

**FY 2021-22 ANNUAL WORK PROGRAM  
CITY MANAGER DEPARTMENT**



March 25, 2021

**FY 2021-22 ANNUAL WORK PROGRAM  
CITY MANAGER DEPARTMENT**

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## **CITY MANAGER DEPARTMENT OVERVIEW**

### **EXECUTIVE SUMMARY**

#### **FY 2020/21 Coronavirus Pandemic**

In December of 2019, the SARS-CoV-2 virus that has the potential to cause severe respiratory illness (later named Coronavirus disease 2019 or COVID-19) was first identified in Wuhan, China. Cases of the virus began surging in the United States in March of 2020, and it became apparent that a global pandemic was underway. On March 14, 2020, the City Manager issued an emergency declaration, and on March 19, 2020, Governor Gavin Newsom issued a statewide stay-at-home order.

As a result, for their safety and safety of the public, employees were directed to work from home, except as required to perform essential functions that could not be performed remotely. Permission to enter City facilities was limited, public counters were closed, and public meetings were conducted by videoconference. City staff efforts shifted to addressing the COVID-19 response with a focus on critical health and safety items.

During the course of the pandemic at times only essential services and businesses were permitted to operate throughout the State and only essential travel was allowed. This contraction in business activity resulted in significant reductions in the City's revenue. To help offset revenue losses and balance the budget, the City Council approved temporary cost containment strategies, including limiting expenditure budgets to essential services, projects, and programs, instituting a temporary hiring freeze for 11 full-time vacant positions and intern positions, and deferring certain capital projects.

The shift in work priorities and reductions to revenue greatly impacted staff's ability to complete previously identified projects and programs from the FY 2019/20 Department Work Programs, which will be detailed further in this document. In addition, as a result of the Staff response to the pandemic and shift in work priorities, the City Council did not review departmental Annual Work Programs for FY 2020/21. Accordingly, the FY 2021/22 Annual Work Programs for each department addresses work accomplished for both prior fiscal years 2019/20 and 2020/21.

#### **Introduction and Purpose**

The FY 2021-22 Annual Work Program summarizes projects and work efforts proposed for the general administration and organizational oversight functions of the City Manager Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work of the Department and an opportunity to consider and give direction concerning the Department's future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities. It encompasses the work of the department's divisions, which include the General Government Division, the City Clerk Division, the Community Relations Division and the Support Services Division.

The Annual Work Program considers how the work of the City Manager Department proposed for the upcoming year will support the City’s Mission Statement and Core Values, as articulated in the City’s Strategic Plan. It furthermore is intended to serve as a basis for budget plan development.

Estimates of staff time for each project or program are inherently rough and somewhat imprecise. However, cumulatively, they give a roughly accurate depiction of workload and how it relates to staffing for each Division.

**Department Staffing and Organizational Structure**

Besides general administration and oversight of the City organization, the City Manager Department is comprised of three additional divisions – the City Clerk’s Division, the Community Relations Division and the Support Services Division. The department consists of a total of 15 FTEs; however, as stated above, currently the Management Analyst positions are both vacant due to the COVID-19 hiring freeze. The staffing of these divisions is further detailed in subsequent sections under their individual work programs. Figure 1 below shows the organization structure of the Department.

**Figure 1: City Manager Department Structure**



## **FY 2021-22 ANNUAL WORK PROGRAM**

### **GENERAL GOVERNMENT DIVISION**

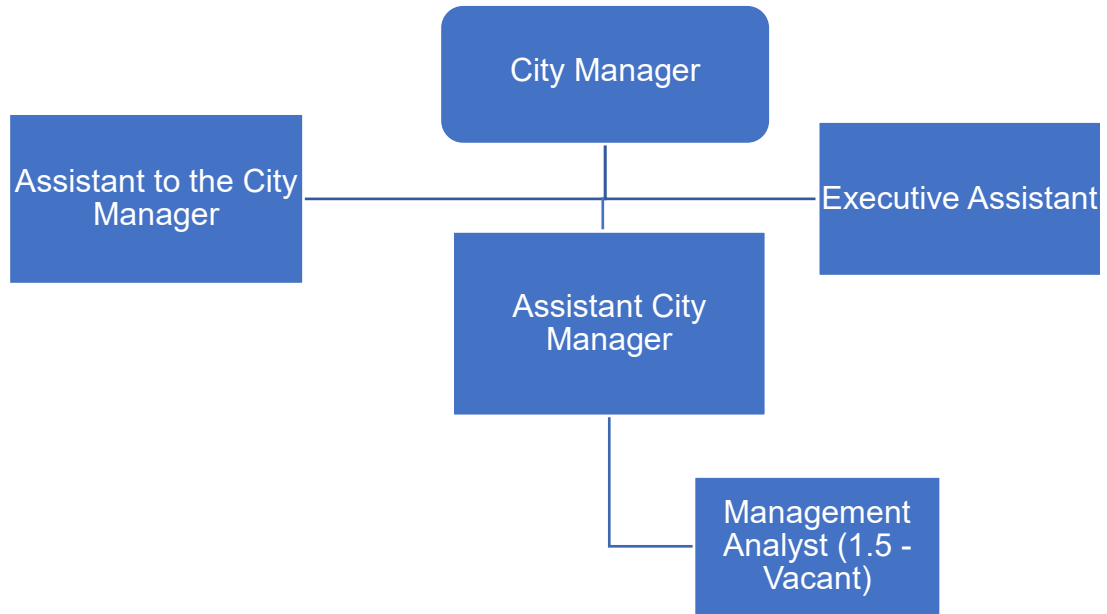
#### **Role of the Division**

The General Administration Division is responsible for providing direct support to the City Council in developing and executing policy by directing and coordinating the operations of the City and providing leadership and direction to all City Departments. The City Manager is responsible for managing day-to-day operations of the City and is supported by the Assistant City Manager, Assistant to the City Manager, two Management Analysts (both positions currently vacant) and one Executive Assistant.

#### **Division Staffing and Structure**

When all positions are filled, staffing in the General Administration Division is comprised of the City Manager (1 FTE), the Assistant City Manager (1 FTE), an Assistant to the City Manager (1 FTE), two Management Analysts (1.5 FTEs) and an Executive Assistant (1 FTE), for a total of 5.5 (5.5 FTE) employees. Approximately 1,040 hours (50%) of one Management Analyst's time is meant to be dedicated to assisting the Support Services Division with Information Technology (I.T.) contract oversight, leaving a net of 9,000 hours (5.5 FTE) for the General Administration Division per fiscal year. However, this position and the full-time Management Analyst position are both currently vacant due to the hiring freeze in place. The organizational chart for the General Administration Division is as follows:

**Figure 2: General Administration Division Structure**



**Workload Considerations**

As the projects and initiatives of other departments increase, so does the General Administration Division workload. The workload also varies as unplanned events occur that require immediate, and sometimes prolonged, response. The division has been beyond capacity for the last few years. As a result of a professional organizational study of the Department, the City Council approved the addition of an Assistant to the City Manager and an additional Management Analyst position effective March 1, 2020. The Assistant to the City Manager position was filled in late March of 2020, which increased the capacity of the General Administration Division. However, due to the hiring freeze brought on by the COVID-19 pandemic, a subsequent vacancy in the existing Management Analyst position was not filled and the new Management Analyst position (allotted half time to the General Administration Division) has also gone unfilled. It is anticipated that until these positions are filled, the General Administration Division will have reduced capacity in FY 21/22 similar to FY 20/21. Without the Management Analyst positions, some limitations on the amount of new or unplanned work that the Division will be able to take on without impacts to pre-existing work efforts will continue.

