

City of Carpinteria

Fiscal Year 2024/25 Work Plan

We plan to succeed

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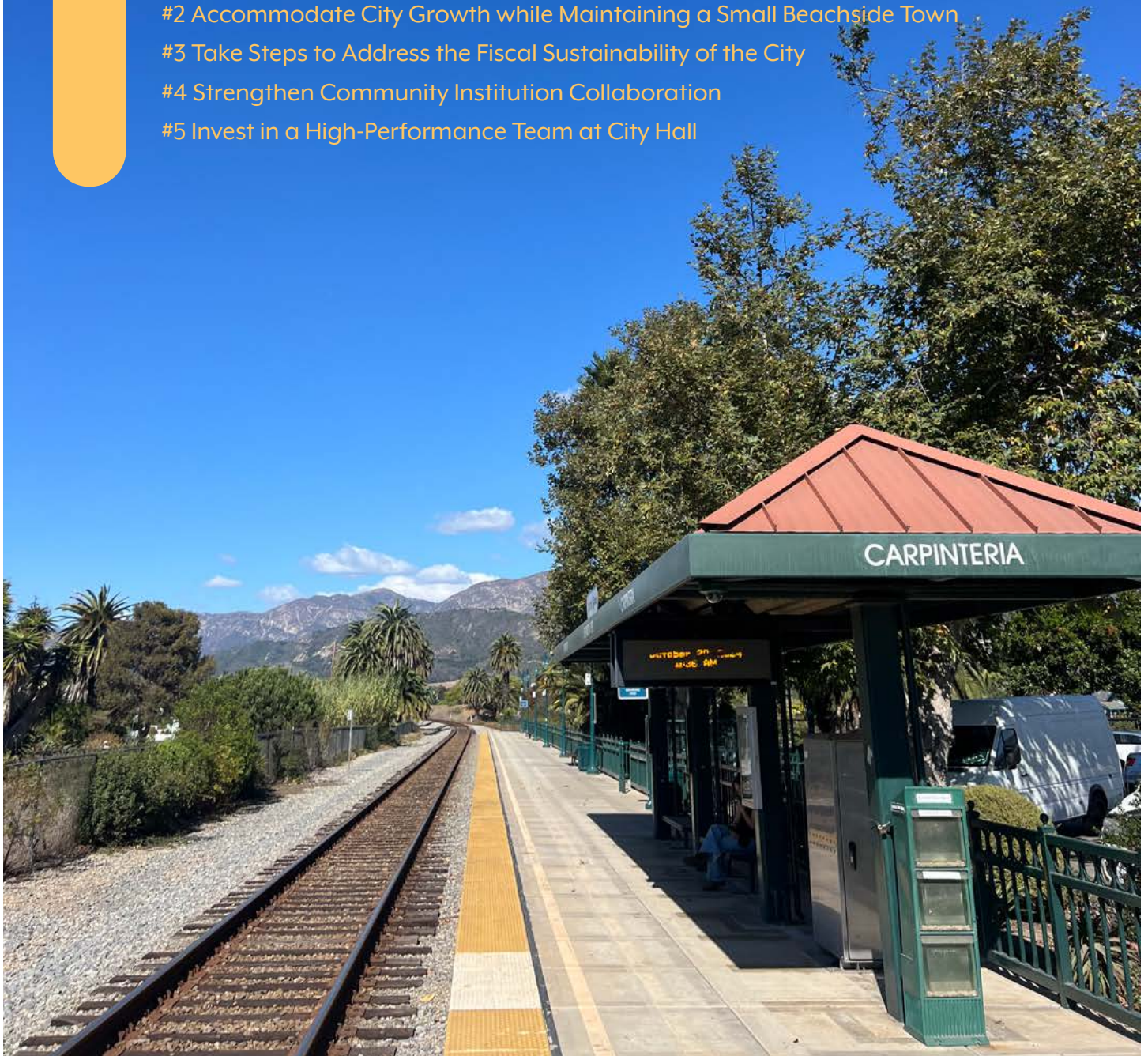
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#2 Accommodate City Growth while Maintaining a Small Beachside Town

