



City of Carpinteria

Strategic Plan

Fiscal Years
2025/26-2026/27



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City Manager's Message

To the Residents and City Council of Carpinteria,

I am pleased to present the City of Carpinteria's Strategic Plan for Fiscal Years 2025–2027, which was received and filed by the City Council on June 9, 2025. This plan outlines the City's priorities and vision for the next two years and serves as a roadmap for how we deliver services, invest resources, and respond to community needs.

The Strategic Plan is fully aligned with the FY 2025–2027 Operating and Capital Budget, adopted on June 23, 2025. It reflects our ongoing commitment to thoughtful planning, responsible governance, and community-focused outcomes. This Plan helps guide our work during a milestone year, as the City celebrates 60 years of incorporation on September 28, 2025.

The Plan is organized around four key goals established by the City Council:

- Enhance public outreach, education, and transparency
- Maintain a small beachside town
- Enhance quality of life for residents
- Maintain the fiscal sustainability of the City

In addition to guiding our day-to-day operations, the Strategic Plan affirms the City's broader commitment to good governance—including the efficient use of public resources, long-term financial planning, and transparency in decision-making. By clearly linking goals to actions, we aim to keep the public informed, engaged, and confident in how their local government operates.

These goals reflect the values of our community and shape the daily efforts of our City departments. They also help us make intentional choices about how to allocate limited time, funding, and staffing. As we often remind ourselves: "You can do anything, but you can't do everything." This plan helps us stay focused on current priorities.

This document is designed to make our work more transparent and accessible to the public. It summarizes key objectives and initiatives across departments and demonstrates how each supports the Council's overarching goals. Whether we are enhancing parks and open spaces or expanding community engagement, this Plan connects the City's efforts to the needs and aspirations of our residents.

On behalf of the City's staff and leadership team, thank you to the City Council for your clear direction—and to the residents of Carpinteria for your trust, input, and continued partnership. We are honored to serve this incredible community and excited for the work ahead.

Respectfully,



City Manager
City of Carpinteria

Executive Summary

The Carpinteria City Council has identified five primary goals for FY 2025/26-2026/27 (FY 25-27). The goals are numbered for reference only and do not indicate order of priority. The following pages outline the process used to develop these goals and detail how City staff will support their implementation through the end of the fiscal period on June 30, 2027.

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



Primary Goal #2 Maintain a Small Beachside Town

Primary Goal #3 Enhance Quality of Life for Residents



Primary Goal #4 Maintain the Fiscal Sustainability of the City



Process

With guidance from the City's strategic planning consultant, the City of Carpinteria has developed a comprehensive Strategic Plan and Work Plan for FY 25-27. This new two-year plan reflects a more inclusive, forward-thinking approach to goal-setting and organizational planning. The process featured a range of public engagement opportunities designed to ensure broad community input, including the following:

November - December

January

Public Participation

Online Community Survey

(Nov. - Jan.)

On-Site Community Workshop #1

(English)

On-Site Community Workshop #2

(Spanish)

Virtual Community Workshop #3

(Bilingual)

Jan. 18, 2025:

In-Person City Council Retreat
to discuss Vision, Mission, Values and City Council Goals

Council Input

City Council Online Questionnaire

City Council One-on-One Interviews





Primary Goal #1:

Enhance Public Outreach, Education, and Transparency

The Carpinteria City Council recognizes that its outreach and education efforts must better reflect the city's diverse population. To address this, the Council is prioritizing enhanced public outreach, transparency, and engagement—especially with youth, seniors, and Spanish-speaking residents—to foster greater civic participation, ensure more inclusive decision-making, and build stronger community connections.