**Projects and Programs/Ongoing Work Efforts**

Table 1 below lists the ongoing responsibilities and programs the General Administration Division carries out on an ongoing basis, regardless of special studies, analyses and projects the Division is tasked with throughout the year. The table also does not reflect

any work efforts associated with responding to and managing unplanned or emergency events.

**Table 1: Ongoing Projects and Programs, FY 2021-22**

<b>CURRENT ONGOING WORK EFFORTS, PROJECTS AND PROGRAMS</b>	<b>STAFF FTE</b>
<b>ADMINISTRATIVE</b>	<b>2.50</b>
Providing administrative support to the City Council	
Providing management and oversight of all City departments and functions	
Department staff supervision	
Budget management	
Tracking, managing and reporting City Council requests	
Contract management	
Coordinating/Scheduling meetings	
Ensuring transparency of City finances, operations, policies and programs	
City Council meeting agenda forecasting, management and production	
Managing organizational needs and ensuring a positive, productive, transparent and responsive organizational culture	
<b>PROGRAMS</b>	<b>1.5</b>
Performance Measurement Program oversight and updates	
Strategic Plan oversight and updates	
Oversight of the City's Legislative Advocacy Program, Legislative Platform and lobbyist	
Oversight of outside agency issues impacting Goleta	
Oversight of departmental and agency-wide work programs	
<b>SPECIAL PROJECTS</b>	<b>1.5</b>
Conducting special analyses, studies, assessments and surveys as directed by the City Council	
Drafting of policies, programs, resolutions and ordinances as needed to carry out City Council direction	
Development and implementation of various policies per City Council direction	
Oversight of the LEAD Goleta Program	
<b>TOTAL FTE SUBSCRIBED</b>	<b>5.5</b>
<b>TOTAL DIVISION STAFF*</b>	<b>4.00*</b>
<b>CURRENT AVAILABLE CAPACITY*</b>	<b>-1.5</b>

*\* Reduced by 1.5 FTE to reflect the two vacant Management Analyst positions*

**Key Accomplishments and Milestones**

Over the past two years, the General Administration Division of the City Manager's Department can point to several complete and near-complete initiatives. It should be noted that due to the COVID-19 pandemic, many of these work efforts were interrupted and delayed as staffing efforts shifted to responding to the pandemic.

**Table 2: Key Accomplishments and Project Milestones, FY 2019-20 & FY 2020-21**

<b>PROJECT</b>	<b>STATUS</b>
Concluded acquisition of 130 Cremona	Completed
City Manager and Neighborhood Services departmental assessments (carried over from 2018/19 fiscal year)	Completed
Oversight of Library Strategic Plan Process, including service enhancements for Isla Vista	Completed
Oversight of the process to explore possible tax measure options in conjunction with the Finance Department	Completed
Provide oversight and guidance of the Buellton and Solvang Library transitions	Completed
Implement recommendations from the City Manager and NSPS department assessments as approved by the City Council	Completed and ongoing*
Create a Five-Year Financial Plan in coordination with the Finance Department	Completed
Streamlining the grant application approval process (carried over from 2018/19 fiscal year)	Completed
Implementation of new transparency tools, such as financial and project dashboards on the City's website in conjunction with the Finance Department (carried over from 2018/19 fiscal year)	Completed
Conducted polling related to a potential sales tax measure	Completed
Approval of a Diversity, Equity and Inclusion position and committee	Completed (Plan development still in process)
Explore implementation of project labor agreements, in coordination with the Public Works Department and City Attorney's Office	Completed
Affordable housing efforts – Mobile Home Park conversion, Affordable Housing Stock analysis (collaboration between PER and CMO), development of Affordable Housing Implementation Program (AHIP) (collaboration between NSPS, CAO, PER and CMO)	Completed August 2020 (Mobile Home Park and Affordable Housing Stock analysis), February 2021 (AHIP draft completed)
COVID-19 Emergency Response - Participated in Federal, State and County coordination efforts to reduce impacts of the virus	Ongoing
Explore opportunities to create affordable childcare policies, in coordination with the Planning Department, Neighborhood Services Department, and the City Attorney's Office	Initial efforts completed, but efforts will be ongoing
Complete the Community Center Management Assessment	Partially complete, in process**

PROJECT	STATUS
Conduct a space needs analysis for City Hall functions at 130 Cremona, and determine available area to lease to tenants	Estimated completion is TBD due to COVID-19
Oversight of Tenant Protections Ordinance Development, in coordination with the Planning and City Attorney departments	In process***
Oversight of Old Town Visioning Process, coordinated with the Planning (Lead), Public Works and Neighborhood Services departments	In process. Delayed due to the completion of the NZO adoption and COVID-19 pandemic
Oversight of Finance Department Assessment in FY 2019/20	Proposed to proceed in FY 2021/22
Development of a procurement and contract management policy (carried over from 2018/19 fiscal year)	In process

\*Several recommendations from the department assessments were implemented following the conclusion of the project, and others were recommended for phased implementation. Budget constraints due the COVID-19 pandemic have delayed implementation of the remaining recommendations.

\*\*Council’s Community Center Committee approved an adjustment to the project schedule, extending it to allow for the completion of a community input process. Community input process completed in June 2020. Evaluation of the needed building repairs nearing completion; however, the facility is currently closed to the public due to the recommendation of the City’s Building Official and in conformance with COVID-19 restrictions.

\*\*\*Primary responsibility for this task was shifted to the Planning Department with the Mid-Year adjustments.

**Upcoming and Potential New Work Efforts, Projects and Programs**

Throughout FY 2019-20 and 2020-21, the General Administration Division continued to support the ongoing work efforts as described above in Table 1. However, a number of new work efforts, projects and programs have been identified, either by the City Council or the City Manager, and have been included in Table 3 below. These items are proposed as additions to the Division’s work program for FY 2021-22. Items that have a “TBD” designation in the estimated completion date are dependent on the completion of other work efforts. Staff is seeking Council approval to add these items to the Division work program and will prioritize its resources to complete current projects to free up capacity to take on new additional projects and work efforts as the fiscal year progresses.

