority

This Work Plan item is a High priority.

**Program: Sustainability and Environment
Sustainable Resources**

Project Description

This Work Plan item is to identify projects, programs, and related work or resources necessary to move the City's interest in energy and water conservation, waste reduction, and pollution prevention.

Objective and Policy Consistency

The objectives this Work Plan item are to (1) Develop sea level rise adaptation strategies, (2) Encourage land use development that incorporates alternative transportation and compact and accessible communities, (3) Promote social equity and recognizing that different groups experience different impacts of development interventions, (4) Reduce greenhouse gas emissions through improving and encouraging alternative transportation goals, (5) Reduce energy consumption at municipal facilities by improving existing facilities and leading by example for the community and other local agencies, (6) Develop and implement waste and source reduction measures including food waste programs, litter removal, and extended producer responsibility, and (7) Reduce surface water pollution by developing runoff reduction measures and education outreach.

Previous and Ongoing Work

- **Planning:** In 2017, an update of the General Plan and Local Coastal Plan was launched. Concurrently to that update, drafting of the Sea Level Rise Vulnerability Assessment and Adaptation Plan (SLRVAAP) initiated. The General Plan/Local Coastal Plan update includes new land use policies, and two new elements- the Climate Change and Resiliency Element, which will incorporate elements of the SLRVAAP, and the Healthy Community Element. It is expected that sustainability goals and policies will be drafted and included in both of these new elements, with many of the goals of the Sustainable Communities Policy incorporated into the Healthy Community Element.
- **Clean Water:** Since 2009, the City has been implementing the National Pollutant Discharge Elimination System (NPDES) Phase II Municipal Small Separate Storm Sewer System Permit (Phase II Permit). The Phase II Permit requires municipalities to enforce the Clean Water Act and reduce water pollution through education outreach, pollution prevention programs, tracking and abating illegal discharges, regulating new and redevelopment to treat and retain water for infiltration into the groundwater basin, and good housekeeping measures for municipal facilities. In 2014, the City adopted Ordinance No. 667 (Stormwater Management) which prohibits polluted discharges and other measures to assist with improving water quality and enforcing the Phase II Permit. The City submitted a draft implementation plan for addressing trash that enters the storm drain system and local water ways to the Regional Water Quality Control Board in 2018. Implementation of the Trash Amendment will be incorporated into the new draft Phase II Permit, expected to be released in 2021.
- **Via Real Stormwater Project:** This project is intended to address runoff from Bailard Avenue west to Carpinteria Creek. Currently, all storm events of one year and greater overwhelm the

Public Works

drainage systems from Poplar Street to Carpinteria Creek. The new design is intended to capture and treat 25-year storm events. A FEMA Hazard Mitigation Program grant funding for this project was awarded in June 2020.

- **Source Reduction:** In 2012, single-use bag regulations were adopted. Large stores are prohibited from using both paper and plastic single-use carry-out bags and small stores (less than 2 million gross sales annually) are prohibited from using single use carry-out bags. In 2017, expanded polystyrene regulations were updated to include prohibition of the sale and distribution of single-use polystyrene products not encased in a hard material.
- **LED Upgrades:** In 2017, lighting at the Carpinteria Community Pool, Veterans Memorial Building, Carpinteria Branch Library, Parking Lot No. 1, and all City restrooms were upgraded to LED bulbs through funding from Southern California Edison (energy efficiency incentives and direct install).
- **Community Choice Energy:** In August 2019, the City elected to join Central Coast Community Energy (formerly Monterey Bay Community Power), a Community Choice Energy agency. It is expected that Central Coast Community Energy (3CE) will begin serving customers in the City in October 2021. Rollout will be primarily conducted by the 3CE outreach team, which will be closely coordinated with the City of Santa Barbara's outreach team in an effort to avoid confusion while two CCE's are launch along the south coast simultaneously. Notices will be mailed 3 months prior to enrollment to all customers, and several public workshops will be held to educate customers and answer questions. The City will assist with outreach by posting information on the City website and sharing outreach information on city social media accounts.
- **Strategic Energy Plan:** In February 2018, representatives from the cities of Carpinteria, Goleta, and Santa Barbara and the County of Santa Barbara selected a consultant to draft a strategic energy roadmap for the area. The roadmap, adopted in July 2019, includes a focus on emergency preparedness as well as long term energy resiliency. The Strategic Energy Plan identifies barriers and solutions to renewable energy and energy storage development throughout the community. Currently the City is working with other regional agencies to draft Energy Assurance Plans, identified in the SEP as a tool to increase local energy resilience.

Tasks

- **General Plan and Local Coastal Plan Update:** Support Community Development Department.
- **Community Choice Energy:** Continue working with other local agencies and Central Coast Community Energy to develop energy programs that encourage emergency preparedness at critical facilities, renewable energy development, and energy storage projects. Work with 3CE to assist with rollout education.
- **Strategic Energy Plan:** Plan energy resilience measures at the City Hall campus and Community Pool [solar generation]. Identify funding/incentive opportunities.
- **Establish a budget for the newly adopted Sustainability and Environment Division to support consistent annual implementation.**

Products

- | | |
|---|---|
| • Sustainability and Environment Program Budget | Completion Date
June 2021 estimated |
| • Community Choice Energy Program roll-out | October 2021 estimated |
| • Release Request for Proposal for City facilities solar generation project | January 2021 estimated |

Public Works

Staff Requirements

- City Manager
- Public Works Director
- Environmental Program Manager
- Engineering Technician

Budget

Task

- Sustainability and Environment Program Budget

Estimated Cost

To be determined

Funding Source

This Work Plan item would be funded by the General Fund and grant funding.

Priority

This Work Plan item is a Medium priority.

Program: Street Maintenance Pavement Management Program

Project Description

This Work Plan item is to continue implementation of the Pavement Management Program, but with an approach for sustainable pavement. According to the Federal Highway Administration, a sustainable pavement is one that achieves its specific engineering goals, while, on a broader scale, (1) meets basic human needs, (2) uses resources effectively, and (3) preserves/restores surrounding ecosystems¹. The Pavement Management Program is based on the Pavement Management System report (dated August 2018) which is valid for three years.

Objective and Policy Consistency

The objective of this Work Plan item is to continue to effectively manage the pavements of City streets and move toward achieving sustainable pavement. This Work Plan item is consistent with the Sustainable Community Policy and the requirements of the state Senate Bill 1 (SB 1) Local Streets and Roads Program.

Previous and Ongoing Work

- 2016 Main School Sidewalk Improvements Project (Slurry Seal of Walnut Avenue)
- 2016 Bailard Avenue Restriping (Slurry Seal of Bailard Avenue)
- 2018 Pavement Management System Report
- 2019 Pavement Maintenance Project (Slurry Seal of Sixth Street, Eighth Street, Ninth Street, Elm Avenue, Holly Avenue, Juniper Place, Linden Avenue, Wullbrandt Way, Yucca Lane, Cactus Lane, Citrus Place, Maple Avenue, Olive Avenue, Walnut Avenue, Carpinteria Avenue, Casitas Pass Road, Via Real, Cramer Circle and Santa Ynez Avenue)
- 2020 Pavement Rehabilitation Project (Carpinteria Avenue, Eighth Street, Sawyer Avenue, Holly Avenue, Nipomo Drive, and Old Linden Avenue)
- 2020 Multi-Year Pavement Management Map
- On-going Crack Sealing (Various Streets)

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

1. Submit 2021 Pavement Rehabilitation Project to City Council for authorization to bid.
2. Update Pavement Management System.

Products

- 2021 Pavement Rehabilitation Project:
Design
City Council Authorization to Bid
- Pavement Management System Report

Completion Date

Winter 2021 estimated
Spring 2021 estimated
Fall 2021 estimated

¹ Strategies for Improving Sustainability of Asphalt Pavement (FHWA-HIF-16-012). United States Department of Transportation. Federal Highway Administration. April 2016

Public Works

Staff Requirements

- Public Works Director
- Public Works Supervisor
- Assistant to the Public Works Director
- Engineering Technician

Budget

<u>Task</u>	<u>Estimated Cost</u>
• 2021 Pavement Rehabilitation Project:	
Construction	\$2,096,583
Contingency	\$209,658
Construction Management (City staff)	\$314,487
• Pavement Management System Update	\$10,000

Funding Source

This Work Plan item would be funded by Gas Tax, Local Transportation Fund, SB 1 Local Streets and Roads Program, and/or Measure X.

Priority

This Work Plan item is a High priority.

Program: Street Maintenance
Street Tree Management Plan Update and
Special Conditions Streets Management Plan

Project Description

This Work Plan item is to update the Street Tree Management Plan including incorporating the elements of the Tree Inspection and Maintenance Policy template by the California Joint Powers Insurance Authority. The existing Street Tree Management Plan was prepared in January 2010.

This Work Plan item is also to develop a new Special Conditions Streets Management Plan. Based on input from past neighborhood workshops, the following streets and associated street tree species were identified in the Street Tree Management Plan as Special Conditions Streets:

Street	Tree Species
Arbol Verde Street	Shamel Ash
Calle Rey Mar	Shamel Ash
Camino Trillado	Shamel Ash
Carpinteria Avenue	Stone Pine
Dariesa Street	Carrot Wood
La Manida Street	Shamel Ash
Linden Avenue	Tipus
Ogan Road	Carrot Wood
Seventh Street	Stone Pine

Objective and Policy Consistency

The objective of this Work Plan item is to effectively manage street trees including eliminating the exposure of liability associated with street trees and collaborating with neighborhoods to develop a management plan including tree preservation for addressing Special Condition Streets. This Work Plan item is consistent with the General Plan and Local Coastal Plan's Open Space, Recreation & Conservation Element; and Carpinteria Municipal Code Chapter 12.28.

Previous and Ongoing Work

- Identification of Special Condition Streets is complete.
- Street tree maintenance is ongoing.

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

Due to the current pandemic, work on the 2020 Annual Work Plan was temporarily deferred. For much of the calendar year, staff prioritized department services to the implementation and/or support of COVID-19 virus prevention measures. The following tasks are unchanged from the 2020 Annual Work Plan:

Public Works

1. Update Street Tree Management Plan.
2. Develop Special Conditions Streets Management Plan.
3. Public outreach.
4. Present Street Tree Management Plan Update and Special Conditions Streets Management Plan to Tree Advisory Board.
5. Submit Street Tree Management Plan Update and Special Conditions Streets Management Plan to City Council for adoption.

Products

- Street Tree Management Plan Update
- Special Conditions Streets Management Plan
- City Council adoption

Completion Date

Spring 2021 estimated
Spring 2021 estimated
Summer 2021 estimated

Staff Requirements

- Public Works Director
- Public Works Supervisor (Tree Advisory Board Liaison)
- Assistant to the Public Works Director
- Engineering Technician

Budget

Task

- Street Tree Management Plan Update
- Special Conditions Streets Management Plan
- Public Outreach
- Project Management (City Staff), 15%

Estimated Cost

\$5,000
\$5,000
\$1,500
\$1,725

Funding Source

This Work Plan item would be funded by Measure A.

Priority

This Work Plan item is a Medium priority.

Program: Capital Improvements
Carpinteria Avenue Bridge Replacement Project

Project Description

This Work Plan item is to remove and replace Carpinteria Avenue Bridge over Carpinteria Creek because the bridge is deemed structurally deficient by the California Department of Transportation (Caltrans).

Objective and Policy Consistency

The objective of this Work Plan item is to remove and replace the bridge in order to meet current engineering, safety, and accessibility standards. This Work Plan item is consistent the General Plan and Local Coastal Plan’s Community Design, Circulation, Noise, and Safety elements. This Work Plan item is also consistent with the City’s Creeks Preservation Program.

Previous and Ongoing Work

- On July 11, 2019, the City Council approved receiving HBP funds.
- On September 11, 2019, the City and the Carpinteria Valley Water District executed the Cooperative Agreement. The Cooperative Agreement was drafted in order to establish a legal prior rights agreement for the project.
- On November 21, 2019, the Architectural Review Board (ARB) recommended for approval of the Conditional Use Permit and Coastal Development Permit (CUP/CDP).
- All utility agreements and right-of-way acquisitions are complete.
- The design (plans, specifications, and estimate) is substantially complete.
- Federal-aid funds for construction will not be available until Federal Fiscal Year 2020-2021 (October 1).

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

1. Coordinate with the California Department of Transportation (Caltrans) and the Santa Barbara County Association of Governments (SBCAG) to reprogram HBP funds and amend the Federal Transportation Improvement Program (FTIP) for construction funding availability as early as possible.
2. Submit to Caltrans the Request for Authorization to Proceed with Construction Package.
3. Submit to City Council for authorization to bid.

Products

- Final Design
- HBP Funds Reprogram
- Authorization to Proceed with Construction
- City Council Authorization to Bid

Completion Date

December 2019
Fall 2021 estimated
Fall 2021 estimated
Winter 2022 estimated

Public Works

Staff Requirements

- Public Works Director
- Public Works Supervisor
- Assistant to the Public Works Director
- Engineering Technician

Budget

<u>Task</u>	<u>Estimated Cost</u>
• Construction	\$10,500,637
• Contingency	\$1,400,085
• Construction Management	\$2,100,128
• Project Management (City Staff), 5%	\$1,998,859

Funding Source

This Work Plan item would be funded by HBP (88.53%) and Development Impact Fees (11.47%). Measure A and/or Measure X would supplement funding as needed.

Priority

This Work Plan item is a High priority.

**Program: Capital Improvements
City Hall Campus Improvements- Phase 2**

Project Description

This Work Plan item is the second phase in improving the City Hall campus. Improvements would include parking lot sustainable pavement resurfacing, drainage, storm water quality, and circulation; and a new Corporation Yard Office prefabricated building. The existing building (formerly named as Public Works Yard building) would be renamed as Corporation Yard building and divided into two areas- one for fleet/equipment maintenance servicing and the another for file storage. Staff from both the Street Maintenance Division and the Parks, Recreation and Public Facilities Department would be relocated in the new Corporation Yard Office building.

Objective and Policy Consistency

The objective of this Work Plan item is to provide for a sustainable and circulation-efficient parking lot, and additional file storage facility. This Work Plan item is consistent with the Sustainable Community Policy and the Regional Water Quality Control Board (RWQCB) Post-Construction Stormwater Management Requirements for Development Projects (RWQCB Resolution No. R3-2013-0032).

Previous and Ongoing Work

- City Hall Remediation and Renovation Project is complete.