Priorities:



Provide staff support and resources for City Council-led community outreach initiatives



Strengthen communication and engagement tools, with an emphasis on reaching youth, seniors, and the Spanish-speaking community



Enhance partnerships with community organizations



Translating Goals Into Actions

To support the City Council's Primary Goal—**Enhance Public Outreach, Education, and Transparency**—outlined in FY 25-27 Strategic Plan, each City department has developed targeted strategic goals:

General Government

Program	Strategic Goal	Objectives
Emergency Preparedness	Strengthen community outreach and engagement to enhance emergency preparedness and resilience.	Develop, translate, and print City of Carpinteria emergency preparedness materials that align with ReadySBC messaging.
		Conduct emergency preparedness outreach through a combination of digital and in-person efforts.
		Coordinate logistics and outreach efforts for LISTOS and CERT trainings.
	Develop and update emergency response plans and coordinate staff training.	Review existing emergency plans, identify critical gaps or outdated sections, prioritize necessary updates, and create new plans as necessary to ensure comprehensive emergency preparedness and compliance.
		Ensure staff preparedness for disaster shelter operations.
Communications	Strengthen inclusive and transparent communication between the City and its diverse communities.	Develop, present, and implement a comprehensive Communications Strategy that focuses on enhancing outreach strategies, building meaningful partnerships, improving communication policies, and using data-driven tools to increase engagement, responsiveness, and trust.
		Increase the effectiveness and inclusivity of communication between the City and its Spanish-speaking and Latino populations.
		Enhance the tracking and reporting systems for both digital and in-person engagement efforts.
		Promote transparency and civic engagement by supporting a local State of the City event to increase public awareness of City initiatives.
Administration	Provide staff support and resources for City Council-led community outreach initiatives.	Assist councilmembers with planning, organization, and marketing of district engagement events.
Community Services Support Grants Program	Enhance partnerships with community organizations.	Build a stronger connection with non-profits, especially through the Community Services Support Grants Program.
		Fulfill current contract agreements with community service- based contracts and agreements, and engage with non-profits assisting the Spanish-speaking community.

Enhance Public Outreach, Education, and Transparency (cont.)

Community Development

Program	Strategic Goal	Objectives
Advanced Planning	Improve and Update City Environmental Review Process.	Update City Environmental Review Guidelines & Thresholds (Resolution No. 4082).
Administration	Strengthen communication and engagement tools, with an emphasis on reaching youth, seniors, and the Spanish-speaking community.	Expand Spanish Language Outreach for Community Development Department-related business.
	Enhance partnerships with community organizations.	Enhance public awareness of Rental Housing Mediation Program (RHMP) Services.
Code Compliance/ Animal Control	Enhance partnerships with community organizations.	Increase public awareness of public and multifamily smoking regulations.

Parks, Recreation, and Community Services

Program	Strategic Goal	Objectives
Administration	Advance inclusion and accessibility.	Translate AgeWell, Community Garden, and Rental applications and forms to Spanish.
		Translate Community Garden Signage into Spanish.
		Create surveys for rentals in English and Spanish.
	Strengthen partnerships with culturally connected organizations.	Partner with NGOs connected to the Spanish speaking community to offer relevant programming in Spanish.

Enhance Public Outreach, Education, and Transparency (cont.)

Public Works

Program	Strategic Goal	Objectives
Administration/ Engineering	Multi-language translation for GoGov Platform.	Collaborate with GoGov Software to implement multi-language translation capabilities across the embedded City website platform, GoGov website, and mobile application to improve accessibility for non-English speakers.
	Promotion of Public Works Boards and Committees.	Enhance visibility and community engagement with Public Works Boards and Committees (e.g., Downtown T Business Advisory Board, Tree Advisory Board, Traffic Safety Committee, Integrated Pest Management Advisory Committee) through targeted outreach and transparency efforts.
	Modernization of Public Works Permit Workflow.	Conduct market research to evaluate permitting software solutions for public agencies. Focus on features that improve efficiency, such as centralized workflows, real-time communication tools, status tracking, and robust data collection.
	Community Driven Capital Improvement Planning Workshops.	Host annual Capital Improvement Plan (CIP) workshops dedicated to gathering community input on desired city projects, including infrastructure, recreational facilities, trails, sports courts, and technology enhancements.
Sustainability/ Environment	Increase public awareness of existing programs and regulations, as well as the resources available to the community.	Increase outreach by continuing to prioritize providing all materials in Spanish and English, as well as adding visual information to include the community at large.
		Work with Promotores to reach out to Spanish speaking community to raise awareness about disposal options for regular waste and hazardous waste.
		Contract with Explore Ecology to bring organic waste, composting, and water quality education programs to Carpinteria students.
		Collaborate with Carpinteria Community Library for Creek Week and other events to increase community engagement through reading.
		Partner with PRCS to expand composting education, including holding workshops and having a demonstration project at the Community Garden.