#3 Take Steps to Address the Fiscal Sustainability of the City


#4 Strengthen Community Institution Collaboration

#5 Invest in a High-Performance Team at City Hall




EXECUTIVE SUMMARY

The Carpinteria City Council has established five PRIMARY GOALS for Fiscal Year (FY) 2024/25. The goals are numbered for reference purposes only and do not reflect any order of priority. The following pages outline the process used to develop these goals and provide details on how City staff will support each goal throughout the fiscal year ending June 30, 2025.




Primary Goal 1

Enhance Public Outreach, Education and Transparency




Primary Goal 2

Accommodate City Growth while Maintaining a Small Beachside Town Character



Primary Goal 3

Take Steps to Address the Fiscal Sustainability of the City



Primary Goal 4

Strengthen Community Institution Collaboration



Primary Goal 5

Invest in a High-Performance Team at City Hall

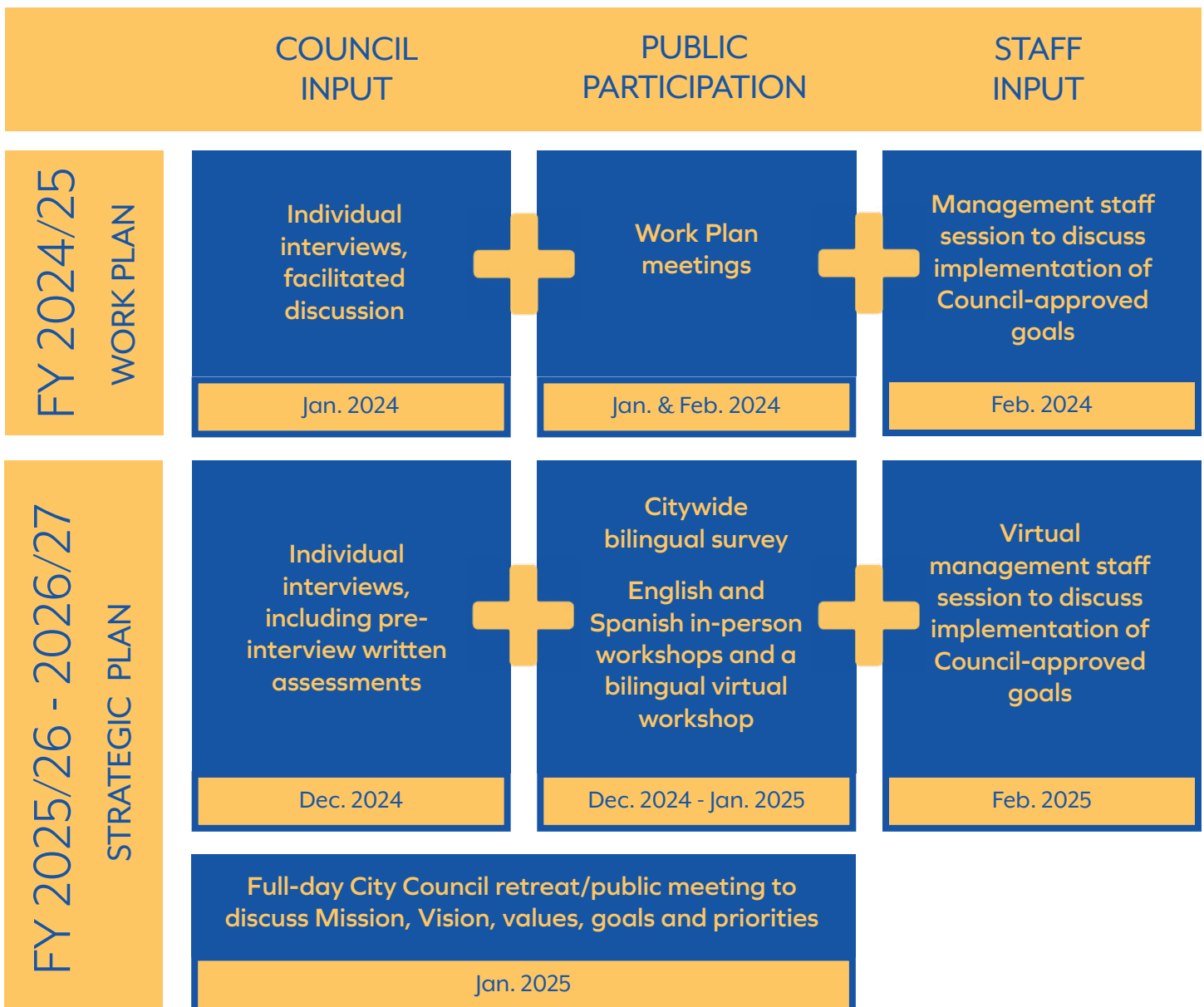


PROCESS

Facilitated by the City’s strategic planning consultant, the FY 2024/25 Work Plan focused on establishing broad goals, defining organizational success, and setting a clear direction for City staff. Input from elected officials, City staff, and the public was carefully considered and incorporated.

Building on this foundation, the City is progressing to a two-year strategic plan, including fiscal years 2025/26 and 2026/27 (FY 2025-2027). As part of the development process for the FY 2025-2027 strategic plan, the City is embarking on a comprehensive, community-driven approach with a strong emphasis on gathering diverse perspectives to ensure City goals align with community priorities.

In addition, the FY 2025-2027 strategic planning process will include an update to the City’s mission and vision statements, as well as development of value statements. The improved process promotes greater inclusion, incorporates data and analysis, and formalizes reporting.



Help us shape the future

The first step of our FY 2025-2027 strategic planning process includes inviting the public to complete a Community Survey, which will help inform development of the City's goals and priorities. Community members are encouraged to participate by completing a brief, confidential online survey using the QR code at right or by visiting the following links for [ENGLISH](#) or [SPANISH](#).



English Survey

The City will also host three community workshops to gather input. We encourage you attend one of the workshops listed below to learn more about the issues facing the City and to share your personal experiences and feedback on what you feel the City's goals and priorities should be. Dinner and childcare will be provided.