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

Due to the current pandemic, work on the 2020 Annual Work Plan was temporarily deferred. For much of the calendar year, staff prioritized department services to the implementation and/or support of COVID-19 virus prevention measures. The following tasks are unchanged from the 2020 Annual Work Plan:

1. Meet with Public Facility Site Acquisition/Development Committee to define scope of work.
2. Prepare and issue request for proposal (RFP) to procure design consultant.
3. Prepare conceptual design.
4. Present conceptual design to Public Facility Site Acquisition/Development Committee and City Council.
5. Prepare preliminary design.
6. Present preliminary design to Public Facility Site Acquisition/Development Committee and City Council.
7. Prepare draft final design.
8. Submit Architectural Review Board application.
9. Submit Planning Commission application.
10. Submit building permit application.
11. Submit to City Council for authorization to bid.

Public Works

Products

- Conceptual Design
- Preliminary Design
- Final Design
- City Council Authorization to Bid

Completion Date

Spring 2021 estimated
Summer 2021 estimated
Fall 2021 estimated
Winter 2022 estimated

Staff Requirements

- City Manager
- Parks, Recreation, and Public Facilities Director
- Community Development Director
- Public Works Director
- Public Works Supervisor
- Assistant to the Public Works Director
- Environmental Program Manager
- Engineering Technician

Budget

Task

- Design
- Construction
- Construction Management
- Project Management (City Staff), 15%

Estimated Cost

\$250,000
\$1,000,000
\$150,000
\$150,000

Funding Source

This Work Plan item would be funded by Development Impact Fees.

Priority

This Work Plan item is a High priority.

Program: Capital Improvements
City Hall Solar Energy Generation and Storage Project

Project Description

This Work Plan item is to install solar energy generation (photovoltaic) and solar energy storage (battery) facilities at City Hall. The Strategic Energy Plan identifies the potential for a 137.2-kilowatt solar energy generation system with a 57-kilowatt storage system in which would offset 99-percent of consumption from the electrical grid.

As a part of the development of the Strategic Energy Plan, site analyses were conducted on a range of properties within the city including the City Hall site. Each site analysis included assessing the physical space available for solar systems; evaluating the condition, age, and material of rooftop sites; and estimating any additional limitations such as surrounding vegetation or heating, ventilation, and/or air conditioning equipment. The technical feasibility of each potential site was broken down into five categories- shading, electrical, structural, geotechnical, and environmental. Each site was rated based on potential challenges in each of the five said categories- from no potential for challenges to high potential for challenges. The City Hall site was rated low in the electrical, structural, and geotechnical categories; a zero rating for environmental; and a medium rating for shading. The Strategic Energy Plan identified the City Hall site as a top priority project site due to its excellent potential for solar energy generation and storage development.

Objective and Policy Consistency

The objectives of this Work Plan item are to (1) Decrease long-term electric energy costs, (2) Provide self-contained electric power for City Hall as a critical facility in the event of disaster or electric power grid outage, (3) Enhance local resiliency, and (4) Decrease greenhouse gas emissions. This Work Plan item is consistent with the Strategic Energy Plan and the Sustainable Community Policy.

Previous and Ongoing Work

- On July 8, 2019, the City Council adopted the Strategic Energy Plan.
- The request for qualification (RFQ) and request for proposal (RFP) are complete. The RFQ was issued in October 2020, and the RFP is estimated to be issued in January 2021.

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

Due to the current pandemic, work on the 2020 Annual Work Plan was temporarily deferred. For much of the calendar year, staff prioritized department services to the implementation and/or support of COVID-19 virus prevention measures. The following tasks are unchanged from the 2020 Annual Work Plan:

1. Meet with Public Facility Site Acquisition/Development Committee to define scope of work.
2. Prepare and issue request for proposal (RFP) to procure design consultant.
3. Prepare conceptual design.

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4. Present conceptual design to Public Facility Site Acquisition/Development Committee and City Council.
5. Prepare preliminary design.
6. Present preliminary design to Public Facility Site Acquisition/Development Committee and City Council.
7. Prepare draft final design.
8. Submit Architectural Review Board application.
9. Submit Planning Commission application.
10. Submit building permit application.
11. Submit to City Council for authorization to bid.

Products

- Conceptual Design
- Preliminary Design
- Final Design
- City Council Authorization to Bid

Completion Date

Spring 2021 estimated
Summer 2021 estimated
Fall 2021 estimated
Winter 2022 estimated

Staff Requirements

- City Manager
- Parks, Recreation, and Public Facilities Director
- Community Development Director
- Public Works Director
- Public Works Supervisor
- Assistant to the Public Works Director
- Environmental Program Manager
- Engineering Technician
- Legal Counsel

Budget

<u>Task</u>	<u>Estimated Cost</u>
• Design	\$12,500
• Construction	\$50,000
• Construction Management	\$7,500
• Project Management (City Staff), 15%	\$7,500

Funding Source

The Strategic Energy Plan identified three main paths for financing a solar energy project- direct purchase, power purchase agreement (PPA), or hybrid purchase. The PPA rate for this project is predicted to be 17 cents per kilowatt-hour with a simple payback period of 22.6 years. The addition of a solar energy storage facility would be cost-neutral and would not increase the PPA expected payback period.

Priority

This Work Plan item is a Medium priority.

Program: Capital Improvements Rincon Multi-Use Trail Project

Project Description

This Work Plan item is to continue work collaboratively with the California Department of Transportation (Caltrans) and Santa Barbara County Association of Governments (SBCAG) toward delivery of the Rincon Multi-Use Trail Project. As a condition of approval in the Conditional Use Permit/Coastal Development Permit (CUP/CDP) for the Highway 101 Linden Avenue and Casitas Pass Road Interchanges Project, the Rincon Multi-Use Trail Project would connect the eastern limits of Carpinteria Avenue and Rincon County Beach Park. This project is a regionally significant public benefit that would close a gap long overdue in the California Coastal Trail.

Objective and Policy Consistency

The objective of this Work Plan item is to complete the Rincon Multi-Use Trail Project including coordination and collaboration with Caltrans, SBCAG, County of Santa Barbara, utility companies, and other stakeholders. This Work Plan item is consistent with the Sustainable Community Policy and the General Plan and Local Coastal Plan's Circulation Element.

Previous and Ongoing Work

- The Subsequent Mitigated Negative Declaration was accepted and certified by the Planning Commission in January 2020. The Petition for Modification was submitted to the California Public Utilities Commission in July 2020. Preparation of the Focused Environmental Report is in progress. The design (plans, specifications, and estimate) is approximately 90-percent complete.

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

1. Submit City CUP/CDP.
2. Submit County CUP/CDP.

Products

- City CUP/CDP
- County CUP/CDP

Completion Date

Summer 2021 estimated
Summer 2021 estimated

Staff Requirements

- Parks, Recreation, and Public Facilities Director
- Community Development Director
- Public Works Director
- Principal Planner
- Assistant to the Public Works Director

Budget

No cost is expected from the City to continue this Work Plan item.

Public Works

Funding Source

City expenses are reimbursed by Caltrans.

Priority

This Work Plan item is a High priority.

**Program: Capital Improvements
U.S. Highway 101 Projects**

Project Description

This Work Plan item is to continue work collaboratively with the California Department of Transportation (Caltrans) and Santa Barbara County Association of Governments (SBCAG) toward delivery of the following U.S. Highway 101 improvements and related mitigation projects in Carpinteria:

- Highway 101 HOV Carpinteria to Santa Barbara Project

This project proposes to add high occupancy vehicle (HOV) lanes from 0.2 mile south of Bailard Avenue to 0.7 mile south of Padaro Lane. As also a part of the project, improvements include the intersections of Santa Monica Road and Via Real, Reynolds Avenue and Carpinteria Avenue, and Bailard Avenue and Highway 101 Ramps, respectively; freeway bridge replacements at Santa Monica Creek and Franklin Creek; and sound walls.

- Highway 101 Linden Avenue and Casitas Pass Road Interchanges Project

This project proposes to improve the interchanges at Linden Avenue and Casitas Pass Road including the overpasses. As also a part of the project, improvements include Via Real extension, freeway bridge replacements over Carpinteria Creek, traffic signals, and sound walls.

- Rincon Multi-Use Trail Project

This project proposes to connect the pedestrian and bicycle facilities between the eastern end of Carpinteria Avenue to Rincon County Beach Park. The intent of the project is to close more gaps in the California Coastal Trail. The California Coastal Trail is a network of public trails for walkers, bikers, equestrians, wheelchair riders, and others along the 1,200-mile California coastline.

- Santa Claus Lane Bike Path Project

This project proposes to connect the pedestrian and bicycle facilities between the western end of Carpinteria Avenue to Santa Claus Lane. The intent of the project is to close more gaps in the California Coastal Trail. The California Coastal Trail is a network of public trails for walkers, bikers, equestrians, wheelchair riders, and others along the 1,200-mile California coastline.

Objective and Policy Consistency

The objective of this Work Plan item is to complete the U.S. Highway 101 projects through Carpinteria including coordination and collaboration with Caltrans, SBCAG, County of Santa Barbara, utility companies, and other stakeholders. This Work Plan item is consistent with the

Public Works

Sustainable Community Policy and the General Plan and Local Coastal Plan's Circulation Element.

Previous and Ongoing Work

- Highway 101 HOV Carpinteria to Santa Barbara Project: On April 1, 2019, the Planning Commission approved the Final Environmental Impact Report/Environmental Assessment and the Conditional Use Permit/Coastal Development Permit. The design (plans, specifications, and estimate) is substantially complete.
- Highway 101 Linden Avenue and Casitas Pass Road Interchanges Project: Caltrans deemed the construction by the freeway contractor as complete. Punch list items for City public improvements are in progress. Landscape contractor on site.
- Rincon Multi-Use Trail Project: On January 6, 2020, the Planning Commission approved the Subsequent Mitigated Negative Declaration. The design (plans, specifications, and estimate) is approximately 60-percent complete. In September 2020, preparation of the Focused Environmental Impact Report started and is in progress.
- Santa Claus Lane Bike Path Project: The Mitigated Negative Declaration was certified in January 2020. The design (plans, specifications, and estimate) is approximately 60-percent complete.

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

1. Review traffic impacts resulting in stage construction and utility relocations.
2. Update City Council.

Products

- Project Updates

Completion Date

Ongoing

Staff Requirements

- Parks, Recreation, and Public Facilities Director
- Community Development Director
- Public Works Director
- Principal Planner
- Assistant to the Public Works Director

Budget

No cost is expected from the City to continue this Work Plan item.

Funding Source

City expenses are reimbursed by Caltrans.

Priority

This Work Plan item is a High priority.

Program: Watershed Management NPDES Phase II Small MS4 Permit

Project Description

This Work Plan item is to continue implementation of the National Pollutant Discharge Elimination System (NPDES) Phase II Municipal Small Separate Storm Sewer System Permit (NPDES Phase II Small MS4 Permit) including water quality monitoring, Trash Implementation Plan, and Storm Drain Asset Inventory and Condition Assessment.

The NPDES Phase II Small MS4 Permit was last updated and adopted in 2013. It is currently in the sixth year of the proposed 5-year permit cycle. An amended NPDES Phase II Small MS4 Permit is expected to be adopted by the State Water Resources Control Board in 2020.

Objective and Policy Consistency

The objective of this Work Plan item is to prioritize the ongoing implementation of the NPDES Phase II Small MS4 Permit. This Work Plan item is consistent with the General Plan and Local Coastal Plan's Open Space, Recreation & Conservation Element; the Creeks Preservation Program; and the Regional Water Quality Control Board (RWQCB) Post-Construction Stormwater Management Requirements for Development Projects (RWQCB Resolution No. R3-2013-0032).

Previous and Ongoing Work

- Public Outreach: Working with local service groups and volunteers in order to conduct cleanup events, organize presentations, and facilitate storm water-quality related events such as Creek Week is ongoing.
- Stormwater Pollution Prevention: Follow-up, tracking, and abatement of illicit discharges are ongoing.
- Development Review: Review of new and redevelopment projects for conformance with the County of Santa Barbara Technical Guide for Post-Construction Runoff Controls is ongoing.
- Water Quality Monitoring: Implementation of water quality monitoring plan along with the cities of Buellton, Goleta, and Solvang and the County of Santa Barbara is ongoing.
- Amended NPDES Phase II Small MS4 Permit: It is expected that a draft will be released in 2020 for public comment. Staff is participating through the membership with the California Stormwater Quality Association (CASQA) on a subcommittee assisting in revising draft language for the amended NPDES Phase II Small MS4 Permit prior to public release.
- Trash Implementation Plan: On December 1, 2018, the Trash Implementation Plan was submitted to the State Water Resources Control Board. The Trash Implementation Plan is a proposal to address trash associated with priority land uses and to reduce certain amounts of trash in the municipal storm sewer system over a 10-year period. It is expected that reporting requirements will be included with the re-issuance of the amended NPDES Phase II Small MS4 Permit in late 2020.
- Storm Drain Asset Inventory and Condition Assessment: The City's geographic information systems consultant, ZWorld GIS, is currently compiling asset inventory. The asset inventory is approximately 50-percent complete. Condition assessment began in 2019. The condition assessment includes a comprehensive inventory and categorization based on condition and maintenance needs.

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This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

1. Continue conducting water quality monitoring.
2. Continue reviewing new development and redevelopment projects for conformance with the County of Santa Barbara Technical Guide for Post-Construction Runoff Controls.
3. Develop schedule for the Trash Implementation Plan including installation schedule of full-capture trash devices at drain inlets.
4. Continue facilitating stormwater quality-related events.
5. Complete Storm Drain Asset Inventory and Condition Assessment. This inventory will identify those drains and drain inlets in need of repair or replacement. The inventory will also include assessing conveyance systems. Infrastructure in need of greater repair will be incorporated into the Capital Improvements Project list.
6. Present amended NPDES Phase II Small MS4 Permit to City Council.

Products

- | | |
|--|-----------------------|
| • Water Quality Monitoring Data/Pollutant Load Model | Ongoing |
| • Trash Implementation Plan Schedule | Fall 2020 estimated |
| • Storm Drain Asset Inventory and Condition Assessment | Summer 2021 estimated |

Completion Date

Staff Requirements

- Public Works Director
- Public Works Supervisor
- Assistant to the Public Works Director
- Environmental Program Manager
- Engineering Technician

Budget

<u>Task</u>	<u>Estimated Cost</u>
• Water Quality Monitoring Data/Pollutant Load Model	\$7,000
• Trash Implementation Plan Schedule	\$5,500
• Storm Drain Asset Inventory	\$1,000
• Project Management (City Staff), 15%	\$2,025

Funding Source

This Work Plan item would be funded by AB 939 Fees, Grant Funding, and Development Impact Fees.