**Table 3: Upcoming and Potential New Work Efforts, Projects and Programs**

<b>UPCOMING AND POTENTIAL NEW PROJECTS AND PROGRAMS STARTING IN FY 2021-22</b>	<b>ESTIMATED COMPLETION</b>	<b>STAFF FTE</b>
<b>TOTAL PROGRAM STAFF</b>		<b>4</b>
<b>CURRENT STAFF SUBSCRIBED</b>		<b>5.5</b>
Develop a public art installation policy.	July 2021	0.10
Implement Council recommendations from the Community Center Management Assessment.	July 2021	0.25
Conduct a review of routine work processes and implement process improvement efforts under the oversight of the Assistant City Manager, as recommended by the 2019 City Manager department assessment.	August 2021	0.10
Explore opportunities to create affordable childcare policies, in coordination with the Planning Department, Neighborhood Services Department, and the City Attorney's Office (continuing effort).	December 2021	0.10
Adopt a policy or other form of implementation for project labor agreements. (In process now – matter referred to the Ordinance Committee)	TBD	0.10
Consideration of either a bond, an I-bank loan, or other tool (certificates of participations), in order to finance infrastructure projects that are unlikely to qualify for grants, and where the infrastructure is likely to degrade further as time goes on, thereby increasing costs to rehab and repair. This work task will be done in coordination with the Finance Department.	December 2021	0.10
Explore cannabis tax revenue streams. This work task will be done in coordination with the Finance Department.	September 2021	0.10
Explore sales tax revenue streams in coordination with the Finance Department.	December 2021	0.25
Explore other revenue generating options that are progressive such as business license tax.	December 2021	0.10
Participate in local childcare needs assessment.	September 2021	0.05
Investigate and implement the use of an Internal Revenue Code section 115 trust to help better manage the short-term costs and long-term liabilities associated with the City's pensions. This work task will be completed in coordination with the Finance Department.	September 2021	0.10
Develop Capital improvement program (CIP) funding. This work task will be completed in coordination with the Finance and Public Works Departments.	September 2021	0.25
Oversee the development of a citywide Diversity, Equity and Inclusion Plan. This work will be completed in coordination with Support Services division staff.	December 2021	0.05

<b>UPCOMING AND POTENTIAL NEW PROJECTS AND PROGRAMS STARTING IN FY 2021-22</b>	<b>ESTIMATED COMPLETION</b>	<b>STAFF FTE</b>
Conduct a review of the City's boards' and commissions' purpose, scope and duties to ensure compliance with Council policy, and recommend amendments if necessary	TBD	0.10
Oversight of Tenant Protections Ordinance Development, in coordination with the Planning Department.	TBD	0.05
Oversight of Old Town Visioning Process, coordinated with the Planning, Public Works and Neighborhood Services departments.	TBD	0.05
Oversight of Finance Department Assessment.	TBD	0.05
Implement an online Performance Measurement tool for improved usefulness and transparency.	TBD	0.25
Oversee the development of the Economic Development Strategic Plan in coordination with NSPS.	TBD	TBD
Oversee and coordinate the implementation of the Homelessness Strategic Plan in coordination with NSPS.	TBD	TBD
Explore establishing a more uniform set of policies and consistent procedures for those agencies administering City property.	TBD	TBD
In coordination with Parks and Open Space (PW) encourage and help facilitate public trail access from the community to the rural foothills and mountainous areas of the Los Padres National Forest.	TBD	TBD
Coordinate and oversee the effort to encourage and/or provide incentives for Goleta employers to provide new housing for their employees near the employers' workplace (in coordination with PER).	TBD	TBD
In coordination with PER explore options to support organizations, programs, and policies that facilitate affordable housing for members of the Goleta workforce, such as first responders, teachers, and nurses.	TBD	TBD
Coordinate with Parks and Open space in PW to explore ways to enlist our residents to actively participate in a crowd-sourcing program to collect information on our urban forest.	TBD	TBD
<b>TOTAL</b>		<b>2.15</b>
<b>PROJECTED AVAILABLE STAFF CAPACITY FY 2019/20*</b>		<b>-3.65</b>

*\*It should be noted that as projects get completed, staff capacity will be increased if no new items are added.*

## **FY 2021-22 ANNUAL WORK PROGRAM**

### **CITY CLERK DIVISION**

#### **EXECUTIVE SUMMARY**

##### **Introduction and Purpose**

The FY 2021-22 Annual Work Program below summarizes projects and work efforts proposed for the City Clerk Division of the City Manager Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work and an opportunity to consider and give direction concerning future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

##### **Role of the Division**

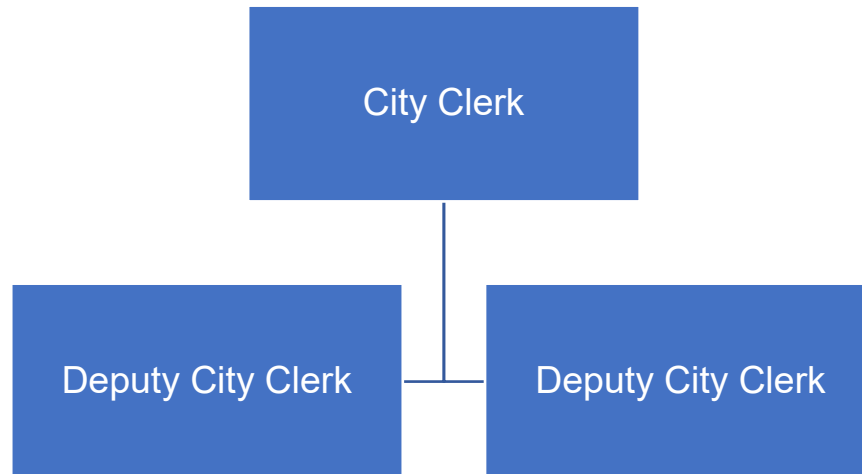
The City Clerk is the local public official who administers democratic processes such as elections, access to City records, and all legislative actions ensuring transparency to the public. The City Clerk acts as a compliance officer for federal, state, and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act. The City Clerk Division provides administrative support to all departments for the City Council agenda process, records management, and commission liaison training. The City Clerk's Division also manages the citywide records retention program.

The City Clerk serves as the election official for the City and oversees all duties related to candidate nomination, ballot measure arguments, as well as the initiative, referendum and recall processes. The Division also manages the City's Conflict of Interest Code which includes serving as the filing officer for over 100 Form 700 filers.

The City Clerk also serves as a liaison between the public and the City Council. The City Clerk provides easy access to information and serves as a guide to open participation in the decision- and policymaking process. The City Clerk is often the first person a member of the public contacts when seeking assistance from the City Hall.

##### **City Clerk Division Staffing**

The City Clerk's Division includes three full-time positions, the City Clerk (1 FTE) and two Deputy City Clerks (2 FTEs). This equates to approximately 6,240 hours of staff time per fiscal year. Available staff capacity is a fundamental constraint to the work that the Clerk's Division can undertake.