Spanish Survey

Community workshops



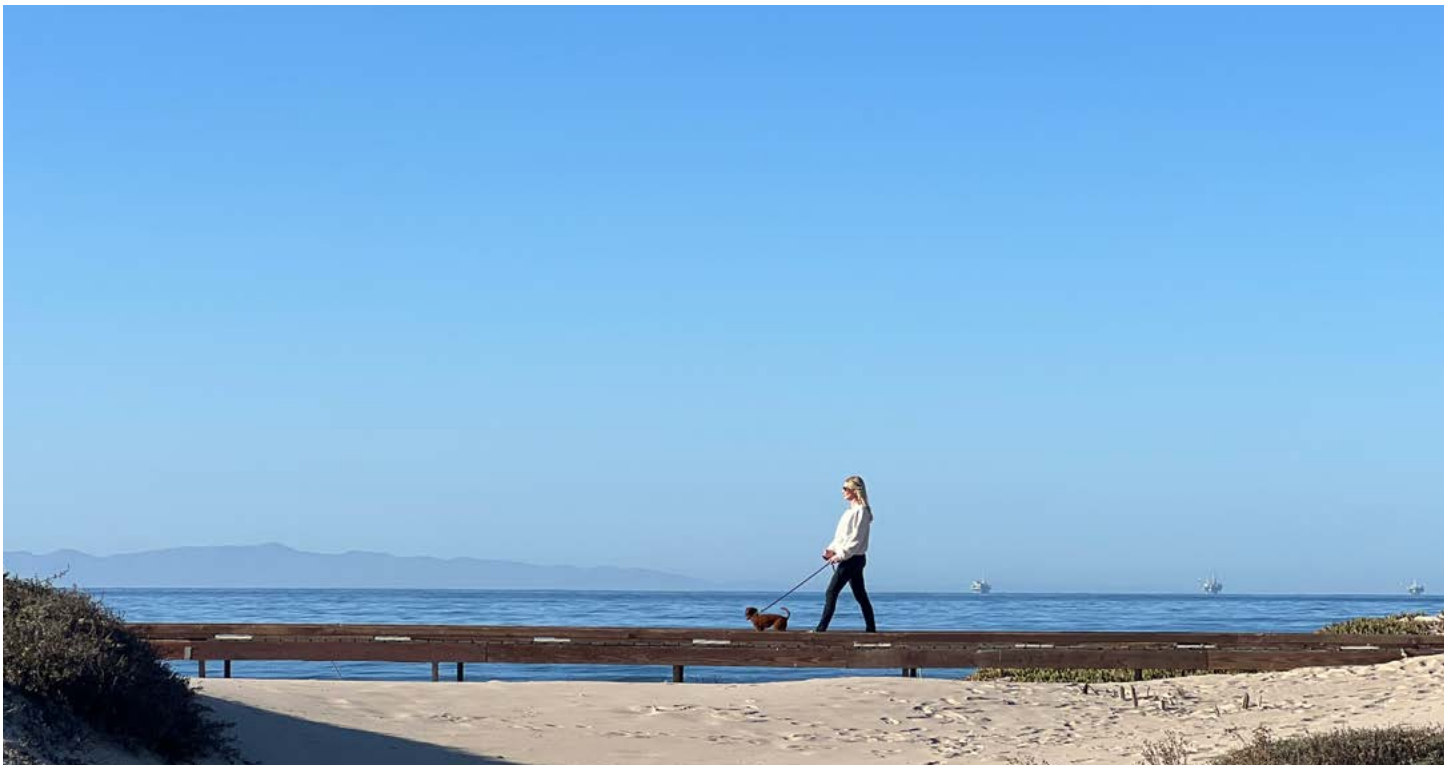
In-Person English
Wednesday, Dec. 4
6:30 - 8 p.m.
Carpinteria Children's Project
5201 Eighth Street



In-Person Spanish
Thursday, Dec. 5
6:30 - 8 p.m.
Carpinteria Children's Project
5201 Eighth Street



Zoom Bilingual
Wednesday, Dec. 11
6:30 - 8 p.m.
[ZOOM LINK](#)



PRIMARY GOAL 1

Enhance Public Outreach, Education and Transparency



The Carpinteria City Council is concerned that its current outreach and education efforts are not effectively reaching all segments of the community. The Council is eager to hear from a wider range of voices in the community to ensure that policy decisions reflect the needs of a diverse group of residents. By strengthening public outreach and promoting transparency in the decision-making process, the City Council aims to foster a more informed community, encourage greater civic engagement and build a more collaborative relationship between the City and the residents of Carpinteria.

PRIORITIES

- 1 Improve relations with non-profits and organizations that are strongly connected to the Latino community.
- 2 Speak to the community on budget, economics, and tradeoffs.
- 3 Continue investments in Spanish language resources.
- 4 Formalize the appointment process to commissions and committees.
- 5 Assess current communication tools and methodologies.
- 6 Track and report on engagement efforts.
- 7 Evaluate investing in an ongoing polling tool.
- 8 Create capacity to take on outreach and engagement goals.

TRANSLATING GOALS INTO ACTION

To align City staff time and resources with the City Council's Primary Goals for FY 2024-25, each department within the organization has identified strategic goals for the fiscal year. Below are the Strategic Goals that support Primary Goal #1: Enhance Public Outreach, Education and Transparency. These goals are organized by Departmental Programs. Additionally, staff has outlined specific objectives for each strategic goal, along with performance measures to track progress. For more details, including the budget associated with this primary goal, please visit the following [LINK](#) or scan the QR code on the right.