Priority

This Work Plan item is a Medium priority.

Program: Transportation, Parking, and Lighting Improved Public Transit Services

Project Description

This Work Plan item is to collaborate with Santa Barbara Metropolitan Transit District (SBMTD) on improved transit service in the City. This may include, but would not be limited to, exploring changed and/or expanded shuttle routes, express bus service to Santa Barbara destinations, third-mile service from the Amtrak Station, and dial-a-ride service. The following transit system routes are currently provided by SBMTD and VCTC, respectively:

SBMTD Routes

Route Number	Route Description	Operating Days
20	Carpinteria (Transit Center-Milpas-Montecito-Summerland-Carpinteria)	Weekdays and Weekends
36	Seaside Shuttle (Train Station-Linden-Carpinteria Avenue-Casitas Pass Road-El Carro Lane-Santa Ynez Road)	Weekdays and Weekends

VCTC Routes

Route Number	Route Description	Operating Days
80	Coastal Express- Northbound to Santa Barbara; Southbound from Santa Barbara; Southbound to Ventura	Weekdays and Weekends
80C	Coastal Express- Southbound to Santa Barbara	Weekdays
84U	Coastal Express- Northbound to Santa Barbara	Weekdays
85C	Coastal Express- Northbound to Goleta	Weekdays

SBMTD Route 36 is the only intracity transit route which uses electric shuttles. SBMTD Route 36 is contemplated as the primary expansion. The other transit routes are mainly intercity routes which use buses. These routes are contemplated as secondary expansions. Paratransit services are currently provided by Easy Lift Transportation and Help of Carpinteria, but are not being contemplated for expansion at this time.

Objective and Policy Consistency

The objective of this Work Plan item is to establish a plan for improved local transit options to better meet the needs of the Carpinteria community. This Work Plan item is consistent with the Sustainable Community Policy and the General Plan and Local Coastal Plan's Circulation Element.

Previous and Ongoing Work

- On December 17, 2019, the Santa Barbara County Association of Governments (SBCAG) conducted a public hearing to survey countywide transit needs. SBCAG also facilitated an on-line survey. SBCAG's report of results is anticipated to be available in the first quarter of 2020.

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Public Works

Tasks

Due to the current pandemic, work on the 2020 Annual Work Plan was temporarily deferred. For much of the calendar year, staff prioritized department services to the implementation and/or support of COVID-19 virus prevention measures. The following tasks are unchanged from the 2020 Annual Work Plan:

1. Obtain SBCAG's report of survey results of transit needs.
2. Present report of survey results to Transportation Committee.
3. Present report of survey results to City Council.
4. Draft local transit plan including funding plan in cooperation with SBMTD and present for City Council consideration.

Products

- Plan for transit improvements

Completion Date

Summer 2021

Staff Requirements

- City Manager
- Public Works Director
- Assistant to the Public Works Director

Budget

No cost is expected from the City in requesting for expansion of the SBMTD fixed-route shuttle system.

Funding Source

None.

Priority

This Work Plan item is a Medium priority.

**Program: Transportation, Parking, and Lighting
Parking Management Plan**

Project Description

This Work Plan item is to develop a Parking Management Plan based on the 2020 Parking Demand Analysis Update. There are proposed development projects that have the potential to affect parking demand and availability in the Downtown “T” and beach areas. In December 2017, the City Council approved a letter of support to a state grant proposal for the Los Angeles-San Diego-San Luis Obispo (LOSSAN) North Improvement Program. The proposed improvements are at the Amtrak Station which would include a second passenger platform, rail siding, parking lot, and pedestrian facilities such as a pedestrian undercrossing and a safe route to school. The expanded rail platform project and related increase in rail transit service could be expected to result in additional parking demand and spaces.

In June 2018, the City Council entered into an Exclusive Negotiation Agreement with Theimer Group, LLC, as a part of its interest in exploring a ground lease hotel development at Parking Lot No. 3 (hereinafter called Inn Project). The Inn Project footprint would result in the loss of parking spaces at Parking Lot No. 3 and would be required to provide new parking. The City Council indicated that it expects the Inn Project to result in no net loss of public parking. The City is also in the process of updating the General Plan and Local Coastal Land Use Plan. The upcoming 2020 Parking Demand Analysis Update is studying both development project proposals as a part of the Parking Management Plan.

Objective and Policy Consistency

The objectives of this Work Plan item are to (1) Manage existing and new parking inventory, (2) Plan maintenance activities, (3) Plan capital improvements, (4) Update the Development Impact Fees, (5) Assist the Downtown “T” Business Advisory Board with operations of the City’s public parking lots, and (6) Manage outdoor seating decks in the Downtown “T” area. This Work Plan item is consistent with the initial 2019 Annual Work Plan, the 2001 Parking Demand Analysis, the 2009 Parking Demand Analysis Update, and the General Plan and Local Coastal Plan’s Land Use Element.

Previous and Ongoing Work

- In 2001, a Parking Demand Analysis was first conducted by Walker Consultants.
- In 2009, the Parking Demand Analysis was updated by Walker Consultants to study any changes to such characteristics including estimating future build-out projections.
- In August 2019, vehicular parking count data was collected.
- In October 2019, the City Council authorized the City Manager to execute an Agreement with Walker Consultants to provide consulting services for the 2020 Parking Demand Analysis Update.
- In June 2020, the Administrative Draft Downtown Carpinteria Parking Study (formerly entitled Parking Management Plan) was presented to Public Facility Site Acquisition/Development Committee.

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- In October 2020, the development of special website for the Draft Downtown Carpinteria Parking Study was completed.

This Work Plan item is a carryover from the 2020 Annual Work Plan.

Tasks

1. Conduct workshop for Present Draft Downtown Carpinteria Parking Study in Planning Commission Meeting.
2. Present Downtown Carpinteria Parking Study to City Council.

Products

- Downtown Carpinteria Parking Study

Completion Date

Spring 2021 estimated

Staff Requirements

- City Manager
- Parks, Recreation, and Public Facilities Director
- Public Works Director
- Public Works Supervisor
- Assistant to the Public Works Director (Downtown “T” Business Advisory Board Liaison)
- Engineering Technician

Budget

Task

- 2020 Parking Demand Analysis Update
- Parking Management Plan
- Project Management (City Staff), 15%

Estimated Cost

\$47,825
\$10,000
\$8,675

Funding Source

This Work Plan item would be funded by Measure A. Negotiation is made with the Inn Project to partially cover its portion of the cost of the Downtown Carpinteria Parking Study.

Priority

This Work Plan item is a Medium priority.

**Program: Solid Waste
Franchise Agreement Negotiations and SB 1383**

Project Description

This Work Plan item is to plan for implementation of Senate Bill 1383, Short Lived Climate Pollutants, and Solid Waste Handling Services Franchise Agreement (Agreement) with E.J. Harrison & Sons, Inc.

The Agreement with E.J. Harrison & Sons, Inc. was last updated in 2012. The Agreement is for all regular solid waste handling services including residential and commercial refuse, recycling, and green waste services in the City. The Agreement is set to expire on December 31, 2022. To incorporate new state mandates and update the fee structure to cover the cost of these programs, it is necessary to update the existing Agreement.

Objective and Policy Consistency

The objective of this Work Plan item is to prioritize negotiating an updated Franchise Agreement and implementing the requirements of SB 1383, which focus on the diversion of organic materials from landfills. This Work Plan item is consistent with the General Plan and Local Coastal Plan's Open Space, Recreation & Conservation Element; the Creeks Preservation Program; and the Regional Water Quality Control Board (RWQCB) Post-Construction Stormwater Management Requirements for Development Projects (RWQCB Resolution No. R3-2013-0032).

Previous and Ongoing Work

- Regular Solid Waste Handling Services: The Solid Waste Program provides for the monitoring of the community's solid waste stream in order to ensure compliance with goals and mandates as set by the CalRecycle. In addition to offering solid waste, recycling, and organics collection, the City operates an Annual Household Goods and Hazardous Waste Collection Day that allows residents to dispose of items that are not allowed to be collected through aforementioned collection programs due in part to state regulations. The Household Goods collection portion of the event, as well as regular electronic waste collection, are services provided by E.J. Harrison & Sons as part of the Agreement. E.J. Harrison & Sons. supports negotiating an update to the existing Agreement as a part of the City's process to comply with SB 1383. Staff estimates that a new Agreement based on the outcome of negotiations will be brought to the City Council for its consideration by early 2022.
- Commercial Food Waste Program: E.J. Harrison & Sons. launched a commercial food waste collection pilot program in 2015. In addition to providing regular solid waste handling services, the solid waste hauler educates businesses participating in the food waste program on proper disposal. New state legislation requires these programs to increase each year; there are, however, barriers to implementing food waste programs due to lack of facilities approved to handle the materials and risk of contamination. Staff is working closely with the solid waste hauler to educate commercial customers about the food waste program and increase enrollment.
- Santa Barbara Food Rescue: The City, along with the cities of Buellton, Goleta, Guadalupe, Lompoc, Santa Barbara, Santa Maria, and Solvang, and the County of Santa Barbara, has contracted with the Community Environmental Council and Waste Not Our Communities to

Public Works

conduct a region-wide Food Recovery and Needs Capacity Assessment as a first step in implementing a comprehensive food rescue program. This assessment is expected to be completed in mid-2021, at which point the region will assess the results and launch the second phase, including a regional database to connect food production facilities with food distribution facilities.

- Draft SB 1383 Implementation Plan: Staff worked with E.J. Harrison & Sons to prepare a draft SB 1383 Implementation Plan, which outlines the path to SB 1383 compliance. A detailed cost estimate for implementation would be determined through the negotiation process.
- Update to Municipal Code: Senate Bill 1383 requires the City to adopt an organics recycling ordinance prior to April 2022.
- Tracking: The City tracks and reports on the success of existing programs on an annual basis. It is expected that tracking requirements will be greatly increased as implementation of SB 1383 rolls out in the community.

This Work Plan item is a new item.

Tasks

1. Continue offering regular Solid Waste Handling Services and initiate negotiations with E.J. Harrison & Sons for an update Agreement.
2. Identify business not yet in compliance with existing and future organics diversion requirements and provide education/enroll. Goal is to have all generators enrolled by mandatory enforcement deadlines.
3. Update Carpinteria Municipal Code Section 8.08 to incorporate new organics diversion requirements.
4. Finalize the draft SB 1383 Implementation Plan with input from Council.
5. Complete the region-wide Food Recovery and Needs Capacity Assessment
6. Present updated draft Agreement to City Council.

Products

- Final SB 1383 Implementation Plan
- Updated Solid Waste Handling Services Franchise Agreement
- Updated Carpinteria Municipal Code Chapter 8.08

Completion Date

January 2021
December 2021 estimated
December 2021 estimated

Staff Requirements

- City Manager
- Public Works Director
- Environmental Program Manager
- Public Works Supervisor
- Assistant to the Public Works Director
- Environmental Program Technician – it is expected that with the increased requirements of SB 1383, particularly businesses outreach, a new staff person will be needed to assist with implementation

Budget

Public Works

Task

- Solid Waste Handling Services Franchise Agreement Negotiations
- Implementation of SB 1383

Estimated Cost

\$50,000

Unknown at this time

Funding Source

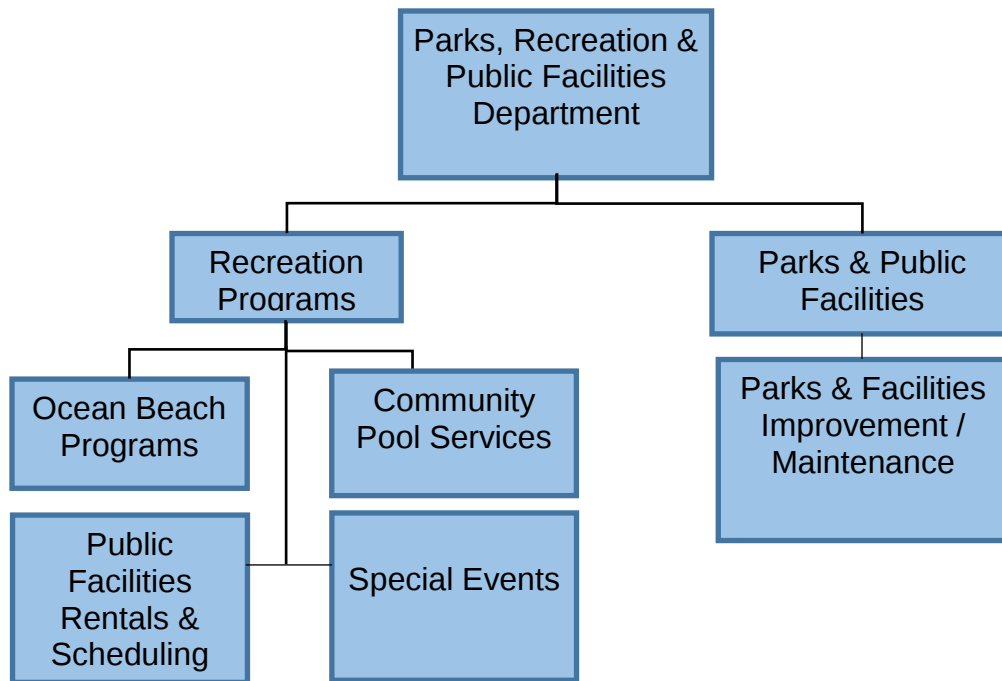
This Work Plan item would be funded by AB 939 Fees.

Priority

This Work Plan item is a High priority.