### **Workload Considerations**

The City Clerk Division staff prepare and distribute City Council agendas and attend City Council meetings, record all Council legislative actions and proceedings in meetings, and execute and record ordinances, resolutions, and minutes. The Division also provides training and guidance to the liaisons of the Parks and Recreation Commission, Public Engagement Commission, Public Tree Advisory Commission and the Library Advisory Commission meetings, to ensure that the liaisons properly notice, record and communicate all actions taken by those bodies. As the projects and initiatives of other departments increase, so does City Clerk Division workload. More meetings of the City Council and its boards, commissions and committees in response to the growing workload across the organization directly correlates with an increase in volume of work for the Clerk Division. The Division was again near capacity in FY 2019-20 and FY 2020-21, attending meetings and providing detailed minutes for the Planning Commission and the City Council for the Draft New Zoning Ordinance review, providing one-on-one training to liaisons to all of the City's Boards and Commissions, and processing an increase in the volume of public records requests and contract administration duties. In addition, with the adjustment to virtual meetings due to the COVID-19 pandemic, the City Clerk's Division workload drastically increased, having to be present and run each virtual meeting using the City's virtual meeting platform. Efforts are underway to evaluate whether efficiencies through use of technology and meeting management tools or an increase in staffing resources (or a combination of both approaches) will present the best solution to the workload constraints of the Division.

### **Projects & Programs/Ongoing Work Efforts**

The table below lists ongoing projects and programs within the current scope of the Division.

**Table 1: Projects and Programs, FY 2021-22**

<b>CURRENT ONGOING WORK EFFORTS, PROJECTS AND PROGRAMS</b>	<b>STAFF FTE</b>
<b>MEETINGS/BOARDS/COMMISSIONS/COMMITTEES</b>	<b>1.46</b>
Monitor/review Council reports in the Agenda Review Workflow System	
Produce City Council agenda packets including early release packets	
Produce Agenda Forecast for City Manager/Mayor and Mayor Pro Tempore Agenda Review	
Clerk and Prepare Minutes for City Council, Successor Agency to the Goleta Redevelopment Agency meetings, and oversee the production of minutes for Parks and Recreation Commission, Public Engagement Commission, Public Tree Advisory Commission and the Library Advisory Commission	
<b>ADMINISTRATION</b>	<b>1.20</b>
Process City Council and Planning Commission resolutions	
Process ordinances	
Oversee the Goleta Municipal Code updates/supplements	
Oversee the publication of public hearing notices and recruitment notices	
Oversee Government Access Channel 19, airing the meetings of City Council and applicable boards and commissions, and coordinating other content and information programming with Community Relations and City Departments	
Oversee City Council Chamber audio visual equipment and schedule maintenance and upgrades of equipment as necessary	
Administer recognition requests	
Standing Committee Administration – provide support for Committee liaison: web posting, community calendar posting, Brown Act compliance, and proper meeting procedures.	
Conflict of Interest Code - The state requires the City to maintain and update a Conflict of Interest Code which designates the employees, elected officials, commissioners and consultants that are required to file Form 700 Statements of Economic Interests.	
Form 700- Statement of Economic Interests - There are over 100 elected officials, employees, commissioners, and consultants who file a Form 700 with the City Clerk.	
Staff Support - respond to internal and external information and research queries and Public Records Act requests.	
Records Support - The Clerk’s Division also responds to requests for information from the public and staff, as well as maintaining the records for the City.	
Agenda Support – The City Clerk’s Division, trains new hires and current employees and liaisons to City boards and commissions on how to utilize our agenda management software including Legistar, Media Manager, GovDelivery, Vision Live, Channel 19 scroll and Adobe Acrobat.	
Budget - The Clerk staff manages a division budget throughout the fiscal year	

CURRENT ONGOING WORK EFFORTS, PROJECTS AND PROGRAMS	STAFF FTE
AB1234 Ethics Training Compliance - Ethics training is required under state law for certain elected or appointed officials. The City Clerk is responsible for the notification, filing, tracking, and follow up enforcement related to the biennial ethics training requirement.	
Oversee the Citywide Records Retention Schedule	
Contracts - All City contracts are a City Clerk Division record in the Records Retention Schedule. Contracts are received by the Clerk's office for processing, imaging and storage.	
Attend City bid openings, as required by the Goleta Municipal Code Chapter 3.05 and state law.	
Notarize documents on an as-needed basis.	
Inspection and transport of property records to County Recorder's Office.	
Maintain the master paper and electronic filing of City projects and property development records.	
Virtual Council Chambers – due to COVID-19 provide virtual meeting support for City Council, Planning Commission, Design Review Board, Public Tree Advisory Commission, Parks and Recreation Commission, Public Engagement Commission, and Library Advisory Commission.	
<b>ELECTIONS</b>	<b>0.44</b>
*Election Administration - The City Clerk has numerous official duties that are required by the State Elections Code.	
Implementation of district elections for the November 2022 election	
<b>TOTAL FTE SUBSCRIBED</b>	<b>3.10</b>
<b>TOTAL DIVISION STAFF</b>	<b>3.00</b>
<b>CURRENT AVAILABLE CAPACITY*</b>	<b>-0.10</b>

*\*It should be noted that efforts are underway to streamline and automate processes within the division in order to expand staff capacity. Staff may request additional support in the future after efficiencies have been fully explored.*

### **Key Accomplishments and Milestones**

Over the past year, the City Clerk Division of the City Manager Department can point to several complete and near-complete initiatives:

**Table 2: Key Accomplishments and Project Milestones, FY 2019-20 & FY 2020-21**

PROJECT	STATUS
Processed over 260 Council reports and distributed at least 5 days prior to meeting in FY 2019-20 and 157 to date in FY 2020-21	Completed
Processed within 5 days of City Council action: 62 Resolutions and 13 Ordinances in FY 2019-20 and 31 Resolutions and 5 Ordinances to date in FY 2020-21	Completed
Processed 97 recognition requests in FY 2019-20 and 23 to date in FY 2020-21	Completed