Primary Goal #1: Enhance Public Outreach, Education and Transparency

Department	Program	Strategic Goals
General Government	City Administration	Enhance public participation in Annual Work Plan development process.
		Assist the City Council to review and revise, or develop, City Vision, Mission, Goals, and Values for inclusion in the Annual Work Plan.
		Enhance community awareness and knowledge of the City's budget and related activities.
	Records Management	Streamline the agenda packet process.
		Reduce use of paper records and increase public's access to official City documents.
		Adopt an electronic signature policy for official City documents.
		Establish a formalized process for appointing members to City advisory groups.
	Communication and Community	Provide multilingual closed-captioning on City broadcasted meetings (City Council, Planning Commission, and Architectural Review Board).
		Enhance community engagement.
		Strengthen partnerships with non-profits and organizations connected to the Latino community.
		Develop and implement effective policies and procedures for communication.
		Optimize communication tools and methodologies for improved outreach.
		Improve tracking and reporting of engagement efforts to measure impact.
		Assess the value of investing in an ongoing polling tool to gauge community sentiment.
	Administrative Services	Financial Management Services
Demonstrate compliance with best practices for budgeting and financial reporting.		

Department	Program	Strategic Goals
Parks, Recreation and Community Services	Parks, Recreation and Community Services	Modernize operations and improve customer experience.
	Administration	Enhance customer engagement and satisfaction through modern communication channels.
	Administration	Create a vibrant, inclusive community garden that fosters food security, promotes healthy living, and cultivates a strong sense of place for all community members.
	Community Pool Services	Establish and maintain a comprehensive program planning and communication framework.
	Library Services	Enhance community engagement and literacy to reach a wider audience, promote lifelong learning, and foster a sense of community through shared literary experiences.
		Boost library utilization and program participation.



PRIMARY GOAL 2

Accommodate City Growth while Maintaining a Small Beachside Town



The City Council acknowledges the challenge of managing urban growth and meeting state housing mandates while preserving the unique charm and character of Carpinteria as a small beachside town. The Council is committed to developing strategies and policies that promote responsible growth, support economic development, and preserve the community's identity.

PRIORITIES

- 1 Prioritize affordable housing.
- 2 Complete the implementation of zoning to implement an adopted Housing Element.
- 3 Address County development visions impacting the City's sphere of influence.
- 4 Prioritize environmental sustainability and preservation in the context of the small town and the City's niche tourism activity (Asset-Based Economic Development).
- 5 Implement an Anti-Displacement Legislation Package to preserve and improve rental housing inventory housing inventory and neighborhood quality of life.
- 6 Continue progress toward the adoption of a General Plan Update.
- 7 Continue progress toward the completion of a Downtown Design Overlay.

TRANSLATING GOALS INTO ACTION

To align City staff time and resources with the City Council’s Primary Goals for FY 2024- 25, each department within the organization has identified strategic goals for the fiscal year. Below are the Strategic Goals that support Primary Goal #2: Accommodate City Growth while Maintaining a Small Beachside Town. These goals are organized by Departmental Programs. Additionally, staff has outlined specific objectives for each strategic goal, along with performance measures to track progress. For more details, including the budget associated with this primary goal, please visit the following [LINK](#) or scan the QR code on the right.



Primary Goal #2: Accommodate City Growth while Maintaining a Small Beachside Town

Department	Program	Strategic Goals
Community Development	Advance Planning	Pursue Implementation of the adopted Housing Element.
		Continued progress toward adoption of General Plan/Coastal Land Use Plan (GP/CLUP) Update.
		Continued implementation of Anti-displacement Legislative Package.
		Continued progress toward completion of the Downtown Design Overlay.
		Engage in County land use decisions affecting Carpinteria Sphere of Influence.
	Housing	Explore options for the development of affordable housing.