Department: Parks, Recreation and Facilities Administration

Department Organizational Chart



Mission Statement

The City of Carpinteria Department of Parks and Recreation will protect and improve the physical and environmental health of the Carpinteria community while preserving and enhancing the community's aesthetic beauty and natural diversity through:

- Professional stewardship of natural open space, parks and public trails***
- Excellent maintenance and management of City operated sports fields.***
- Educational programs that promote life safety and environmental science awareness and appreciation***
- Planning and advocacy of projects that will meet the diverse parks & recreation needs and desires of Carpinteria into the future***

Description of Department Programs and Services:

The Parks and Recreation Department manages a variety of parks, beaches, open spaces, a public pool and other public facilities in Carpinteria. The Department is broken down into five programs. They are as follows:

1. Parks, Recreation and Facilities Administration
 - a. Grant administration and park and facility planning
 - b. General support for all department functions
 - c. Staffing for the Bluffs Advisory Board
 - d. Staffing for the IPM committee
 - e.
2. Community Pool Services
 - a. Staff recruitment and training
 - b. Year-round programming for adults and children
 - c. Facility maintenance and improvement
 - d. Swimming lessons
 - e. Youth swim and water polo team
3. Ocean Beach Services
 - a. Staff recruitment and training
 - b. Summer recreation programming
 - c. Summer beach lifeguarding
 - d. Winter protection berm program
 - e. Lifeguard tower, boathouse, restroom and beach maintenance
 - f. Ocean beach concession program.
4. Special Events
 - a. Summer adult league softball
 - b. The CSLSA Regionals Competition
 - c. Annual Pool Fundraiser
5. Parks and Facility Improvement and Maintenance
 - a. Hiking and Biking trail planning and construction
 - b. Park upgrades and maintenance
 - c. Veteran's Building upgrades and maintenance
 - d. Carpinteria City Hall Facility upgrades and maintenance.
 - e. New park planning and construction

2021 Work Plan Tasks Summary and Schedule

Parks, Recreation and Facilities Department Work Program - 2021

Updated 12/14/20

Activity	Planned		% Comp												
	Start Month	Dur Month		Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
				1	2	3	4	5	6	7	8	9	10	11	12
Carpinteria Bluffs 3 Improvements	1	12	10%												
Skate Park Construction	1	12	80%												
Linden Plaza and Lifeguard Tower	1	24	10%												
Dog Park Design	1	12	10%												
Historical Marker Park Design	1	12	50%												
Carpinteria Coastal Vista Trail	Ongoing		75%												
Community Farm Planning	Ongoing		5%												
Creekside Parcel Acquisition	1	10	50%												
Landscape Maintenance Contract	1	6	90%												
Shoreline Feasibility Study	1	24	60%												
Playground Replacement	1	12	10%												

Program: Parks, Recreation and Facilities Administration Carpinteria Bluffs III Improvements

Project Description

Design and Permit of the Rincon Bluffs Nature Preserve, 23 acres of coastal bluffs property comprised of two APN's 001-210-020 and 001-210-024 for public open space and conservation. Improvements include trails, parking, restrooms, an outdoor amphitheater, coastal overlooks, a donor acknowledgement monument and habitat restoration.

Objective and Policy Consistency

Now that the land has been publicly acquired, the task to define a design and seek permits can begin. Improvements envisioned include some topographical alterations to improve the visual and acoustic setting of the property. Trail improvements, coastal overlooks, a donor acknowledgement monument, a parking area, a restroom, an outdoor classroom and native vegetation restoration will be included in the preliminary design.

Environmental stewardship of open spaces contributes to maintaining a high community quality of life and economic vitality.

The City's General Plan, Open Space and Conservation Element calls for providing adequate park and recreation facilities to meet the needs of the community and visitors. See Objective OSC-14.

Previous and Ongoing Work

Grant awards for acquisition funds have been received from:

- California Coastal Conservancy
- California Resources Agency
- County of Santa Barbara CREF

Prepared Purchase and Sale Agreement, Endowment Fund Agreement and Conservation Easement.

Property was publicly acquired in March of 2020.

The Carpinteria Open Space Management Advisory Committee (COSMAB) was formed on September 14, 2020 to help provide advisory guidance to the City Council was formed Carpinteria Open Space Management Advisory Committee COSMAB

A design services agreement has been executed in December 2020.

Tasks

1. Complete design work for the Rincon Bluffs Nature Preserve

Parks, Recreation and Public Facilities

2. Seek permits including a Coastal Development Permit.
3. Form working committee to pursue Improvement Plan

Products

- Accept Improvement Plan
- Construct Improvements

Date

June 2021
June 2024

Staff Requirements

- City Manager
- Parks, Recreation and Facilities Director

Budget

Design fees of \$30,000

Funding

\$30,000 Design
\$2,000,000 Improvements

Source

Land Trust Grant
Grants / Endowment/ Parks DIF

Priority

High

Program: Parks, Recreation and Facilities Administration

Dog Park Design

Project Description

Prepare dog park designs to construct a dedicated dog park.

Objective and Policy Consistency

The project may be found to be consistent with the City's General Plan / Local Coastal Plan with reference to the following policies;

Objective OSC-14. Provide for adequate park and recreation facilities to meet the needs of the community and visitors.

Previous and Ongoing Work

- In September, 2018, the Carpinteria City Council directed Staff to prepare a feasibility Study for a dedicated dog park. Direction to propose relaxed dog leash regulations was also provided.
- An in-house authored feasibility study was presented to the City Council on March 11, 2019.
- An acceptance of an offer to dedicate a 2.58 acre parcel of park land was recorded on July 31, 2019 that may be considered for a dog park use.
- The Carpinteria Municipal Code was amended on November 11, 2019 to allow for dogs off leash in designated areas.
- A dog park design services contract was awarded by the Carpinteria City Council on November 25, 2019.
- An off leash area was established in the north of El Carro Park with rules and limited hours as a pilot program on October 31, 2020.
- A dedicated dog park design was presented to the City Council on September 14, 2020. Continued refinement with input from C-DOG is being solicited.

Tasks

Develop a dog park conceptual design for City Council consideration.

Parks, Recreation and Public Facilities

Products

Dog park conceptual design presentation

Date

June 2021

Staff Requirements

- Parks, Recreation and Facilities Director
- Parks and Recreation Administrative Assistant

Budget

\$30,000

Funding

30,000

Source

Park Improvement Fund

Priority

Medium

Program: Parks, Recreation and Facilities Administration Community Farm Planning

Project Description

The City will be granted approximately 2.75 acres of agricultural land as a result of the Caltrans project at Casitas Pass Road. Project requirements anticipate the establishment of an ongoing community agricultural program. This property's use will be restricted to agricultural endeavors. An analysis on how the City may operate the property ranges from leasing it to a for profit farmer or operate it as a community agricultural center with the vision to develop facilities that support the public's use as a community farm.

The City of Carpinteria is surrounded by agricultural properties and the provision for a community farm / agricultural education center within the community may be desirable.

The long term success of the community farm requires collaboration with a variety of local partners including the Carpinteria Unified School District, the Farm Bureau, SB-4H, local youth service organizations, the U C extension, the County of Santa Barbara Agricultural Commissioner and others.

The community farm will allow for special events that encourage sustainable farming, locally grown food and community involvement.

Capital improvements could include a working farm building, a farm center building, an irrigation water well and other support facilities to best encourage a broad participation of citizenry.

Objective and Policy Consistency

Carpinteria General Plan

Land Use Element Objective LU-5: Maintain availability of agriculture, coastal -dependent industry and visitor-serving commercial development including hotels/motels, restaurants and commercial recreation uses.

Policy LU-5a. The City shall continue to give priority to agriculture, coastal-dependent industry and visitor-serving commercial recreational facilities designed to enhance public opportunities for coastal recreation over residential, general industrial, or general commercial development.

Previous and Ongoing Work

- Consultation with Coastal Commission Staff on deed restriction language to be used by Caltrans in preparation of the Property's grant deed.
- Preparation of a concept plan for a Community Farm.

Parks, Recreation and Public Facilities

- Delineated northern property line with boundary survey
- Held neighborhood meeting regarding privacy fence
- Received materials quote for privacy fence

Tasks

Complete transfer of Property to City
Make perimeter site improvements including fencing and driveway.
Establish near term management plan for property
Continue to develop long term vision.

Products

Community Farm Plan for CC consideration December 2022

Staff Requirements

Parks, Recreation and Facilities Director

Budget

\$200,000

Funding Source

Caltrans Funding

Priority

Medium

Program: Parks, Recreation and Facilities Administration Creek Side Parcel Acquisition

Project Description

Acquisition of 0.61 Acres of Creekside property located at 5467 Carpinteria Avenue consisting of three APN's; Book 001, Page 070, Parcel 029, Book 003, Page 280, Parcels 006 & 007 for the purposes of public safety, passive recreation and creek side habitat restoration.

Objective and Policy Consistency

Objective OSC-6: Preserve the natural environmental qualities of creekways and protect riparian habitat.

Policies:

OSC-6a. Support the preservation of creeks and their corridors as open space, and maintain and restore riparian habitat to protect the community's water quality, wildlife diversity, aesthetic values, and recreation opportunities.

OSC-6b. Protect and restore degraded creeks on City-owned land where protection and restoration does not interfere with good flood control practices.

Objective S-4: Minimize the potential risks and reduce the loss of life, property and the economic and social dislocations resulting from flooding.

Previous and Ongoing Work

- In August, 2018, the Carpinteria City Council adopted Resolution No. 5839 authorizing the City Manager to execute Hazard Mitigation and other disaster related grant program documents on behalf of the City of Carpinteria.
- In July, 2020, the City of Carpinteria was notified that its grant application had been approved to move forward with the acquisition.
- In December 2020, the City received a land appraisal for the acquisition.

Tasks

- Negotiate a purchase and sale agreement with the land owner
- Remove all improvements on the property including buildings
- Hydroseed native plants on the property
- Grant Administration.

Parks, Recreation and Public Facilities

Products

Acquisition of 0.61 acres of Creekside open space.

Date

June 2021

Staff Requirements

- Parks, Recreation and Facilities Director
- Parks and Recreation Administrative Assistant

Budget

\$303,000

Funding

227,233.50

75,766.50

Source

HMGP funding

Park Acquisition Fund

Priority

High

Program: Parks, Recreation and Facilities Administration Landscape Maintenance Contract

Project Description

To seek competitive bids for the contract service to maintain the City's parks and landscaped areas including the Veteran's Building, City Hall, the Community Pool and street right-of-ways.

Objective and Policy Consistency

The City's General Plan, Open Space and Conservation Element calls for Providing adequate park and recreation facilities to meet the needs of the community and visitors. See Objective OSC-14.

Previous and Ongoing Work

Prepared draft park maintenance specifications.
Prepared aerial photographic mapping of the City Parks
Prepared a list of licensed bidders for outreach when bidding is advertised

Tasks

Finalize Request for Proposals (RFP) with specifications and park facility mapping
Advertise for bids
Select service provider with City Council approval.

Products

Date

Up to date landscape maintenance services contract

June 2021

Staff Requirements

- Parks, Recreation and Facilities Director
- Parks and Recreation Administrative Assistant

Budget

TBD

Funding

Source

TBD

Parks Maintenance Fund
Tidelands Trust Fund
Recreational Services Fund
General Fund

Priority

High

Program: Parks, Recreation and Facilities Administration Carpinteria Shoreline Feasibility Study

Project Description

The purpose of the Carpinteria Shoreline Feasibility Study is to define the problems and opportunities and to formulate and evaluate alternatives plans for coastal storm damage reduction along the Carpinteria Shoreline.

Objective and Policy Consistency

Carpinteria General Plan

The Study results will define acceptable local solutions reduce or stabilize shoreline erosion. The pursuit of this goal is consistent with the Safety Element of the City's General Plan.

Objective S-4: Minimize the potential risks and reduce the loss of life, property and the economic and social dislocations resulting from flooding.

Policy S-4f; Programs and regulations should be developed that are appropriate to respond to the need to protect existing and future private property improvements from winter ocean wave action.

Policy 13 states: The City shall support and facilitate the current Army Corps of Engineers (ACOE) feasibility study and otherwise pursue long-term solutions for beach nourishment and establishment of a vegetated dune system at City Beach. As an interim measure, and with permission from the Coastal Commission and US Army Corps of Engineers, the City may construct a sand berm on the City Beach parallel to the homes fronting on the beach.

Previous and Ongoing Work

F1 – Initiate Study.	July 2003
F2 – Held Public Workshop.	September 2003
F3 – Held Feasibility Scoping Meeting.	November 2008
F4 – Held Alternative Evaluation Conference.	October 2013
AFB – Alternative Formulation briefing.	December 2013

Tasks

- Continue to provide support for ACOE effort.
- Continue to seek and administer grant funding from the State of California.
- Convert Study from a Congressional Authorization Study to a Continuing Authority Program (CAP).

Parks, Recreation and Public Facilities

Products

Final Study Report

December 2022

Staff Requirements

- Parks, Recreation and Facilities Director

Budget

1,200,000

Funding Source

State and Local Funds

Priority

Medium

Program: Capital Improvements Skate Park Construction

Project Description

Construction of a public skate park at the City Hall Campus.

Objective and Policy Consistency

The Open Space, Recreation & Conservation Element of the City's General Plan lists the following objective:

Objective OSC-14. Provide for adequate park and recreation facilities to meet the needs of the community and visitors.

Previous and Ongoing Work

- Acceptance by the City Council of the Carpinteria Skate Park Feasibility Study.
- MOU executed in February, 2016
- Received Skate Foundation funding for design work
- Engaged design Professional
- Skate Park design plans have been prepared
- Project application filed with City Planning Department
- Permits Granted June 1, 2020, Res No. PC 20-006

Tasks

Cooperate with Skate Foundation to secure construction funding.

Negotiate agreement for management and operations with Skate Foundation.

Construct Skate Park.

Products

Funding

Operations Agreement

Construct Skate Park

Date

October 2021

October 2021

December 2021

Staff Requirements

- Parks, Recreation and Facilities Director
- Parks and Recreation Administrative Assistant

Budget

\$45,000

\$ 5,000

\$1,500,000

Funding Source

Skate Foundation Grant

Park Improvement Fund

Grants / Fundraising

Priority

High

Program: Capital Improvements Historical Marker #535 Pocket Park AKA La Concha Park

Project Description

Design and permit a park located on the north end of Concha Loma Drive.

Objective and Policy Consistency

Determine alternatives for design and construction of a pocket park.

An opportunity may exist to construct a pocket park in the immediate vicinity of the Historical Marker on Concha Loma Drive. The area is about 9,000 square feet if the right of way is included as park area. The adjacent apartment buildings have family occupants that currently play in the street. Providing a safer place such as a micro park will improve the current situation by providing a planned play area that is safer and more aesthetically pleasing.

The City's General Plan, Open Space and Conservation Element calls for Providing adequate park and recreation facilities to meet the needs of the community and visitors. See Objective OSC-14.

Previous and Ongoing Work

Civil Survey of possible site and surroundings has been prepared.
Conceptual Plans have been prepared.
Preliminary review by Fire District has been conducted.