<b>PROJECT</b>	<b>STATUS</b>
Processed three updates to the Goleta Municipal Code in FY 2019-20 and 6 to date in FY 2020-21, one of which was the update to include the Zoning Code	Completed
Oversaw the publication and filing of 128 notices in FY 2019-20 and 36 to date in FY 2020-21	Completed
Entered, tracked, and closed 73 Public Records Requests within 10 days of the request in FY 2019-20 and 86 to date in FY 2020-21	Completed
In FY 2019-20, prepared or reviewed and approved 100% of meeting minutes for the City Council Public Tree Advisory Commission, Parks and Recreation Commission, Public Engagement Commission and the Library Advisory Commission by the next meeting. In FY 2020-21, prepared or reviewed and approved 82% of meeting minutes for the City Council, Public Tree Advisory Commission, Parks and Recreation Commission, Public Engagement Commission and the Library Advisory Commission by the next meeting, to date.	Completed
Executed, imaged and filed 217 Contracts approved by the City Council in FY 2019-20 and 27 to date in FY 2020-21.	Completed
Provided support to twenty (20) boards, commissions and committees made up of 51 different individuals (list of the board, commissions and committees is in Table 3 below) in FY 2019-20 and 20 in FY 2020-21.	Completed
Recruited 3 Planning Commissioners, 1 Design Review Board Member, 4 Public Tree Advisory Commissioners, 1 Parks and Recreation Commissioner, 5 Goleta Library Advisory Commissioners and 1 Santa Barbara County Library Advisory Committee member in FY 2019-20 and 23 total for all these commissions and committees in FY 2020-21.	Completed
Purchased and placed a community bulletin board at Johnny D. Wallis Park, providing greater outreach and transparency, using FY 18-19 budget savings.	Completed
Due to the COVID-19 pandemic, the City Clerk's Division along with the Management Assistant in the Legal Division implemented DocuSign; automating a touchless process in signing documents, contracts, and invoices.	Completed

**Table 3: City Boards and Commissions**

<b>BOARDS AND COMMISSIONS</b>	<b>DEPARTMENT/LIAISON</b>
Design Review Board	Planning and Environmental Review
Planning Commission	Planning and Environmental Review
Parks and Recreation Commission	Neighborhood Services and Public Safety
Public Tree Advisory Commission	Public Works
Public Engagement Commission	City Manager/Community Relations
Library Advisory Commission	Library

<b>BOARDS AND COMMISSIONS</b>	<b>DEPARTMENT/LIAISON</b>
Mosquito and Vector Management District of Santa Barbara County	Public Works
Santa Barbara County Library Advisory	Library
Economic Development and Revitalization Standing Committee	Neighborhood Services and Public Safety
Energy/Green Issues Standing Committee	Planning and Environmental Review/ Sustainability
Finance and Audit Standing Committee	City Manager/Finance
Naming Standing Committee	City Manager
Ordinance Review Standing Committee	City Manager/City Clerk
Public Safety & Emergency Preparedness Standing Committee	Neighborhood Services and Public Safety
City Hall Facilities Standing Committee	City Manager
Goleta Beach Park Standing Committee	City Manager/Neighborhood Services and Public Safety/Planning and Environmental Review
Town and Gown Standing Committee	City Manager
Solid Waste Issues Standing Committee	Public Works/Environmental Services
Grant Funding Review Standing Committee	Neighborhood Services and Public Safety
Homelessness Issues Standing Committee Standing Committee	Neighborhood Services and Public Safety

### **Upcoming and Potential New Work Efforts, Projects and Programs**

Throughout FY 2021-22, the City Clerk Division will continue to support the ongoing work efforts as described above in Table 1. A major additional work effort in FY 2021-22 will be overseeing the public outreach and district drawing processes for the implementation of district elections for the November 2022 General Election, including working with the Public Engagement Commission in this effort. This process is expected to extend into the following fiscal year. As time and staff capacity allow, the Division, staff will prioritize its resources to complete current projects to free up capacity to take on other projects and work efforts as the fiscal year progresses. Table 4 below contains potential additional work efforts that the Division may be able to complete if the workload permits.

**Table 4: Upcoming and Potential New Work Efforts, Projects and Programs**

<b>UPCOMING AND POTENTIAL NEW WORK EFFORTS, PROJECTS AND PROGRAMS STARTING IN FY 2020/21</b>	<b>ESTIMATED COMPLETION</b>	<b>FTE</b>
<b>TOTAL PROGRAM STAFF</b>		<b>3.00</b>
<b>CURRENT STAFF SUBSCRIBED</b>		<b>3.10</b>

<b>UPCOMING AND POTENTIAL NEW WORK EFFORTS, PROJECTS AND PROGRAMS STARTING IN FY 2020/21</b>	<b>ESTIMATED COMPLETION</b>	<b>FTE</b>
Oversee a public engagement and electoral district drawing process for the implementation of district elections for the November 2022 General Election.	April 2022	0.20
Update the Citywide Records Retention Schedule that was initially adopted via Resolution No. 13-52 and incorporate a file structure for city-wide files.	July 2021	0.05
Update the Chamber Audio Visual Equipment to replace outdated and obsolete technology related to recording and/or broadcasting of Council and Commission meetings held in the chamber or virtually.	August 2021	0.10
Implement a Contract Management Program to improve City staff's ability to monitor and update contract requirements (e.g. insurance certifications, expiring terms, etc.), as needed, through automation.	November 2021	0.30
Agenda Report Indexing Project: The goal of the project is to have the complete meeting record (Staff Reports, Minutes, Resolutions and Ordinances) publicly available through Records Online. Final ordinances and resolutions are not currently attached to the agenda files and this will provide the public with a more complete record of the action taken.	TBD– as time and resources allow	0.05
Commissioner Manuals: Work with the City Attorneys to create a Commissioners' Manual.	TBD – as time and resources allow	0.02
<b>TOTAL</b>		<b>0.72</b>
<b>PROJECTED AVAILABLE STAFF CAPACITY FY 2021-22*</b>		<b>-0.82</b>

*\*It should be noted that as projects get completed, staff capacity will be increased if no new items are added.*

**FY 2021-22 ANNUAL WORK PROGRAM**  
**COMMUNITY RELATIONS DIVISION**

**EXECUTIVE SUMMARY**

**Introduction and Purpose**

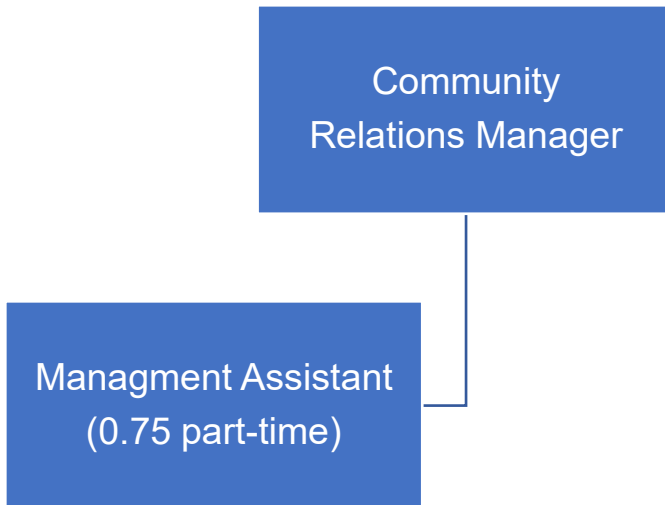
The FY 2021-22 Annual Work Program summarizes projects and programs proposed for the Community Relations Division for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work assigned to the Division, and an opportunity to consider and give direction concerning the Division's future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

**Role of the Division**

The purpose of the Community Relations Division within the City Manager Department is to provide accurate and timely information and education for the City of Goleta's many programs, projects and events to all internal and external constituencies and the media. The Division executes the City's messaging in various forms of communications and seeks to use new technologies as available. The Division is also responsible for supporting community participation, providing emergency public information and creating content for all the City's informational tools, including the website and social media. The Community Relations Manager serves as the City's spokesperson and provides support to the City Manager, City Staff, Mayor and City Council with speeches, research and community outreach activities. Other responsibilities include implementing the employee engagement activities, research and preparation of Public Engagement Commission materials and special projects for the City Manager and Assistant City Manager.