PRIMARY GOAL 3

Take Steps to Address the Fiscal Sustainability of the City



Members of the City Council have expressed a commitment to addressing the fiscal sustainability of the City and ensuring that adequate funds are available to meet state mandates, maintain current service levels, and safeguard against unforeseen challenges. The Council aims to explore strategies for revenue enhancement, cost management, and long-term financial planning.

PRIORITIES

- 1 Pursue steps to address subsidies of special districts like lighting and landscape districts.
- 2 Address the City's fee schedule to modernize the structure of fees.
- 3 Revisit the structure of the business license fee.
- 4 Evaluate new revenue sources to assist with funding local initiatives.

TRANSLATING GOALS INTO ACTION

To align City staff time and resources with the City Council's Primary Goals for FY 2024-25, each department within the organization has identified strategic goals for the fiscal year. Below are the Strategic Goals that support Primary Goal #3: Take Steps to Address the Fiscal Sustainability of the City. These goals are organized by Departmental Programs. Additionally, staff has outlined specific objectives for each strategic goal, along with performance measures to track progress. For more details, including the budget associated with this primary goal, please visit the following [LINK](#) or scan the QR code on the right.



Primary Goal #3: Take Steps to Address the Fiscal Sustainability of the City

Department	Program	Strategic Goals
General Government	City Administration	Take steps to address subsidies of City assessment districts to make the districts fiscally stable and sustainable.
		Improve City's cost recovery to reduce program subsidies where appropriate.
		Research options to increase revenues and present to City Council.
	Records Management	Reduce use of paper records and increase public's access to official City documents.
		Adopt an electronic signature policy for official City documents.
Community Development	Administration	Evaluate new revenue sources to assist with funding local initiatives.
	Development Review and Building (also included in Primary Goal #4)	Implement improvements to the Business Licensing Process.
		Implement efficiency improvements for Building Permit review.
Public Works	Capital Improvements	Increase capital project revenues.
Parks, Recreation & Community Services	Parks, Recreation & Community Services Administration	Promote fiscal responsibility and community engagement.
		Ensure transparency and effectiveness in refunds and cancellations.
		Conduct a Comprehensive Fee Study and recommend new fees to City Council.

PRIMARY GOAL 4

Strengthen Community Institution Collaboration



The City Council aims to enhance collaboration among various local community institutions, including Carpinteria Unified School District (CUSD), non-profit organizations, and other agencies throughout the County. The goal is that this strengthened collaboration will result in shared resources and a unified approach to community-focused priorities.

PRIORITIES

- 1 Revisit Joint Use Agreement with Carpinteria Unified School District.
- 2 Revisit relationships with non-profit organizations.
- 3 Prioritize collaboration with other agencies and institutions within the County.
- 4 Pursue cross-program collaboration and new program implementation.
- 5 Develop a regional sediment management plan and messaging.
- 6 Develop a Gun Storage Safety Ordinance.

TRANSLATING GOALS INTO ACTION

To align City staff time and resources with the City Council's Primary Goals for FY 2024- 25, each department within the organization has identified strategic goals for the fiscal year. Below are the Strategic Goals that support Primary Goal #4: Strengthen Community Institution Collaboration. These goals are organized by Departmental Programs. Additionally, staff has outlined specific objectives for each strategic goal, along with performance measures to track progress. For more details, including the budget associated with this primary goal, please visit the following [LINK](#) or scan the QR code on the right.