Tasks

1. Hold public workshop and refine site plan. This has s been delayed due to Covid-19 protocols.
2. Present to City Council for direction
3. Obtain discretionary and regulatory permits
4. Obtain funding
5. Install improvements.

Products

- Approved permits
- Park Installed

Date

TBD pending funds
TBD

Staff Requirements

- Parks, Recreation and Facilities Director
- Parks and Recreation Administrative Assistant

Budget

Plan development costs are expected to be about \$15,000

Parks, Recreation and Public Facilities

No construction budget has been estimated at this time.

Funding

\$15,000

Source

Parks Improvement Fund

Priority

High

Program: Capital Improvement Carpinteria Coastal Trail

Project Description

The Carpinteria Coastal Vista Trail is envisioned provide a unique and scenic route that stretches over three miles in length from the Carpinteria Salt Marsh Nature Park to the Rincon Bluffs Preserve. Continuation toward the completion of the trail involves many segments; each with their own circumstances. This work program item involves dedicating further effort to complete the comprehensive project. The project improves nonmotorized community and coastal access and mental and physical wellbeing of its users. A summary of some of the major segments to be completed is presented below.

The Carpinteria Rincon Trail Reach (CRT) will connect the eastern terminus of Carpinteria Avenue with the Ventura County line via Rincon County Park. The project will be an important connection in the California Coastal Trail and provide the eastern limit to the Carpinteria Coastal Vista Trail. A Project Study Report was prepared in 2009. Environmental review of the project was completed in 2016 and a revised MND in 2019 was certified due to a realignment of the trail due to geological study findings. A public hearing on the amended MND was held on January 6, 2020. A focused EIR is now being prepared as it relates to air flow patterns. Construction is programmed for 2022.

The Carpinteria Bluffs to Pier Parking Lot Trail Reach connects the Carpinteria Bluffs Nature Preserve to the Casitas Pier parking lot and Tar Pits Park. This segment will include access to the Carpinteria Pacific Harbor Seal Sanctuary. In order to complete this segment, trail easements and a railroad undercrossing will be needed.

The Carpinteria Bluffs 2 Trail Reach connects the Lois Sidenberg Coastal Overlook with Bluffs 3 and the Carpinteria Rincon Trail. The City purchased a trail easement across the property immediately to the east and is now in design for this 250' stretch of trail. The parcel just further east is in development review that includes a trail and should complete this trail section from the Carpinteria Bluffs to the Rincon Bluffs Preserve.

The Linden to Holly Avenue Trail reach connects the Palm to Linden Trail with the network of trails in the Carpinteria Salt Marsh Nature Park. This segment is intended to be designed within the 850 foot log public property between Linden and Holly Avenues adjacent to the railroad tracks. A public parking lot may also be added to help meet demand for parking.

Railroad under crossings near Holly Avenue to provide critical safe connections for coastal access, school routes and shopping. This crossing at Holly may be part of a larger scale railroad improvement project funded by Lossan. A trail running east / west along Fifth Street that includes a pedestrian bridge over Franklin Creek may also be included in the Lossan Project. The trail would continue westward and connect to the Aliso School Campus and Seventh Street providing a safe route to school and improving coastal access.

Parks, Recreation and Public Facilities

Another railroad undercrossing is thought to be desirable at the southern terminus of Calle Ocho where coastal access is in high use.

Trails, parking and other amenities to be constructed in the newly acquired Carpinteria Rincon Bluffs Preserve. This 21.65 acre property has spectacular views and acts as the eastern gateway to the City's trail system.

Objective and Policy Consistency

- The Trail has many attributes that are in conformance with the City's GP/LCP and that contribute to meeting sustainability goals of the City's Sustainability Policy.
- The continued pursuit of the City's vision for a completed trail system to encourage non-motorized travel, reduce motor vehicle traffic and improve public access and health.
- The installation of the CRT trail will provide a safer route than the unsanctioned use of the railroad corridor or the class two bike lane on southbound US 101, improving public safety.
- Completion of all the trail segments will result in a truly remarkable public asset that will provide enormous benefits in public health, safety, recreation, economics and environmental appreciation.

Previous and Ongoing Work

- Completed several major trail lengths in the Carpinteria Bluffs Nature Preserve including the Lois Sidenberg Coastal Overlook.
- Completed the trail length across the Casitas Pier Parking lot and into Tar Pits Park.
- Completed trails inside the Carpinteria Salt Marsh Nature Park.
- Prepared Coastal Access and Railroad Safety study.
- Completed the Palm to Linden Trail.
- Obtained County Coastal Resources Enhancement Fund Grant for Carpinteria Rincon Trail (CRT) study.
- Completed CRT Project Study Report (PSR) that includes preliminary engineering.
- Obtained Coastal Conservancy Grant for Environmental Report (CRT)
- Certified the CRT MND.
- Obtained CDP for portion of CRT in the City of Carpinteria.
- Received Measure A grant for further CRT design work.
- Completed evaluation (appraisal) of trail easements needed on Bluffs 2.
- Obtained CPUC license to construct Bridge over railroad
- Project has been awarded construction funding for 2019. (ATP Grant)
- Obtained Grant from Coastal Conservancy to further design work (\$150,000)
- Made application for HCF Grant for Bluffs Two trail acquisition
- Easement for trail over Bluffs II property has been purchased.
- A concept design has been prepared for the Bluffs II trail.

Parks, Recreation and Public Facilities

- Permitting and design for Carpinteria Rincon Trail.

Tasks

Pursue a design and construction of a new segment of trail over the new easement.
Identify and implement future trail segment improvements.
Promotion of trails through various means including internet, and public relations.

Products

Completed design for new trail on Bluffs II

Date

March 2020

Staff Requirements

- Parks, Recreation and Facilities Director
- Parks and Recreation Administrative Assistant
- Public Works Director
- Community Development Department Staff

Budget

TBD

Funding Source

Various

Priority

Medium

Program: Capital Improvements
Linden Avenue Lifeguard Tower Replacement and Linden Plaza

Project Description

Replace the Linden plaza area and the Linden Avenue lifeguard tower / Design for improved accessibility, bicycle parking, refuse handling, emergency access, storm readiness and beach nourishment capacity.

Objective and Policy Consistency

The project may be found to be consistent with the City's General Plan / Local Coastal Plan with reference to the following policies;

OSC-14a. Increase coastal and recreational access for all segments of the population, including the disabled and elderly, while protecting natural resources, particularly environmentally sensitive habitat areas.

OSC-14c. Increase opportunities for ocean recreation programs including: kayaking, sailing, snorkeling, and scuba diving through the city Parks, Recreation and Facilities Department, and by encouraging private development of these activities.

Previous and Ongoing Work

Concept designs have been developed in September 2019

Tasks

Collaboration with State Parks
Seek discretionary permits
Issue construction contract

Products

Date

Completed Project

April 2022

•

Staff Requirements

- Parks, Recreation and Facilities Director
- Parks and Recreation Administrative Assistant

Budget

200,000

Parks, Recreation and Public Facilities

Funding

\$200,000

Source

Tidelands / Park Improvement DIF

Priority

Medium

**Program: Capital Improvements
Playground Replacement**

Project Description

Replacements of Playground equipment in Heath ranch park and Monte Vista Park

Objective and Policy Consistency

The Open Space, Recreation & Conservation Element of the City's General Plan lists the following objective:

Objective OSC-14. Provide for adequate park and recreation facilities to meet the needs of the community and visitors.

Previous and Ongoing Work

Concept replacement designs have been prepared.

Tasks

- Obtain bids for replacement installations
- Identify required funding.

Products

Date

Relocate and Replace Heath Ranch play structure
Replace Monte Vista Play Structure

June 2021
December 2021

Staff Requirements

- Parks, Recreation and Facilities Director
- Parks and Recreation Administrative Assistant

Budget

\$300,000
\$177,000

Funding Source

TBD / General Fund
Grants / Fundraising

Priority

High

Appendices

A. 2020 Work Plan Accomplishments

**GENERAL GOVERNMENT
2020 Work Plan Accomplishments**

Activity	Comments
Program: Legislative & Policy	
Legislative Advocacy	The City relies, generally, on the League of California Cities to advocate the State legislature on matters of local government interest and to assist the City in identifying issues of unique local interest. City advocacy efforts have included the following: • Cannabis. The City's efforts to influence County of Santa Barbara cannabis regulations has continued in 2020, requiring significant investment of staff time and financial resources for legal counsel assistance. The City also engaged special legal counsel to assist monitoring and commenting to the county on specific cannabis project permits with potential impacts in the City. • Oil Trucking. The City provided a comment letter to the County of Santa Barbara concerning the Exxon Oil Interim Trucking for Santa Ynez Unit Phased Restart Project. • Oil & Gas Development. The City's representative to the federal Interagency Decommissioning Working Group continued in 2020. The group of regulatory agencies meets to coordinate response to federal oil & gas platform decommissioning work. • Letters of Support SB 999 and AB 2782, both concerning State Mobile Home Residency Law changes to protect local mobile home rent control. • Letters of Opposition AB 2167, concerning wildland fire insurance
Legislative & Policy Research and Development	• COVID-19 Pandemic Response and Recovery. Legislative research and development included Emergency Proclamation, Face Covering regulation, Commercial Eviction ordinance, Outdoor Street/Parking use by businesses program, Small Business Restart and Community Service Supplemental Support grant programs, Parking Restrictions and beach restricted use programs. • White Nationalism and Racial Equity & Social Justice. The City Council adopted Resolution No. 5938, condemning White Nationalism in January. Resolution No. 5981 was adopted in June, condemning the unjustified use of force against Black people and people of color by law enforcement and standing in solidarity with non-violent protestors. Resolution No 5981 also made specific commitments toward institutionalizing a Racial Equity & Social Justice Program that was initiated via formation of a City Council committee at a subsequent meeting. • Mobile Home Residency Law. At the direction of Council, engaged special counsel and engaged in the

	process of developing legislation that would amend State mobile residency law in order to protect local mobile rent control in California. The work was successful and legislation, AB 2782, was signed into law by the Governor in August. The bill will end the exemption from local rent control for long-term leases.
Regional Programs Collaboration and Cooperation	COVID-19 Pandemic Emergency Response and Recovery. The City of Carpinteria works cooperatively with the County of Santa Barbara and the other cities in the County to prepare and respond to disasters. The City is a part of the Operational Area Council for emergency response, which meets quarterly. Since March, the City has been participating in numerous staff and elected official meetings concerning county-wide collaborative work on pandemic response and recovery. The City also initiated and carried out cooperative work with local service providers to provide necessary assistance to residents. This included logistical support for food distribution, e.g., traffic control, and \$100,000 in supplemental community service support program funding to Carpinteria Children's Project, Boys & Girls Club, Girls Inc, and the Community Action Commission, among others, involved in food distribution, child care and meeting other health and human service needs of the Carpinteria Community. The City elected also to join with the County of Santa Barbara to contribute its share of emergency Community Development Block Grant fund to support the county-wide Emergency Rental Assistance Program. Subsequently about two dozen Carpinteria residents benefitted from this assistance that is designed to avoid renters being displaced during the pandemic. Sustainability/Renewable Energy. In December 2019, the City of Carpinteria joined Central Coast Community Energy (CCCE) (formerly Monterey Bay Community Power), a not-for-profit agency established by local communities to source and purvey electricity to its customers under a plan to be completely carbon free by 2030. The regional agency includes local government jurisdictions extending primarily along the coast from Monterey to Santa Barbara County. The Mayor and City Manager participate on the Policy and Operations Boards, respectively, of the CCCE and the City's Sustainability and Energy Division Program Manager began this year working closely with CCCE on program development and implementation in anticipation of City customers switching to CCCE purveyed electricity in late 2021. Regional Transportation Projects. The City is a member of the Santa Barbara County Association of Governments (SBCAG) where Vice Mayor Clark is its representative on the Board that, among other things, oversees regional transportation project and program funding and delivery. The City continues to work cooperatively with Caltrans and SBCAG to ensure satisfactory completion of the Linden-Casitas Interchange Project while also engaging in review and assistance with related 101 Widening project mitigation such as the Santa

	Monica / Via Real Intersection improvements. Two hiking/biking trails are also a part of the freeway improvements: the Rincon Trail and the Santa Claus Lane Trail. The City is working cooperatively with Caltrans and SBCAG to ensure delivery of both of these important regional trail connection projects. The City also is continuing discussions this year with SBCAG and the Los Angeles – San Diego – San Luis Obispo Rail Corridor Authority (LOSSAN) on planning and permitting of improvements to the Carpinteria Amtrak platform that would double its capacity by adding a second platform and parallel track/siding. The City Council has previously issued a letter of support for related grant funding for the project. Regional Sediment Management. The City has begun this year working with BEACON and the County of Santa Barbara to establish plans and permits, through flood control and other projects and programs, for the regional management of beach sediment sufficient to ensure that sediment is safely and efficiently deposited to benefit beaches and help counter coastal erosion. Housing/Homelessness. In 2020, to date, the City continues to financially support and collaborate with Home for Good, the County of Santa Barbara Public Health Department and local volunteers, to respond to people experiencing homelessness in Carpinteria and to connect them with housing and other supportive services. Several people experiencing homelessness were successfully assisted in this way so far in 2020. The City has also continued work with the Housing Authority of Santa Barbara County on the acquisition and development of a site for an apartment development that would include affordable housing. Staff intends to bring details about the project to the Council for consideration in October or November.
Program: City Administration	
Library: Analysis of governance and costs related to the operation of the City of Carpinteria and Montecito branch libraries.	City Council Ad hoc Library Committee and Working Group meetings were held. A Request for Proposal consultant services process was conducted and a library consultant was hired to prepare a study of governance options as well as budget and financing. The consultant work included conducting significant community outreach/public meetings and the Report was presented and its recommendations accepted by the City Council on September 14. The Council action marks a milestone and initial step in work to transition the Carpinteria Library to being operated by the City. This work is expected to continue over the next 18 months and consummate with City taking over operations by mid-2022.
Community Center: The purpose of this Work Plan item is to collaborate with community groups and local service providers to determine needs, interests and possible locations for a community center that can meet the space	Not initiated.