**Community Relations Division Staffing**

The Division includes one full-time Community Relations Manager (1 FTE) and one part-time Community Relations Management Assistant (.75 FTE). The division has a total staff capacity of 3,640 hours per year (1.75 FTE). Taking on new projects in this division is possible only to the extent that staff has capacity or new staffing resources are dedicated.



**Workload Considerations**

As the projects and initiatives of other departments increase, so does the Community Relations Division (CRD) workload. The workload also varies as unplanned events occur. In FY 2019-20 and FY 2020-21 the COVID-19 pandemic had significant impacts on CRD workload. The CRD worked long hours to keep the community informed on the latest information on everything from daily COVID-19 number updates, changing guidelines, grant assistance, video messages, updating the dedicated COVID-19 webpage, and creating uplifting campaigns to rally community support. The Community Relations Manager position was filled in August of 2019 after being vacant since April 2019. The Division has taken on many new projects and is at capacity.

This year, staff will propose reinstating prior funding that had been allocated for Professional Services for Spanish Language Outreach and redirecting those funds for a part-time Bilingual Management Assistant position (.25 FTE) specifically for Spanish translation services and to implement in-house outreach programs for the Spanish-speaking community. However, this Work Program assumes current staffing only.

**Projects & Programs/Ongoing Work Efforts**

The table below lists projects and programs within the current scope of the Division. This table does not include unplanned work, e.g., efforts in support of emergency operations and unanticipated events.

**Table 1: Projects and Programs, FY 2021-22**

CURRENT PROJECTS AND PROGRAMS	STAFF FTE
<b>ADMINISTRATIVE</b>	<b>0.20</b>
Interdepartmental coordination and support	
Provide website training and support to staff	
<b>PUBLIC OUTREACH &amp; CITIZEN ENGAGEMENT</b>	<b>1.00*</b>

<b>CURRENT PROJECTS AND PROGRAMS</b>	<b>STAFF FTE</b>
Public outreach, including press releases, for City projects, programs, and events	
Monthly Newsletter (Monarch Press)	
Videos for specific projects and community messages	
Goleta TV/Channel 19 videos and slides	
Social Media Campaigns to increase community engagement	
Public Engagement Commission (PEC)	
LEAD Goleta Community Academy	
Oversee Website (add new content, edit pages, and keep the site current)	
Management of all public outreach tools including the City's websites, Gov Delivery, and social media	
Library support: press releases, <i>Reading Corner</i> e-newsletter, and website	
Media Relations: relationship development, affirmative outreach, and response to media inquiries.	
Response to public inquiries	
Design and deliver community-specific outreach programs for Goleta's Spanish-speaking community. *	
<b>ANNUAL SPECIAL EVENTS</b>	<b>0.30</b>
State of the City	
Community State of the City	
Goleta Dam Dinner	
Project-related Special Events (e.g., information events, ribbon-cutting ceremonies, etc.)	
<b>OTHER DUTIES</b>	<b>0.50</b>
Emergency public information planning and crisis communications for City, and in coordination with the County	
Employee engagement and recognition events and efforts	
Special projects for the City Manager and Assistant City Manager	
Emergency on-call City of Goleta contact	
<b>TOTAL SUBSCRIBED</b>	<b>2.0</b>
<b>DIVISION STAFF *</b>	<b>1.75</b>
<b>CURRENT AVAILABLE CAPACITY</b>	<b>-0.25*</b>

\* Note: The current lack of staff capacity is felt most in our Spanish language outreach.

### **Key Accomplishments and Milestones**

Over the past year, the Community Relations Division of the City Manager Department can point to several complete and near-complete initiatives as shown in Table 2 below. An accomplishment that should be noted in detail is the Make Goleta Count 2020 Census campaign, of which the City of Goleta obtained the highest percentage of participation in Santa Barbara County. This campaign involved but is not limited to the following completed tasks: creating and managing a unique webpage on the City website in English and Spanish; frequent press releases/outreach through City channels; monthly Monarch Press articles; "Make Goleta Count" video; Resolution at March 3, 2020, City Council

meeting, “Make Goleta Count Day” (cancelled due to COVID-19); promotional material and flyers distributed; Citywide postcard mailer; light post banners; large banners at GVCC; paid advertising; event tables and information booths; partnerships; speaking engagements; Equalitech computer stations open Sep. 1 – Oct. 15, 2020; Farmers Market table and Digital Census Truck; Census Caravan and video; Citywide phone call/email/text message; and finally the “Everyone Counts” artwork contest.

**Table 2: Key Accomplishments and Project Milestones, FY 2019-20 and FY 2020-21**

<b>PROJECT</b>	<b>STATUS</b>
Increased development of video content to showcase City efforts and projects	Ongoing
End of year Community Video	Completed
Increase public awareness of City projects and programs	Ongoing
Increased content outreach with press releases (122), GovDelivery bulletins, Nextdoor, social media posts and additional Monarch Press articles	Ongoing
Project recognition for New Zoning Ordinance, Old Town Sidewalk Improvements Project and Multi-Purpose Field at GVCC	Completed
Mayor and Council Employee Appreciation Breakfast	On hold due to pandemic
“Make Goleta Count/Haz Que Cuenta Goleta” Census 2020 Campaign	Completed
Second Citizens’ Academy (aka LEAD Goleta)	Completed
Developing a Spanish Engagement program as part of the City’s new diversity, equity and inclusion initiatives	Ongoing
City Council Agenda Summaries for the Media and Community	Ongoing
Re-engaged City Instagram account and moved Twitter handle to @CityofGoleta from @GoletaPIO	Completed
Created and presented Council an enhanced City Noticing Plan for large development projects	Completed
Project Noticing Plan: Sending citywide letter/postcard to all residents/businesses	Completed
Created community campaigns during COVID-19: #reCOVERgoleta, #GoletaToGo, #GoodLandGoodPeople, #GoodLandGoodShopping and #GoletaGraduates	Ongoing
Implement “GiftBar” a gift card incentive program as part of #GoodLandGoodShopping	In Progress

**Upcoming and Potential New Projects**

Throughout FY 2021-22, the Community Relations Division will continue to support the ongoing work efforts as described above in Table 1. However, several new work efforts,

projects and programs have been identified, either by the City Council or staff, and have been assembled in Table 3 below. These items are proposed as additions to the Division’s work program for FY 2021-22. Staff is seeking Council direction on whether to add these items to the Division work program. Resources will be prioritized to complete current projects and to free up capacity to take on new projects and work efforts as the fiscal year progresses.