Primary Goal #4: Strengthen Community Institution Collaboration

Department	Program	Strategic Goals	
General Government	Communication and Community	Evaluate and update existing volunteer materials.	
		Revisit and enhance volunteer trainings	
		Improve communication methods with volunteers and prospective volunteers.	
		Developing new ways to recognize volunteer contributions.	
		Implement improved support initiatives for volunteers.	
Community Development	Housing	Increase community awareness of Rental Housing Mediation Program (RHMP) services.	
		Explore options for the continuation and expansion of the Safe Parking Program.	
		Seek opportunities to expand and support housing needs for unhoused individuals.	
	Development Review and Building (also included in Primary Goal #3)	Implement Improvements to the Business Licensing process.	
		Implement efficiency improvements for Building Permit review.	
	Code Compliance	Multi-family Smoking Ordinance implementation and outreach.	
		Conduct Entertainment Licensing monitoring.	
		Conduct GoGov Code compliance activity tracking.	
	Parks, Recreation & Community Services	Parks, Recreation & Community Services Administration	Enhance the quality of life for seniors in Carpinteria by creating inclusive socialization and relationship-building opportunities that foster a strong sense of community and belonging, while simultaneously promoting holistic health through physical, mental, and emotional wellness initiatives.
		Ocean Beach Services	Streamline and improve customer service for Boathouse operations.

PRIMARY GOAL 5

Invest in a High-Performance Team at City Hall



The City Council acknowledges the crucial role of the City Staff team. To further support the team at City Hall (and all City staff locations), councilmembers have expressed an interest in investing in professional development, training, and fostering a positive work environment to empower and support City employees. By nurturing a skilled and motivated workforce, Carpinteria aims to retain employees long-term and enhance the efficiency of City operations.

PRIORITIES

- 1 Successfully transition a new senior leadership team.
- 2 Invest in staff learning through conferences and other learning tools.
- 3 Build a high-performance culture that both yields efficient results and increases staff retention.
- 4 Inject a customer service element into City Staff collaboration with stakeholders.
- 5 Sustain City Council's strong reputation for making Carpinteria a stable place to work and build community.
- 6 Add software tools to increase staff capability and productivity.

TRANSLATING GOALS INTO ACTION

To align City staff time and resources with the City Council's Primary Goals for FY 2024-25, each department within the organization has identified strategic goals for the fiscal year. Below are the Strategic Goals that support Primary Goal #5: Invest in a High-Performance Team at City Hall. These goals are organized by Departmental Programs. Additionally, staff has outlined specific objectives for each strategic goal, along with performance measures to track progress. For more details, including the budget associated with this primary goal, please visit the following [LINK](#) or scan the QR code on the right.



Primary Goal #5: Invest in a High-Performance Team at City Hall

Department	Program	Strategic Goals
General Government	Staff Recruitment, Retention, and Development	Optimize recruitment process.
		Enhance employee benefits program.
		Enhance employee development.
		Empower staff leaders to oversee department personnel matters.
Administrative Services	Central Services	Update outdated City policies and provide staff with training on the new policies.
	Management Information Services	Provide resources to all staff to accommodate remote work.
Community Development	Administration	Invest in staff learning through conferences and other learning tools.
		Integrate software tools to increase staff capability and productivity.
	Development Review & Building	Achieve Certified Accessibility Specialist (CASP) for Chief Building Inspector and Plans Examiner.
		Continue work towards Master Code Professional designation.
Code Compliance	Develop and adopt Code Compliance Officer safety standards.	
Public Works	Public Works Administration	To enhance department wide operational and production efficiency.
	Street, Fleet and Parks and Facilities Maintenance	Increase and diversify maintenance operations capabilities.
Parks, Recreation and Community Services	Parks, Recreation and Community Services Administration	Streamline administration and maintain adherence to all relevant policies and standards. Provide exceptional services, foster a culture of accountability, and support sustainable growth within the organization.

Department	Program	Strategic Goals
Parks, Recreation and Community Services	Parks, Recreation and Community Services	Revise the mission statement for the Parks, Recreation, & Community Services Department.
	Community Services Administration	Implement meeting & training schedule.
	Community Pool Services	Develop and implement a comprehensive staff development and operations program.
	Ocean Beach Services	Develop and implement a comprehensive staff development and operations program for the City of Carpinteria Beach Lifeguard Program.
	Library Services	Prioritize staff training and development initiatives to ensure a skilled and motivated workforce capable of delivering high-quality services and programs.