needs of agencies providing services to seniors, youth and special needs groups, e.g., people experiencing homelessness, as well as community gathering, activity, and meeting space.	
Youth Engagement. The purpose of this Work Plan item is to collaborate with Carpinteria Unified School District and other youth organizations to increase youth engagement with Law Enforcement and prepare students for civic life.	The City's Community Resource Deputy position was renewed for 2020. The CRD works closely with CUSD officials to determine appropriate opportunities to connect with youth; however, this work was stymied by the pandemic. No other work on this matter has been initiated.
Art in Public Places. Prepare a report with recommendations to the City Council concerning the establishment of an Art in Public Places program.	Not Initiated.
Program: Community Promotion and Communications	
You Count! Census 2020. Develop a local plan to engage the hard to reach communities of Carpinteria by: • Developing a local You Count! Committee • Create a plan to reach and count all residents of Carpinteria • Facilitate events to assist the community with the online process	The City created the You Count! Community committee that worked on a plan to engage Carpinterians. The plan included several events throughout the community. The first event was scheduled on 2020 Census Day, April 1 st . All events were cancelled due to the COVID-19 pandemic. The community committee used social media outlets, banners, and ads in the Coastal View News to encourage local participation. Information was distributed to people during the drive through food distribution and meal delivery program. As of September 30, 2020, Carpinteria self-response rate is 71.4%. Self-response includes online, by phone, and mail-in participation. The City's participation rate in 2010 was 69.4%. September 30, 2020 was the last day to take the survey. Final numbers will be distributed in Spring 2021.
Neighbor to Neighbor. Develop a program that will create partnerships between the City and its residents with the goal of: • Strengthening the social fabric of the City's neighborhoods and building community. • Facilitating effective communication between the City,	The Neighbor to Neighbor program is on hold due to the COVID-19 pandemic. After a successful kickoff event in August 2019, planning was underway to expand the program into other neighborhoods in Carpinteria. The second event, tentatively scheduled for April 2020, will be rescheduled for a later date when it is allowable and safe to do so.

residents and within neighborhoods. • Enhancing and maintaining the appearance, character, value and safety of neighborhoods. • Using existing programs and services, e.g., emergency preparedness, storm water management, code compliance, landlord/tenant mediation services, crime prevention, etc., to help build neighborhood partnerships and increase neighborhood's ability to respond to, withstand and recover from adverse situations.	
Program: Economic Vitality	
Inn and Restaurant at the Railroad. The creation and consideration of concept plans for the municipally owned land in the City's downtown allowing the City to plan for area improvements. Use of this land could include a visitor serving inn and a restaurant. The location of the historic railroad building could be an ideal location with downtown proximity, ocean views and railroad service. The project could provide significant economic benefits to downtown businesses while generating revenues for the City.	The Exclusive Negotiating Agreement between the City and 499 Linden Managers, LLC (Developer), was extended by the City Council to September 20, 2021, in response to the pandemic. The Developer has completed submittal of concept plan information to the City and a virtual Joint ARB/PC/CC Concept Review meeting has been tentatively scheduled for November 30, 2020.
Program: Law Enforcement	
Community Resource Deputy Position and Work Plan. Community Resource Deputy (CRD) supplements	The Community Resource Deputy Position was funded as a part! of the 2020-21 budget despite COVID-19 pandemic financial! impacts. This was due to the availability of revenue through the Measure X program. The CRD has made connections through

Patrol Services by addressing quality of life issues through education and training, crime prevention and intervention, specialized patrol services, and building community partnerships with residents, local businesses, and other neighborhood-serving agencies. The CRD will run Neighborhood Watch and Business Watch Programs, Restorative Policing Program, Active Shooter Response Training Program, Sheriff's Volunteer Team Program, Explorer's Program, and Citizen's Academies.	the School District, which includes school site visits (currently on hold due to the pandemic). Prior to suspension of in-person schooling, CRD and other deputies conducted high visibility patrol around school sites at peak hours in order to promote safe driving. Bicycle patrol was enhanced and expanded in the spring in support of COVID-19 restrictions applying to public activities in the Downtown and at beaches. The CRD is a key member of the City's homelessness response program, working closely with City Code Compliance, representatives from other agencies, and volunteers, in order to assist people experiencing homelessness and to manage impacts. The City Manager and CRD have begun holding regular meetings to discuss program priorities and status of priority work.
Emergency Services	
Community Preparedness & Engagement. The City's Community Preparedness & Engagement Program is designed to engage and empower Carpinteria residents by providing them with preparedness and response education and resources.	All community training classes have been canceled due to the COVID-19 pandemic. The Santa Barbara County CERT Collaborative is working on adjusting the curriculum to offer virtual courses. Virtual emergency preparedness webinars are being scheduled in 2021. The Aware and Prepare Initiative has been adopted by the State of California and is going through a transition to more virtual outreach. The new program is scheduled to launch in early 2021.
Emergency Response Capacity Building. To ensure effective and efficient response to local emergencies, strategic and long-term emergency planning and capacity building is critical. Through the development of new plans, revising previous plans and acquiring resources that will aid emergency responders and citizens, the City will be taking active steps to ensure we are ready to respond when an emergency occurs.	Work has begun on the Multi-jurisdiction Hazard Mitigation Plan! Update. Working through a grant from FEMA, mapping specific! to Carpinteria will be added. The Emergency Operation Plan Update is in process. The City participated on the steering committee to create the! Santa Barbara County Disaster Feeding Plan. The plan was! completed in November 2019 and the Santa Barbara County! Food Bank activated the plan in March 2020. An Emergency Response Resource list was created to identify! City and local resources that may be used during an emergency. The list is updated on a continual basis. On March 4, 2020, Governor Newsom declared a state of! emergency followed by Executive Order N-33-20 instructing all! individuals living in the State to stay home due to the COVID-19! pandemic. At that time the City moved all efforts into COVID-19! response activities. Communication efforts increased through! added editions of the City E-newsletter, press releases, social! media posts, and the local newspaper providing up to date! information on health orders and protective measures. Signs! were created with COVID-19 messages and posted on A-frames! throughout the downtown area. Monthly meetings with special! districts increased to weekly meetings. The City started weekly traffic management support at the food! distribution sites and assisted businesses with traffic safety! barriers and signs at locations where businesses were permitted! to use Linden Avenue for outdoor seating.

	The City enforced County-adopted beach restrictions over the Memorial Day, 4th of July, and Labor Day weekends. Information tables manned by City Code Enforcement, Santa Barbara County Sheriff, and Carpinteria Summerland Fire District, were set up at the end of Linden to assist residents and visitors. City Council approved formation of Ad Hoc COVID-19 Communication and Recovery committees. While still in the response phase of the pandemic, recovery efforts began as businesses were allowed to reopen. Additional financial support was approved by City Council to supplement allocations to the Community Services Support Grant Program, and create the COVID 19 Relief Small Business Restart Grant Program.
City Staff Training & Exercise. As mandated by FEMA and Cal OES, City Staff will participate in trainings to maintain their FEMA certifications and to increase their ability to effectively operate the City's Emergency Operations Center (EOC). Additionally, to test the City's Emergency Operations Plan (EOP), a city-wide disaster exercise will be held, involving City Special Districts and First Responders.	Staff has been trained on new safety protocols needed during the COVID – 19 pandemic.
Program: Volunteer Services	
Volunteer Management. Over 200 active volunteers assist City Departments in a variety of capacities. Volunteers provide critical support through the HOST and CERT Programs, as dog walkers, as docents, and more. To continue to manage and sustain a growing and dynamic volunteer corps, critical steps will continue to be taken to create practices and procedures for managing, recognizing, training and communicating with volunteers and minimizing risk within the program.	The 2020 HOST season was canceled due to the COVID-19 pandemic as well as all events that typically call on volunteers for help.
Program: Risk Management	
Complete Implementation of CJPIA Loss Control Action Plan (LossCAP). The City participates in the California Joint Powers Insurance	In process. Due to COVID-19 pandemic the continuation of the Implementation of CJPIA Loss Control Action Plan (LossCAP) not advanced in the recommendations from CJPIA.

Authority (CJPIA). The self-insuring and loss pooling programs provide coverage for Property Insurance, Workers' Compensation, Public Official and Employee Bonds, and General and Automobile Liability. The program provides significant advantages to the City in terms of cost, protection, risk management and loss control advice and assistance. LossCAP is a comprehensive program designed to assist the City in addressing risk exposure areas, examine key areas of operations, including services, personnel and property or loss data and support the need for change in operations or activities. On February 15, 2019, a Risk Management Evaluation (RME) for the City of Carpinteria was conducted by the California Joint Powers Insurance Authority (CJPIA). The resulting report includes recommendations for various City operations and programs.	
Program: Staff Recruitment & Retention	
Total Compensation Survey and Compensation Schedule. California minimum wage will increase every year until it reaches \$15.00 per hour. The minimum wage for 2020 is \$13.00 per hour. The City has adjusted the Compensation Schedule of Hourly and Seasonal Employees to comply with the minimum wage law; however, the Compensation Schedule of Management, and Miscellaneous Unpresented Employees has not been updated to adjust to the minimum wage increases. The last Total Compensation Survey was done in 2014. Additionally, current	In process. A Request for Proposal was conducted in at the end of 2019 and a consultant was selected to conduct the Total Compensation Survey. The process should have been started in the first part of 2020 but due to COVID-19 the City determined to hold off until later in year. The City is now moving forward with the Total Compensation Study which will be completed by June 2020.

unemployment is very low. The City has experienced a turnover of employees in the last 2-3 years. In order to retain employees and be competitive in recruitment, the City should update and adjust as appropriate the Compensation Schedule of Management and Unrepresented Miscellaneous Employees.	
Employee Training and Development. Train managers and supervisors in various leadership skills with include effective performance evaluation of employees, cross training team building workshops for managers and supervisors and a formal new employee orientation program. Develop a staff training program and have a variety developmental courses such as public speaking, customer service, and Microsoft Word essentials. The Human Resources/Risk Manager will develop a schedule of mandated, leadership, safety and other development training for City Staff. Using resources such as California Joint Powers Association (CJPIA), LinkedIn, and other 3rd party training company, the Human Resources/Risk Manager will conduct, facilitate and coordinate a yearlong employee training. Additionally, the Lunch and Learn training series will provide employees computer and leadership training on site.	In process. Safety on-line courses through California Joint Powers Association (CJPIA) are continuing but all in-person or on-site training classes have been canceled due to the COVID-19 pandemic. In January 2021, CJPIA announced the modification of some safety in-person training courses. HR has requested to be added to the list for safety in-person training courses. HR is working with LinkedIn to administer a 30-day all access training. The all-access training would be available to all employees where they would have access to over 16,000+ online courses taught by real-world professionals. The 30-day all day access will be March or April 2021.
Job Descriptions Update. To update the City's job descriptions. A job description is an orderly record of the essential activities involved in the performance of a task that is abstracted from a job analysis and used in	In process. The management and full-time job descriptions have been updated. The part-time and seasonal job description are in process.

classifying and evaluating jobs and in the selection and placement of employees. The City of Carpinteria job descriptions has not been updated for approximately 20 years. There are approximately, 60 job descriptions to be reviewed and updated. This includes management, full-time, part time and seasonal job descriptions.	
Labor Agreement. The City's agreement with employees represented by SEIU Local 620 is due to expire at the end of the 2020-2021 fiscal year and this matter involves negotiating and gaining approvals necessary to establish a successor agreement to be effective July 1, 2021.	In process. The City will engage in the negotiation process with SEIU Local 620 in March 2021.
Options on Health Insurance Carrier for City Employees. Create a Health Benefit Advisory All Employee Committee.	Completed. A Health Benefit Advisory All Employee Committee was created which consisted of SEIU, Miscellaneous Unrepresented, Management, and Directors to provide feedback to HR on currently benefits. The feedback provided helped in creating a comprehensive benefits package for 2021.
Program: Elections	
Establishing District-Based Elections. Transition from at-large method of elections to district-based election by 2022.	The City Council Ad hoc District Elections Committee held a meeting to restart planning efforts in December 2020 and is expected to meet next in February to develop a community outreach plan and a schedule for public hearings required for the District Election transition process.
2020 Municipal Election. Conduct the 2020 Municipal Election	Completed. The November 2020 Election was held and a new City Council was seated on December 2020.

**ADMINISTRATIVE SERVICES DEPARTMENT
2020 Work Plan Accomplishments**

Activity	Comments
Program: Management Information Services	
Information Technology (IT) Services	A review of the City's Information Technology (IT) services is necessary to ensure that current practices align with set goals for security and backup. Upon the determination of what services are required or need to be updated, the City will proceed with the Request for Proposal (RFP) process. This project is in progress and expected to be completed by June 2020.
Program: Financial Management Services	
Business License and Short-Term Rental Enforcement Program	The objective is to create an enforcement program in which three City departments, Administrative Services, Community Development- Code Compliance and General Government-Legal Services, work together to ensure City-wide compliance with Business License and Short-Term Rental policies. With an increased tracking of license renewals, the idea is to increase the collection of various fees, and outreach to the community to ensure compliance with City policies. Due to COVID-19, the City has reached out to assist small business owners at this time and most of these fees were either waived or reduced. The establishment of an Enforcement program will be delayed as our Code Compliance team focuses on outreach regarding small business operations during the pandemic instead of enforcement at this time. The Admin Services Department issued partial refunds to small businesses with Home Occupation permits as these fees were reduced this fiscal year. The pandemic has delayed working with the other required departments such as Code Compliance that has to focus on CO-VID related efforts at this time. In addition, this work-plan item was to be partially taken-on by the vacant part-time Accounting Clerk position, however this position has become a part of the current hiring freeze and has delayed this work plan item.
Implementation of New Financial Software	The City has implemented a new financial software Incode 10 from Tyler Technologies. The financial system will help City meet its fiduciary responsibilities and goals to deliver services that meet community needs. All of the modules have been implemented including Accounts Payable, Budget Manager, Bank Reconciliation, Fixed Asset, Project Accounting, Business License, in-house Payroll, GASB and CAFR Reporter, Purchasing, Accounts Receivable and Time & Attendance. This Work Plan item has been completed.