**Table 3: Upcoming and Potential New Work Efforts, Projects and Programs**

<b>UPCOMING AND POTENTIAL NEW WORK EFFORTS, PROJECTS AND PROGRAMS STARTING IN FY 2021-22</b>	<b>ESTIMATED COMPLETION</b>	<b>STAFF FTE</b>
<b>TOTAL PROGRAM STAFF</b>		<b>1.75</b>
<b>TOTAL STAFF SUBSCRIBED</b>		<b>2.0</b>
Upgrade City Website design	Q4	.15
Oversee implementing the Project Noticing Plan program and work with other departments	Q1-Q4	.05
Implement GiftBar as part of #GoodLandGoodShopping	Q1	0.1
District Elections Outreach in cooperation with the City Clerk Division	Q2	.05
Pilot a Citizen Outreach Program in Spanish similar to “LEAD Goleta”, but tailored to the interests of this community	Q2	.10
Develop a language equity plan (in conjunction with other departments working on the Diversity, Equity and Inclusion Initiative)	Q1	.05
COVID-19 Vaccine messaging	Q1	.01
Assist the Library to improve outreach	Q1	.01
Hold a 3 <sup>rd</sup> LEAD Goleta Community Academy in-person if Public Health Guidelines allow	TBD	0
<b>TOTAL</b>		<b>0.52</b>
<b>PROJECTED AVAILABLE STAFF CAPACITY FY 2021-22</b>		<b>-0.77</b>

## **FY 2021-22 ANNUAL WORK PROGRAM**

### **SUPPORT SERVICES DIVISION**

#### **EXECUTIVE SUMMARY**

##### **Introduction and Purpose**

The FY 2021-22 Annual Work Program summarizes projects and programs proposed for the Support Services Division within the City Manager Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work and an opportunity to consider and give direction concerning the Division's future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

##### **Role of the Division**

The Support Services Division provides operational support to all departments in the areas of human resources, information technology and communication systems, the purchasing of citywide supplies and services, and risk management.

Human Resources maintains equitable systems of classification and compensation, conducts recruitments and employee selection, initiates training, monitors performance management, and maintains labor relations.

Information technology includes the technical support of the City's website, communications, databases, workstations and applications.

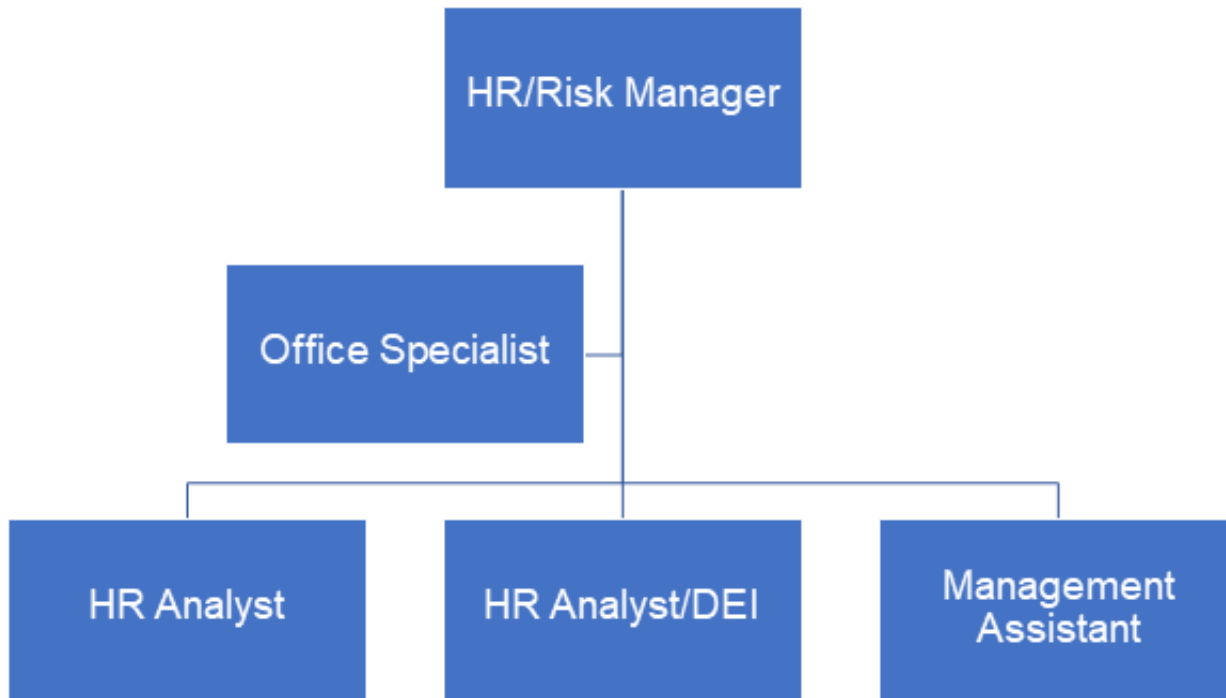
Risk management provides for the protection of the City's assets through risk identification, avoidance, resolution, and evaluation of public liability insurance, safety, and loss prevention activities and programs.

Support Services also maintains the City's Personnel Rules, compensation plan and administrative guidelines, and manages the City's risk management, worker's compensation, general liability, property, and ADA compliance programs. These are essential functions to provide efficient government services.

##### **Support Services Division Organizational Structure and Staffing**

The Support Services Division staff is currently organized into four sub-areas as follows: Support Services, Human Resources, Information Technology (IT) and Risk Management. The Division is staffed with one HR/Risk Manager (1 FTE), one HR Analyst (1 FTE), one HR Analyst/Diversity, Equity, and Inclusion Officer (1 FTE), one Management Assistant (1 FTE) and one part-time Office Specialist (.9 FTE). This equates to a total of 4.9 FTEs, or approximately 10,120 hours of staff time per fiscal year. Effective March 1, 2020, Council approved a new Management Analyst- IT in the City Manager Department that, in addition to regular duties in the General Government Division, is 50% dedicated to assisting Support Services with Information Technology priorities, adding 1,040 additional hours for a total of 11,060 available hours, or 5.4 FTEs. Due to the

pandemic, this position was not hired in FY 2020-21. Taking on new projects is possible only to the extent that staff has capacity or new staffing resources are dedicated.