Primary Goal #2:

Maintain a Small Beachside Town

The Carpinteria City Council is committed to preserving the city's unique small beachside town character while planning thoughtfully for the future.

To achieve this, the Council is strengthening regional collaboration, advancing long-range planning efforts, and focusing on policies that protect neighborhood character, support community livability, and address housing affordability across the Carpinteria Valley and South Coast.

Priorities:



Strengthen regional collaboration with the County and other regional agencies on planning and policy affecting the Carpinteria Valley and Greater South Coast.



Advance and sustain comprehensive long-range planning initiatives.



Preserve neighborhood character and community livability and address housing affordability.



Translating Goals Into Actions

To support the City Council's Primary Goal—**Maintain a Small Beachside Town**—outlined in the FY 25-27 Strategic Plan, each City department has developed targeted strategic goals:

Community Development

Program	Strategic Goal	Objectives
Administration	Improve Inter-Agency Coordination on Development Projects and Permits.	Restart monthly Inter Departmental Advisory Group (IDAG) Meetings.
		Execute Memorandum of Agreement (MOA) Concerning Land Use Matters with County of Santa Barbara.
Advanced Planning	Advance and sustain comprehensive long-range planning initiatives.	Achieve meaningful progress towards certification of the General Plan/Coastal Land Use Plan (GP/CLUP) Update.
		Complete ADU Ordinance Update.
		Complete Density Bonus Ordinance Update.
		Adopt SB 9 Ordinance.
		Complete Special Needs & Supporting Housing Ordinance Update.
	Streamline residential permitting process.	Adopt objective design standards for residential zone districts.



Primary Goal #3:

Enhance Quality of Life for Residents

The Carpinteria City Council is committed to enhancing residents' quality of life by investing in essential infrastructure, expanding community and recreational opportunities, and improving accessibility for all. The Council is also focused on upholding community standards, strengthening local partnerships, and supporting a balanced economy with diverse jobs, business support, and housing options for all income levels.

Priorities:



Maintain and improve high-priority infrastructure.



Enhance existing and explore new recreational and community engagement opportunities.



Improve pedestrian, bicycle, and ADA accessibility while enhancing mobility options for all residents.





Primary Goal #3:

Enhance Quality of Life for Residents (cont.)

Priorities (cont.):



Uphold community standards through proactive education and compliance efforts.



Invest in City staff and organizational excellence.



Strengthen community institution collaboration.



Support a balanced economy through a broad range of employment opportunities, business support strategies and housing options for all income levels.



Translating Goals Into Actions

To support the City Council's Primary Goal—**Enhance Quality of Life for Residents**—outlined in the FY 25-27 Strategic Plan, each City department has developed targeted strategic goals:

General Government

Program	Strategic Goal	Objectives
Emergency Preparedness	Coordinate staff training, in compliance with emergency response plans.	Coordinate with the Human Resources Team to establish a framework for emergency preparedness and
		All staff to participate to participate in an annual City-wide emergency exercise.
Economic Vitality	Reinvigorate the City's commitment to fostering economic vitality through a more active and strategically focused Economic Vitality Committee.	Clarify the mission, vision, and roles of the Economic Vitality Committee to guide its efforts in promoting a vibrant and resilient local economy.
Staff Recruitment and Retention	Update and streamline the City's personnel policies.	Create a Comprehensive Personnel Rules and Regulations and replace outdated or overlapping documents, including the Conditions of Employment (COE) and existing outdated Personnel Rules, and maintain a separate Memorandum of Understanding (MOU) for bargaining unit employees.
	Invest in City staff and organizational excellence.	Conduct a comprehensive Organizational Assessment and Classification and Compensation Study to ensure the City's job classifications and salary structure are competitive, equitable, and aligned with organizational needs and market standards.
City Administration	Improve transportation safety related to use of e-conveyance.	Develop and implement an e-conveyance education and enforcement strategy.