**COMMUNITY DEVELOPMENT
2020 Work Plan Accomplishments**

Activity	Comments
Program: ADMINISTRATION	
Digitize / Modernize - Digitize remaining approved building plan sets and address files. - Lease/purchase a large format scanner	Ongoing. The Department continues to move forward scanning approved building plans, project files and address files. The Departments have investigated the lease / purchase of a large format scanner, although the effort has been temporarily put on hold as due to the City Hall remediation project, lack of space for the scanner and a reduction in the budget for this equipment.
Program: ADVANCED PLANNING: General/Coastal Plan Update	
- Draft Sea Level Rise Vulnerability Assessment and Adaptation Plan - Draft General/Coastal Plan Document - Draft CEQA Document - Staff reports for public hearings - Updated General Plan/Local Coastal Land Use Plan	Ongoing. This represents a multi-year project. The Department retained the services of Wood Environment & Infrastructure Solutions, Inc. to prepare the City's General Plan/Coastal Plan update in May 2017. The Sea Level Rise Vulnerability Assessment and Adaptation Plan is complete, although biennial updates are planned to keep the document current. Following public review of the draft Policies at the Update Committee meetings, the draft Elements are currently under review by the Coastal Commission before the first-round review by the Planning Commission. The accompanying CEQA EIR is now being prepared. We have hired a Principal Planner for a three-year contract to take the lead with this and the other Advanced Planning projects identified below.
Program: ADVANCED PLANNING: Zoning Code Update	
- Public Draft Zoning Code - Staff Report/Public Workshops - Planning Commission and City Council Hearings - Submittal to Coastal Commission - Final Zoning Code (after CCC review)	Ongoing. Review of the draft Zone Code materials was put on hold as the work effort was focused on the rollout of our short-term rental program, the County and City's own cannabis programs, and the Department's increased workload due to COVID-19. The Department will focus on Density Bonus and ADU updates first using grant funds, followed by the comprehensive Zone Code update incorporating material from the General/Coastal Plan update.

Program: ADVANCED PLANNING: Design Standards and Guidance	
• Staff Report/Public Workshops • Planning Commission and City Council Hearings • Submittal to Coastal Commission	Ongoing. Work on the Downtown Design Guidelines and updates to the Residential Design Guidelines by the Ad-Hoc Design Review Committee has stalled due in part to staff workload and COVID-19 redirecting staff resources. The new Principal Planner in the three-year Advanced Planning Section will be responsible for bringing these items forward.

Program: ADVANCED PLANNING: Response to State Housing Legislation	
• Staff Report/Public Workshops • Planning Commission and City Council Hearings • Submittal to Coastal Commission	Ongoing. Updates to the Density Bonus and ADU Sections of the Zone Code will be coordinated by the new Principal Planner in the three-year Advanced Planning Section. Grants have been secured for the Density Bonus and the ADU updates.

Program: DEVELOPMENT REVIEW & BUILDING	
Highway 101 Projects • Linden/Casitas Interchanges and Via Real Extension • South Coast HOV Lanes	Ongoing. Construction of the Interchanges project is nearing completion, with the installation of landscaping soon. The South Coast HOV Lanes project is now under construction.
Program: BUILDING	
Vulnerable Building Assessment and Policy • Identify potential soft-story structures • Review Building and Engineering plans • Meet with property owners • Identify a course of action to facilitate necessary retrofits	Ongoing. Potential “soft story” buildings have been identified and work has begun to review the building and engineering plans on file for these structures in order to determine if retrofits are needed. Following initiation and a first read of the proposed soft story Ordinance, a well-received public workshop was held on February 22, 2020. The City’s intent to return for a first read with a revised Ordinance had been put on hold due to the impact of COVID-19 on the ability to have a robust public hearing. The ability to now have a Zoom Webinar for these hearings opens the possibility of moving forward with this work item this summer.

• Identify additional vulnerable buildings • Identify a course of action to facilitate necessary retrofits	
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PUBLIC WORKS
2020 Work Plan Accomplishments

Activity	Comments
Program: Public Works Administration	
National Flood Insurance Program Community Rating System	Work on Community Rating System (CRS) Application was delayed. In the first half of this calendar year, staff was prioritized and reallocated to implement COVID-19 prevention measures including administering Temporary COVID-19 Encroachment Permit applications, temporary traffic control mobilizations, and homeless encampment cleanup operations. Staff continues to implement COVID-19 prevention measures to date. Reactivation of the CRS Application work is estimated within fourth quarter of calendar year 2020.
Pedestrian Bridge Inspection Program	Work on the request for proposal (RFP) was delayed. In the first half of this calendar year, staff was prioritized and reallocated to implement COVID-19 prevention measures including administering Temporary COVID-19 Encroachment Permit applications, temporary traffic control mobilizations, and homeless encampment cleanup operations. Staff continues to implement COVID-19 prevention measures to date. Reactivation of the RFP work is estimated within fourth quarter of calendar year 2020.
Program: Sustainability and Environment	
Sustainable Resources	• Via Real Stormwater Project. In June 2020, the Federal Emergency Management Agency (FEMA) approved federal-aid funds from the Hazard Mitigation Grant Program (HMGP) to start the engineering design. The engineering design is estimated to be complete within the first quarter of 2021. • The City is still awaiting the final SB 1383 Organics Diversion requirements. The existing Franchise Agreement is expected to be renegotiated to accommodate the new requirements. • Central Coast Community Energy, formerly Monterey Bay Community Power, will be rolling out services to the south coast agencies in October 2021. Currently staff is working on a coordinated outreach plan with other south coast agencies, including the City of Santa Barbara. • Strategic Energy Plan. Residential Energy Efficiency Workshop conducted in March 2020.
Program: Street Maintenance	
Pavement Management Program and Multi-Year Pavement Management Map	• 2020 Pavement Rehabilitation Project. Design completed in February 2020. Construction completed in August 2020. • Multi-Year Pavement Management Map completed in March 2020 and is currently in the City website for public access.
Street Tree Management Plan Update and Special Conditions Streets Management Plan	Consulting agreement issued to West Coast Arborists in July 2020. Drafts presented to the Tree Advisory Board in October 2020.

Program: Capital Improvements	
U.S. Highway 101 Projects	• Highway 101 HOV Carpinteria to Santa Barbara Project. Construction of Franklin Creek and Santa Monica Creek bridges, sound walls, drainage, and freeway pavement are in progress. • Highway 101 Linden Avenue-Casitas Pass Road Interchanges and Via Real Extension Project. Caltrans deemed the construction by the freeway contractor as complete. Punch list items for City public improvements are in progress. Landscape contractor on site. • Santa Claus Lane Bikeway Project. SBCAG is currently acting as the implementing agency of the environmental phase, and Caltrans is the CEQA/NEPA lead agency. The Mitigated Negative Declaration was certified in January 2020.
Rincon Multi-Use Trail Project	Plans, specifications, and estimate at 60-percent completion. The Subsequent Mitigated Negative Declaration was accepted and certified by the Planning Commission in January 2020. The Petition for Modification was submitted to the California Public Utilities Commission in July 2020. Preparation of the Focused Environmental Report is in progress.
Parking Lot No. 2 and Cactus Lane Improvements Project	Filing of Notice of Completion is anticipated in January 2021.
Carpinteria Avenue Bridge Replacement Project	In November 2020, Carpinteria Valley Water District accepted Utility Agreement (federal provisions). The eminent domain proceeding is complete. Right of Way Certification is estimated to be complete in December 2020. Federal-aid funds for construction will not be available until Federal Fiscal Year 2020-2021 (October 1). Start of construction is estimated in fall 2021.
City Hall Remediation and Renovation Project	Filing of Notice of Completion is anticipated in January 2021.
City Hall Campus Improvements	Work on request for proposal (RFP) was delayed. In the first half of this calendar year, staff was prioritized and reallocated to implement COVID-19 prevention measures including administering Temporary COVID-19 Encroachment Permit applications, temporary traffic control mobilizations, and homeless encampment cleanup operations. Staff continues to implement COVID-19 prevention measures to date. Reactivation of the RFP work is estimated within fourth quarter of calendar year 2020.
City Hall Solar Energy Generation and Storage Project	The request for qualification (RFQ) and request for proposal (RFP) are complete. The RFQ was issued in October 2020, and the RFP is estimated to be issued in January 2021.

Program: Watershed Management	
NPDES Phase II Small MS4 Permit	• Water Quality Monitoring. The City continues to conduct water quality monitoring in partnership with the cities of Goleta, Buellton, and Solvang and the County of Santa Barbara. All monitoring is done in accordance with the Phase II MS4 Permit 303(d) Monitoring Plan that has been approved by the Central Coast Regional Water Quality Control Board. The report is completed following analysis of all storm samples and submitted to the State Water Board via the SMARTS reporting system. The final report for Fiscal Year 19-20 was completed in June 2020. • The NPDES Phase II Small MS4 Permit was last updated and adopted in 2013. It is currently in the sixth year of the proposed 5-year permit cycle. A draft amended Permit was released and is under review. The City is a member of the California Storm Water Quality Association (CASQA), and a staff representative sits on a review committee for the draft amended Permit. It is expected for the amended Permit to be adopted in 2020. • Trash Implementation Plan. The plan was submitted to the State Water Resources Control Board (SWRCB) at the end of November 2018. It is expected that the SWRCB will issue an order for implementation by the end of December 2020. • Storm Drain Asset Inventory and Condition Assessment. Storm Drain Asset Inventory is ongoing.
Program: Transportation, Parking, and Lighting	
Improved Public Transit Services	No start of activities in meeting with SBMTD, developing alternatives, and presenting to the City Council.
Parking Management Plan	Administrative Draft was presented to Public Facility Site Acquisition/Development Committee in June 2020. Development of special website for Draft Parking Management Plan completed in October 2020.

**PARKS & RECREATION & FACILITIES MAINTENANCE
2020 Work Plan Accomplishments**

Activity	Comments
Department Staffing	The Department has filled the positions of Pool Superintendent, Aquatic Program Coordinator and Parks Maintenance Supervisor. A selection process for Park Maintenance Worker is ongoing.
Parks Landscape Maintenance Contracting	Working with the Public Works Department, the City has prepared park maintenance specifications and detailed exhibits of each park location. Solicitation of bids will begin in the Winter of 2021.
Carpinteria Bluffs III Acquisition	Negotiations on the Conservation Easement, The Endowment Agreement, the Offer to Dedicate and the Grant Deed Restrictions were completed and final escrow was closed by the end of March 2020.
Dog Park Project	Staff published a Dog Park Feasibility Study that concluded the 2.4 acre Lagunitas property may be a viable site, as well as consideration of a shared use park at El Carro. Staff has completed the acceptance of the offer to dedicate the Lagunitas park property. The City now owns it. Concept designs for a dedicated dog park and fenced off-leash areas have been prepared. An unfenced off-leash area in El Carro Park has been established as a pilot program.
Community Farm Project	Staff has negotiated an amendment to the condition of approval related to the transfer of the Whitney property from the State to best reflect the City's interest. Staff has conducted a neighborhood meeting to receive neighborhood feedback on the concrete fence. Staff has received a cost proposal for the fence, City is waiting for Caltrans to convey the property.

Activity	Comments
Carpinteria Shoreline Feasibility Study	The Study has come to a decision point where the ACOE staff believes it is best to transfer the study from the Feasibility Study Program to a Continuing Authority Program (CAP).
Vet Hall Maintenance and Planning	Other than routine maintenance, no action has taken place on this work item.
Carpinteria Coastal Vista Trail	After acquisition of a grant to partially fund acquisition, the City has acquired the trail easement in the Bluffs 2 planning area. A trail design has been prepared and a CDP application has been assembled for submittal to allow the City to consider permits to build the project. The application is expected to be submitted in early 2021.
Skate Park Planning and Permitting	The Project was given final approval and has obtained necessary permits to construct. Staff continues to negotiate for reciprocal easements on Chevron and City properties allowing the project to include required parking. Chevron has provided edits to the City's proposed easement language. The City Attorney's office is reviewing the new proposed language.
Linden Beach Plaza and Lifeguard Tower	Concept plans have been prepared that improve coastal access and ambiance. The concept lifeguard tower has also been drawn in an attempt to capture an iconic California Beach style. The next steps include consultations with the California State Parks Staff for receive comments.
Historical Marker Park AKA La Concha Park	A concept Design for a park at this location has been prepared. The next step was to have a public meeting on the concept. This has been delayed due to Covid-19 control protocols. A covid safe public relations effort is being designed.

B. 2019 Carpinteria Valley Economic Profile Executive Summary

The 2019 Carpinteria Valley Economic Profile

Volume 4

May 2019

Prepared for:



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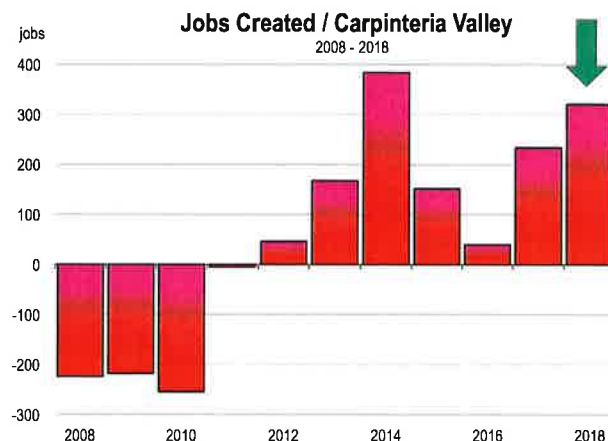
EXECUTIVE SUMMARY

Overview

The Carpinteria Valley, located in the southernmost corner of Santa Barbara County, is home to just over 20,600 residents. The economic community is diverse, characterized by a large agricultural and manufacturing sector, a rapidly growing software development sector, and a thriving visitor-serving industry.

Carpinteria is a jobs center. The number of workers located in Carpinteria exceeds the number of residents in the Valley's labor force. Many workers commute from Santa Barbara, Oxnard and Ventura. The agriculture sector employs more people than any other industry, followed by manufacturing, the production of information (software), and the hotel and food services sector.

Over 300 jobs were created last year in the Carpinteria Valley. The rapid growth of Procore Technologies and Agilent have more than



offset other local company downsizings and departures in recent years. Jobs have expanded in Technology, Agriculture, Leisure and Hospitality, and Wholesale Trade.

In March 2019, the unemployment rate in Carpinteria was estimated at 4.0 percent. The largest employer in the Valley is Procore followed by Agilent, the Carpinteria Unified School District LinkedIn, and NuSil Silicone Technology.