### **Workload Considerations**

As other departments bring on additional staff and computer and communication resources, and their number of projects and initiatives grows, there is a corresponding increase in Support Services' workload. The workload also varies in response to unplanned or emergency situations. The increased responsibilities related to supporting additional Library staff resulted in the departmental workload exceeding capacity in FY 2019-20 and FY 2020-21. With the adoption of an IT Strategic Plan, the division will be taking on an ambitious set of projects over the next five years and beyond. The new Management Analyst position in the General Government Division will be dedicated 50% to assisting the Support Services division with the implementation of the IT Strategic Plan and improvements to overall IT services throughout the organization. However, that position has been subject to the COVID-19 related hiring freeze. In addition, the department has assumed responsibility for supporting the City's Diversity, Equity and Inclusion (DEI) Initiative, resulting in an addition 0.25 FTE of anticipated ongoing workload without an increase in staffing.

### **Projects & Programs/Ongoing Work Efforts**

The table below lists projects and programs within the current scope of the Division. This table does not include unplanned work.

**Table 1: Projects and Programs, FY 2021-22**

<b>CURRENT PROJECTS AND PROGRAMS</b>	<b>STAFF FTE</b>
<b>SUPPORT SERVICES</b>	<b>1.3</b>
Reception/Front Desk Coverage – (36 hours per week)	
Centralized Supplies Ordering/Inventory	
Department Invoice Processing; Budget Support	
Contracted Business Services – Printers/copiers, phone system	
<b>HUMAN RESOURCES</b>	<b>2.65</b>
Benefits Administration – Health & Welfare, CalPERS, EAP	
Classification System and Salary Plan Maintenance	
Recruiting & Onboarding – NEOGOV Onboard implementation	
Performance Management/Annual Evaluations Program	
Compliance with state and federal reporting regulations	
Payroll Coordination	
Staff Training Program	
Policy Development/Implementation	
Personnel Rules maintenance	
Employee/Labor Relations	
Diversity, Equity, and Inclusion Officer duties	
<b>RISK MANAGEMENT</b>	<b>1.0</b>
CJPIA Risk Management Evaluation/Loss Cap Program	
Advise Departments on Risk Avoidance/Transfer/Mitigation	
Claims Process: Track/Manage/Coordinate with Contract Claims Adjustor	
Insurance Certificates Processing	
Contracts/Agreements Review – insurance requirements	
Safety Program/Injury and Illness Prevention Program (IIPP)/Safety Committee	
Audit/Update Property Schedule	
Annual Renewals for All Lines of Insurance Coverage	
Workers' Compensation Program	
CJPIA Training Programs	
<b>INFORMATION TECHNOLOGY</b>	<b>0.7</b>
IT Strategic Plan implementation	
IT Services – assist contractor with help desk task follow-up	
Computer Equipment – work with contractor to source, quote, purchase	
Expand 2-in-1 tablet device rollout to staff as required	
<b>TOTAL SUBSCRIBED</b>	<b>5.65</b>
<b>DIVISION STAFF</b>	<b>4.9</b>
<b>CURRENT AVAILABLE CAPACITY</b>	<b>-0.75</b>

**Key Accomplishments and Project Milestones, FY 2019-20**

Over the past year, the Support Services Division of the City Manager Department accomplished several complete and near-complete initiatives:

**Table 2: Key Accomplishments and Project Milestones, FY 2019-20 and FY 2021-22**

<b>PROJECT</b>	<b>STATUS</b>
<b>SUPPORT SERVICES</b>	
Led the development and implementation of the Single Use Plastics Elimination Plan effort for City offices.	Completed
Continuing review of contracted services e.g. printers, phone system, facilities maintenance, other equipment/services for potential competitive bid process.	Completed
Implemented enhanced ergonomic training and equipment loan program in support of staff working from home.	Completed
Developed and implemented COVID-19 facility cleaning/sanitizing protocols for City Hall, and Corp Yard facilities.	Completed
Developed and implemented PPE purchasing program to support field and public facing personnel, and essential office personnel.	Completed
<b>HUMAN RESOURCES</b>	
Developed and implemented City Council Internship Program.	Completed
Conducted AB-1825/SB 1343 Harassment Training for all staff in Q3 2019.	Completed
Implemented salary schedule for hourly employees.	Completed
Developed and implemented comprehensive COVID-19 Exposure Control Program, and COVID-19 Response Reopening Plan.	Completed
Developed and implemented FMLA Childcare Leave Expansion and Emergency Paid Sick Leave Policy for City Employees.	Completed
Conducted Anti-Bias 101 training for all staff as part of Diversity, Equity and Inclusion Plan.	Completed
<b>RISK MANAGEMENT</b>	
Revamped and relaunched Safety Committee, conducting quarterly Safety Meetings.	Completed
<b>INFORMATION TECHNOLOGY</b>	
Expanded rollout of 2-in-1 tablet devices to department staff upon request.	Completed
Submitted RFP for selected vendor to implement comprehensive IT managed services necessary for day-to-day IT operations and the ongoing implementation of the strategic goals and objectives outlined in the IT Strategic Plan.	Completed
Implementing various recommendations from IT Strategic Plan already in progress.	Completed
Established remote access and Work-From-Home (WFH) capabilities to all staff as part of COVID-19 response.	Completed
Transitioned Exchange email and Microsoft Office productivity suite to Microsoft 365/Office 365 environment for all staff.	Completed

Some of these projects were implemented but have since been temporarily suspended during the COVID-19 pandemic.

**Upcoming and Potential New Projects**

The Support Services Division will continue to support the existing projects and initiatives throughout FY 2021-22 and will complete and/or initiate additional phases of work efforts currently underway.

**Table 3: Upcoming and Potential New Work Efforts, Projects and Programs**

<b>UPCOMING AND POTENTIAL NEW WORK EFFORTS, PROJECTS AND PROGRAMS STARTING IN FY 2019/20</b>	<b>ESTIMATED COMPLETION</b>	<b>FTE</b>
<b>TOTAL PROGRAM STAFF</b>		<b>4.9</b>
<b>CURRENT STAFF SUBSCRIBED</b>		<b>5.65</b>
<b>SUPPORT SERVICES</b>		
Expand the new supply ordering process and centrally managed online ordering to all departments	December 2021	0.07
<b>HUMAN RESOURCES</b>		
Complete rollout of NEOGOV Insight/Onboard/Perform manager training	September 2021	0.17
Develop/rollout management training program	December 2021	0.08
Develop and implement HR Metrics to track division performance	December 2021	0.02
Implement a 'stay interview' process	September 2021	0.05
<b>INFORMATION TECHNOLOGY</b>		
Implement new IT Managed Services contract	March 2022	0.05
Perform needs analysis and evaluate procurement proposals for highest priority software needs (e.g. Intranet, Enterprise Content Management System, Asset Management System, or other)	June 2022	0.15
Update the computer infrastructure replacement program (PC and network) and establish a related funding plan.	August 2021	0.05
<b>TOTAL</b>		<b>0.64</b>
<b>PROJECTED AVAILABLE STAFF CAPACITY FY 2021-22</b>		<b>-1.39</b>

*\*It should be noted that as projects get completed, staff capacity will be increased if no new items are added.*