Enhance Quality of Life for Residents (cont.)

Community Development

Program	Strategic Goal	Objectives
Building & Safety	Improve safety and living conditions in multifamily residences.	Develop and implement multifamily housing inspection program.
	Invest in City staff and organizational excellence.	Obtain Certified Building Official (CBO) designation.
		Obtain Certified Accessibility Special (CASp) designation.
Advanced Planning	Enhance short-term rental (STR) enforcement & compliance.	Complete updates to STR & Home Stay Ordinances: Update fines and penalties for STR violations & allow for legislative subpoenas.
	Support affordable housing production.	Identify and pursue strategies for affordable housing production.
Code Compliance/ Animal Control	Invest in City staff and organizational excellence.	Adopt Code Enforcement safety standards (per SB 296).
		Obtain Certified Animal Control Officer (CACO) designation (per AB 1125).
		Complete CalAnimals Officer Academy Basic training.
	Invest in City staff and organizational excellence.	Complete Supervisor Academy for Code Compliance Supervisor.
Current Planning	Improve Business Licensing Program.	Pursue improvements to efficiency of Business Licensing Program.
	Streamline permitting process.	Update Planning Project application and checklists.

Enhance Quality of Life for Residents (cont.)

Parks, Recreation, and Community Services

Program	Strategic Goal	Objectives
Library	Implement the Library's 3-Year Strategic Plan.	Facilitate the formal adoption and launch of the Library's three-year strategic plan.
Aquatics	Initiate and lead a capital fundraising campaign for Community Pool renovations, aligned with Community Pool Facility Condition Assessment recommendations.	Develop a detailed fundraising plan, including target fundraising goals, timelines, donor prospect lists, and marketing strategies.
	Expand equitable access to aquatic programs.	Increase community access by offering Sunday swim lessons.
	Expand ocean recreation opportunities.	Expand aquatics program activities by developing and offering kayaking, stand-up paddleboarding (SUP), and other ocean-based programs.
	Establish a Youth Aquatics Scholarship Program supported by donations and sponsorships to promote increased and equitable access to swim lessons and Junior Lifeguards.	Develop and adopt a scholarship policy that defines eligibility criteria, application and verification process, and program funding mechanisms. Promote the scholarship opportunity to underserved and income-qualified families through targeted outreach.
Administration	Launch initial Planning Phase for Rincon Bluffs (Bluffs III) Open Space.	Recommend a consultant for conceptual design and EIR services, and initiate conceptual design and EIR process.
AgeWell	Enhance data- driven decision making for AgeWell programming	Implement regular feedback collection methods (e.g., forums, surveys, suggestion boxes) to gather participant, volunteer, and staff input to guide program improvements and development, and increase participation.
		Use participant, staff, and volunteer feedback and data analysis to inform targeted enhancements to existing classes, events, and wellness services.
Garden	Enrich Community Garden community programming	Gather feedback from gardeners through surveys and informal conversations to measure program satisfaction and to identify needs and any areas for improvement.
		Explore different programming opportunities and collaborations with local and regional partners to co-host events, educational workshops, and other engagement opportunities.

Enhance Quality of Life for Residents (cont.)