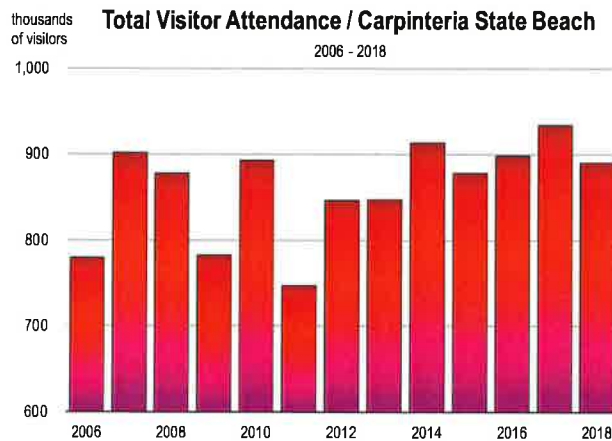
In 2018, the median household income in the City of Carpinteria was \$76,651. Almost 30 percent of households earned \$125,000 or more.

Tourism

The presence of visitors and their spending represents a significant contribution to the Carpinteria Valley economy. Tourism generates



Sunset in December, Carpinteria State Beach



substantial revenues for the City's general fund, supports a significant number of jobs, and contributes more than half of all retail sales transactions in the City of Carpinteria at local shops, restaurants, recreational sites, and gasoline stations.

The State Beach attracted an estimated 891,000 visitors in 2018. These visitors spend approximately \$30 million annually in Carpinteria.

There are six hotels with more than 600 rooms in the region. At these establishments, the occupancy rate averaged 69.8 percent in 2018. Annual room sales have now reached an all time high in the city, climbing to \$21 million in 2018.

The City of Carpinteria's short-term visitor rental industry has evolved in recent years, expanding to include more than 200 revenue reporting

properties in 2018. These alternative transient stay properties generated \$3.5 million in revenue last year and \$415,000 in transient occupancy taxes for the City of Carpinteria.

The annual California Avocado Festival held in October is the largest community event in Carpinteria. It is estimated that the three day celebration of the avocado with food and merchandise booths, contests, and entertainment, attracts 100,000 visitors to the city.

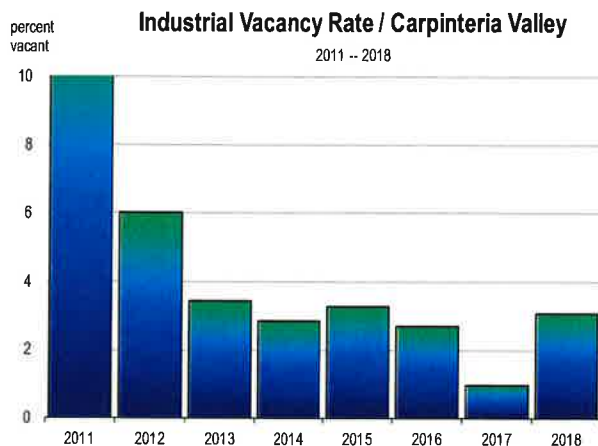


The annual Avocado Festival is a major attraction in Carpinteria, and is one of the most prominent events in all of Santa Barbara County. It typically attracts more than 100,000 visitors who attend the event and contribute to local businesses.

Commercial Real Estate

All categories of commercial real estate are currently reporting very high occupancy. Consequently, business space is very tight in Carpinteria. There is an estimated 1.3 million square feet of industrial/R&D type building space in the Valley and the vacancy rate is a scant 3.4 percent. In the office market, there is approximately 470,000 square feet of space with a vacancy rate of 2.5 percent.

In general, the Carpinteria Valley industrial sector has been a strong competitor for neighboring regions, such as the City of Santa Barbara, the City of Goleta, and the County of Ventura. Manufacturing and technology are the most important components of the Carpinteria Valley economy, and high rates of both office and industrial market occupancy are a testament to the strength of the Carpinteria Valley as a desirable business location along the Central Coast.



Residential Real Estate

As a result of the healthy economy and job formation across the South Coast of Santa Barbara County, housing demand has been prolific. It is estimated that within the City Limits, there are 2,136 apartment units. The apartment vacancy rate in March 2019 was 0.9 percent. The average monthly rent has reached \$1,825 per month.

The existing for-sale housing market offers few properties for sale per year. Currently, inventory remains limited despite a generally softening housing sector in which more inventory is becoming available in California. Home prices rose 11.7 percent in 2018 and through March of 2019, have increased 11 percent year-over-year.

The median selling value of a home in Carpinteria during calendar 2018 was \$1,162,000. During the first three months of 2019, the median price reached an all-time record high of \$1,286,000.



New Housing Development

The construction of new housing has been virtually non-existent in recent years. The relative lack of new housing units has helped to ensure that the region remains small, though traffic congestion is intensified by limited worker housing. Furthermore, retail stores and services must rely more on visitor spending than resident spending. The former is more volatile during the year, peaking in the summer months and diminishing during the winter months.

There are currently 54 residential units that are approved in Carpinteria, and 66 additional units that are proposed and seeking entitlement. The 31-unit Seahouse Condominium project just broke ground in April 2019.

The Emerging Cannabis Sector

The Carpinteria Valley had been referred to as “California’s flower basket.” The region’s greenhouse industry was one of the largest in the state, producing millions of dollars in flower sales per year.

While potted plants are still a significant industry, cannabis cultivation is now replacing much of the greenhouse flower production. The conversion to cannabis is easier in Carpinteria because the indoor growing infrastructure is largely in place with many of the fixed costs already incurred and depreciated.



Cannabis greenhouse in Carpinteria

Currently, as of April 1, 2019, there are 32 growers with 297 active cannabis cultivation temporary licenses in the Carpinteria Valley.

Twenty two percent of the 513 acres licensed for cannabis growing in Santa Barbara County are located in the Carpinteria Valley. An estimated \$1 million in local tax revenue received by Santa Barbara County from cannabis is estimated to come from Carpinteria growers in 2019.

Quality of Life

Regional economic conditions are influenced by many community lifestyle factors. Residents of the Carpinteria Valley enjoy a relatively high standard of living, and 39 percent of the population has a 4-year college degree or higher. For the greater Santa Barbara County area, the median household income is slightly less and 33 percent of the population owns a bachelor's degree or higher.

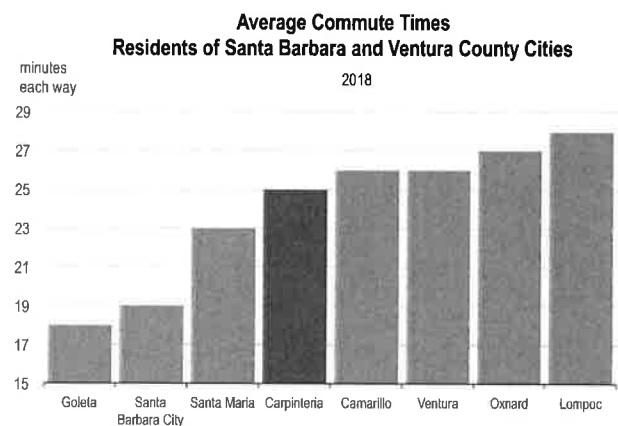
Crime rates in Carpinteria have been very low since the late 1990s. They are among the lowest levels observed in Santa Barbara County, and are significantly lower than those that prevail across California.

At Carpinteria Senior High School, students that took the SAT in the 2017-2018 school year

had average test scores that were higher than the average for all students taking the test in California.

Carpinteria routinely has much lower levels of road usage than surrounding communities, and during most times of the day, driving around the city is relatively easy. But peak hour traffic can be heavy, and people who commute into or out of the city can encounter high levels of congestion. For residents of the Valley, commute times to work have increased since 2016. This issue has been exacerbated by construction activity associated with the widening of Highway 101 through Carpinteria.

Once the Highway 101 construction project is completed in 2020, it is expected that peak hour congestion will improve in Carpinteria.



C. Neighborhood Preservation Committee Recommendations Table

**Neighborhood Preservation Committee
Recommendations and Status of Work by Department**

Issue 1. Use and Occupancy of Single Family Dwellings
Issue 3. Home Occupations
Issue 5. Traffic Safety, Lighting and Pedestrian Safety
Issue 7. Land Use Compatibility

Issue 2. Garages
Issue 4. Neighborhood Infrastructure
Issue 6. Leafblowers
Issue 8. Neighbor to Neighbor Programs

Department	Recommendation	Status
Community Development	1.a. Pursue and encourage development of Single Room Occupancy units	Zone Code Update
	1.b. Work with SB County on development of affordable housing options for agriculture and hospitality industry employees	Ongoing-Casa de Las Flores project
	1.c. Research a Parking Permit Program	2014/2015 parking management study
	1.d. Limit the number of vehicles registered to a specific address	Not Initiated/Could be considered through zone code update
	1.e. Prohibit parking on the front lawn or in the front setback (other than the driveway)	Zone Code Update
	1.f. Continue the Vehicle Abatement Program	Ongoing
	1.g. Provide outreach and education about City Codes and Code Compliance (use City website, scroll, GATV, brochures, flyers, magnets and a staff contact list)	Ongoing
	1.h. Encourage residents to park in garage	Ongoing
	2.a. Limit the number of vehicles permitted at each residence to not more than six	See 1(d)
	2.b. Maintain requirement for two-car garage in single family zones	Current Code
	2.c. Revisit minimum garage size to allow for large vehicles and storage space	Zone Code Update
	2.d. Allow more than 324 square feet of paving in the front yard (toward the side property line on the driveway/garage side of the lot; encourage use of grassecrete or other permeable paving.	Zone Code Update
	2.e. Do not allow parking in the front yard landscaping	Zone Code Update
	2.f. Redefine "front" and "side" yards in Zoning Code	Zone Code Update
	2.g. Encourage parking of at least one car in the garage	Ongoing
	3.a. Update Zoning Code to define home occupation, reduce maximum number of visitors at a time, restrict hours to 6:00 a.m. to 10:00 p.m., relax maximum number of daily visitors, authorize one commercial vehicle in public view, revisit size and type of vehicles allowed in residential zones, prohibit radio-dispatched vehicles that create noise (such as tow trucks) and prohibit refuse	Zone Code Update

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	vehicles or panel or stake-bed trucks	
	3.c. Educate public about new codes and use neighborhood outreach programs to encourage neighbors to address issues themselves	Neighbor-to-Neighbor Program goals, 2014 Work Program
	3.d. Send a letter to all residents with home-based businesses that includes all pertinent Municipal Code regulations	Completed 2012/13
Community Development	3.e. Provide information about City regulations on the City website and in an informational brochure	Completed and ongoing
	6.a. Adopt a leafblower ordinance to regulate the hours of operation and adopt protocols for leafblower use	Considered and tabled by City Council
	6.b. Provide incentives for residents to turn in old leafblower models for more eco-friendly versions	See above
	6.c. Encourage communication between neighbors about leafblower use	Neighbor-to-Neighbor Program
	6.d. Create educational materials in English and Spanish	Completed 2011-12, and ongoing
	6.e. Place brochures in stores where leafblowers are sold	Completed 2011-12, and ongoing
	6.f. Distribute information on responsible leafblower use to all business license applicants for gardening and landscaping businesses	Completed and ongoing
	7.a. Continue and expand proactive code compliance programs to address public nuisance issues	Ongoing
	7.b. Include environmental impacts when considering safety issues in land use matters	Ongoing
	7.c. Continue to provide APCD contact information for filing of odor complaints	Ongoing
	7.d. Facilitate coordination between public agencies responsible for oversight and regulation of industrial facilities (e.g. Fire District, APCD, etc.)	Ongoing
	7.e. Minimize and mitigate noise impacts from development	Ongoing

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	7.h. Use the City website and other means such as issue-specific neighborhood meeting to provide information to the public in response to complaints	
Public Works	3.b. Develop a Park and Ride Facility at Carpinteria Avenue and Highway 150	Not scheduled
	4.a. Synchronize tree replacement with tree removal	Completed and ongoing
	4.b. Budget adequately to carry out the Street Tree Program	Completed and ongoing
	4.c. Support private plant of trees	Ongoing
	4.d. Maintain/protect mature trees when possible	Ongoing
	4.e. Continue and expand the sidewalk repair and replacement program	Ongoing
	4.f. Provide education about tree replacement and the City's Master Tree Plan	Ongoing
Public Works	4.g. Provide education in English and Spanish about parkway landscaping and homeowner maintenance responsibilities using the City Newsletter, "knock and talk" approach, door hangers and other means	Newsletter article completed, Neighbor-to-Neighbor program
	4.h. Create an online form for reporting hazardous conditions or maintenance needs	Service Request Form completed
	4.i. Create a refrigerator magnet with staff names and phone numbers to report a problem or submit a request for service	Not completed
	5.a. Remove or trim hedges that pose a safety risk due to sight distance or visual clearance	Ongoing
	5.b. Make service requests more accessible	Ongoing
	5.c. Pursue funding to raise the level of service of street and parkway maintenance and add lighting where appropriate	Ongoing
	5.d. review and make any needed changes to the crosswalks at the intersection of Carpinteria Avenue and Holly Avenue and other intersections that create sight distance issues and at the MTD bus stop at Carpinteria Avenue and Elm Lane	Completed via Traffic Safety committee review/recommendations and

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		implementing project planning.
	5.e. Use the Traffic Safety Committee to study and implement traffic-calming measures as appropriate	Ongoing
	5.f. Pursue funding and partnership opportunities to retrofit street lighting with more energy efficient and night sky friendly fixtures and components	Completed downtown LED retrofit 2011-12, researching SCE retrofit.
	5.g. Notify Caltrans of deficiencies in highway-related safety features, including lighting and work with them to ensure that new improvements are safe and pedestrian and bicycle friendly	Ongoing/Freeway Interchanges project.
Volunteer Emergency Services	7.g. Anticipate and monitor potential health and safety risks	Ongoing
	7.f. Educate/train citizens at the neighborhood level on emergency planning and preparedness	Ongoing
	8. Development of a Neighborhood Oriented Program	Neighbor-to-Neighbor
	Develop a Neighborhood Relations Tool Box	Neighbor-to-Neighbor
	Hold a Kick-off Event	Neighbor-to-Neighbor
	Organize a Clean-up Day	Neighbor-to-Neighbor
Volunteer Emergency	Develop Neighborhood Programs	Neighbor-to-Neighbor and

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Services		Neighborhood Watch
	Create an ongoing Community Issues Platform	Neighbor-to-Neighbor
	Promote a "Know Your Neighbor" day/week (part of Tool Box)	Neighbor-to-Neighbor
	Educate public on "How to Organize a Neighborhood Group" (part of Tool box)	Neighbor-to-Neighbor
	Partner with community groups to work on neighborhood beautification projects using grant writing and fundraising	Neighbor-to-Neighbor
	Conduct a Community Services Day with the Santa Barbara County Sheriff Department, Fire and other agencies	Neighbor-to-Neighbor