Public Works

Program	Strategic Goal	Objectives
Administration/ Engineering	Increase capital projects revenues.	Secure federal- and/or state-aid funds at no less than 75% of project cost.
		Fund local match at no more than 25% of project cost.
Sustainability/ Environment	Reduce greenhouse gas emissions.	Develop 100% energy sustainable and resilient City facilities.
	Increase landfill diversion.	Join the Community Hazardous Waste Collection Center.
	Deliver impactful community events to promote environmental sustainability and community connection.	Host at least four annual community events focused on increasing awareness of existing programs and regulations, sustainability education, landfill diversion, local environmental initiatives, and community engagement.
	To protect local watersheds.	Implement Trash Implementation Plan regulation.
Maintenance	To increase and diversify maintenance operations capabilities.	Ensure maintenance staff possess at least one (1) special skill, e.g. carpentry, mechanical, electrical, plumbing, concrete finishing, equipment operation, etc.

Administrative Services

Accounting Technician	Invest in City staff and organizational excellence	Modernize technology infrastructure to support staff productivity and collaboration.
Administrative Services Director		Promote professional development and knowledge sharing.



Primary Goal #4:

Maintain the Fiscal Sustainability of the City

The Carpinteria City Council is committed to maintaining the City's long-term fiscal sustainability while ensuring efficient and effective operations.

To achieve this, the Council is exploring opportunities to enhance and diversify revenue streams, driving cost recovery through targeted economic initiatives, and prioritizing sound financial management practices that support the City's ability to serve the community now and into the future.

Priorities:



Explore ways to enhance and diversify revenue streams.



Ensure efficient operations of the City.



Drive cost recovery through targeted initiatives.



Translating Goals Into Actions

To support the City Council's Primary Goal—**Maintain the Fiscal Sustainability of the City**—outlined in the FY 25-27 Strategic Plan, each City department has developed targeted strategic goals:

General Government

Program	Strategic Goal	Objectives
City Clerk	Streamline agenda review process	Implement agenda management software
Administration	Explore ways to enhance and diversify revenue streams	Facilitate voter survey to identify the City's options regarding revenue measures that would need to be approved by either voters or property owners.
		Analyze potential revenue mechanisms, including approval process and revenue potential, and present to City Council for approval.
		Select outreach firm and create a public education/outreach plan for any and all selected revenue generation mechanisms and ballot measures.
	Drive cost recovery through targeted initiatives	Align assessment district rates with actual service costs.
		Identify and pursue outside funding opportunities for City priorities.
	Ensure efficient operations of the City	Develop a City Council Legislative Policy Platform.

Community Development

Administration	Improve permitting and licensing processes.	Launch online permitting and licensing platform.
	Achieve full cost recovery for Building and Safety services.	Update Building Permit Fee schedule.
Code Compliance/ Animal Control	Improve fines and penalties collections.	Implement data ticket services.

Maintain the Fiscal Sustainability of the City (cont.)

Parks, Recreation, and Community Services

Program	Strategic Goal	Objectives
Administration	Develop and implement a formal Fundraising, Sponsorship, and Donation Policy.	Research and draft a comprehensive policy that outlines guidelines, procedures, and ethical standards for accepting monetary and in-kind donations corporate sponsorships, and community fundraising efforts.
		Adopt and begin implementation of the policy, including the creation of promotional materials and staff training.

Public Works

Program	Strategic Goal	Objectives
Administration/ Engineering	Explore cost-effective pavement strategies.	Organize collaborative, internal and regional workshops and think tanks to evaluate innovative and non-traditional pavement maintenance strategies aimed at reducing costs.
	Feasibility Study: In-House vs. Outsourced Operations.	Conduct a comprehensive cost-benefit analysis of all major departmental operations (e.g., landscaping, janitorial, sidewalk maintenance, berm construction) to evaluate whether continued contracting or transitioning to in-house service delivery.
	On-Call maintenance contracts.	Reduce overall maintenance costs by securing on-call service agreements (e.g., HVAC, electrical, plumbing, locksmith, vehicle maintenance) through pre-negotiated rates, etc.

Administrative Services

Program	Strategic Goal	Objectives
Administration	Ensure timely grant reimbursement requests.	Develop and implement a comprehensive Grant Management Policy outlining roles, responsibilities, and timelines.
	Ensure efficient operations of the City.	Develop standard operating procedures to improve internal customer service and reduce external processing times.
		Complete Office 365 Migration.