

City of Carpinteria

2025-27 Strategic Plan

Process to inform 2025-27 Work Plan



Report Assembled By:



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Executive Summary

Purpose of Strategic Planning

Strategic planning is a common best practice for effective governance, providing organizations with clear goals, success benchmarks and a unified direction. In city government, this process is especially vital, as elected leaders set priorities and empower city staff to implement them, ultimately delivering results for the community.

A well-structured strategic planning process benefits both city council and staff. It helps council members reconcile competing priorities, align on a shared vision, and provide clear direction to city staff. It also allows city managers to hear from all council members on their shared mission. The result is an aligned organization with a well-defined two-year vision guiding operations and budget priorities.

Beyond setting goals, strategic planning establishes a framework for measuring progress. By identifying key performance indicators and milestones, cities can track outcomes and provide ongoing updates to the city council and community.

Terminology

Vision, mission, and value statements are essential to informing and guiding the strategic planning process. They are the guideposts for setting meaningful City Council goals that are not only actionable but also reflective of the organization's identity.

City Council goals can be described as the 5% of initiatives that extend beyond the City's day-to-day services, which will continue uninterrupted. By establishing City Council goals, the Council provides clear direction on how to allocate the City's remaining staff capacity, ensuring resources are focused on initiatives that drive the greatest impact for the community.

Vision	What is Carpinteria's overarching aspiration for the City? What does Carpinteria hope to achieve or become in the long-term? Think 30+ years out.
Mission	What is Carpinteria focusing on now to achieve the vision?
Values	What are the fundamental principles that represent how the City conducts itself and what it stands for?
City Council Goals	How will Carpinteria deliver on the mission?
Priorities	What are the focus areas for each goal?

Strategic Planning Process

Last year, the City of Carpinteria partnered with Tripepi Smith to lead a strategic planning process for FY 2024-25, resulting in the creation of five City Council goals. Building on that foundation, the City sought a longer-term approach this year, setting two-year goals for Fiscal Years 2025-27. The City re-engaged Tripepi Smith to guide the process—not only in goal setting but also in updating the City’s vision and mission and establishing values. The process included the following:

Deliverable	Date
Kick-Off Call <i>with the City Manager</i>	November 1, 2024
Online Community Survey ¹ <i>(English and Spanish)</i>	November 25, 2024 – January 10, 2025
On-Site Community Workshop #1 (English) ² Carpinteria Children’s Project, 501 8th Street	December 4, 2024 6:30-8pm
On-Site Community Workshop #2 (Spanish) Carpinteria Children’s Project, 501 8th Street	December 5, 2024 6:30-8pm
Virtual Community Workshop #3 (Bilingual) Virtual via Zoom (Spanish interpretation provided)	December 11, 2024 6:30-8pm
City Council Online Questionnaire	December/January
City Council One-on-One Interviews	December/January
In-Person City Council Retreat ³ <i>to discuss Vision, Mission, Values and City Council Goals</i>	January 18, 2025 8am-3pm

Following strategy calls with the City Manager, collection of feedback from the community and one-on-one conversations with each Carpinteria City Council member, Tripepi Smith identified and consolidated concerns and priorities and presented three goals at a special meeting held on January 1, 2025. The City Council discussed and revised the proposed goals, agreeing upon four primary City Council goals with revised priorities. Tripepi Smith relied on this consensus to assemble this report. The report will be considered for adoption at a future City Council meeting in Spring 2025.

¹ Exhibit A

² Exhibit B

³ Exhibit C

Community Engagement Report

Community Workshops

Tripepi Smith hosted three community workshops to gather feedback from the community. The PowerPoint for all workshops can be found in Exhibit B.

On-Site Community Workshop #1 (English) Carpinteria Children's Project, 501 8th Street	December 4, 2024 6:30-8pm	29 participants
On-Site Community Workshop #2 (Spanish) Carpinteria Children's Project, 501 8th Street	December 5, 2024 6:30-8pm	22 participants
Virtual Community Workshop #3 (Bilingual) Virtual via Zoom (Spanish interpretation provided)	December 11, 2024 6:30-8pm	5 participants



Tripepi Smith posed the following questions during each community workshop. Below is a summary of feedback received across all three workshops:

What services do you believe the City does well?

- **Homeless Outreach & Support:** The City has effectively provided a designated space for outreach efforts at the Courtyard at Veterans Services.
- **Library Services:** The local library, now under the City's management, is praised for its programming and staff. It is tailored to the community's needs, with Jody (Director) noted for outstanding leadership.
- **Partnerships with Non-profits:** Collaboration with local non-profits is commendable, particularly in maintaining cleanliness and addressing graffiti issues.
- **AgeWell Program:** The AgeWell program has been successfully launched, with excellent personnel dedicated to serving the senior community.
- **Community Outreach & Collaboration:** There is strong community engagement between the City and local organizations/businesses, fostering a collaborative environment.

- **Parks & Recreation:** The City's open spaces and recreational services are appreciated, particularly in support of mobile homes as part of the housing stock and beach management.
- **City Council & Staff Engagement:** The City Council and staff are seen as welcoming and genuinely encouraging public input, contributing to a positive, inclusive atmosphere.

What could the City improve to better meet your needs or those of your family?

- **Recreational Facilities:**
 - Demand for more permanent pickleball courts and improved soccer fields, including better facilities and maintenance.
 - Request for extended park hours to allow for nighttime activities and better field conditions, including solutions for dog waste and turf options.
- **Transportation:**
 - Strong interest in reinstating the Seaside Shuttle for community transportation, with support for the City to allocate funds for the service.
 - Need for more public transportation options, particularly to Santa Barbara.
- **Community Engagement & Transparency:**
 - Desire for long-term planning (10-15 years) and better communication about upcoming development projects and changes.
 - A call for improved community engagement/education, especially around larger-scale developments and the transparency of the planning process.
 - More frequent communication through the City's new app.
- **Senior Services & Community Spaces:**
 - A request for more permanent spaces for senior activities, including spaces for seniors to socialize, with better outreach and communication.
- **Public Amenities:**
 - There is a desire for more restrooms at parks and recreational facilities, particularly at Memorial Park and other locations.
 - More lighting in parks and public areas, particularly for evening activities and safety.
- **Healthcare & Emergency Services:**
 - Concern over limited healthcare options, particularly after hours, and the need for urgent care services.
- **Environmental & Maintenance Issues:**
 - Concerns about tree maintenance, street cleanliness, and the frequency of street sweeping, with a focus on pothole filling and street repairs.
- **Housing:**
 - A push for more affordable rental housing and transparency around the impact of tourism and second homes on the local housing market.

What should the City prioritize over the next 3–5 years?

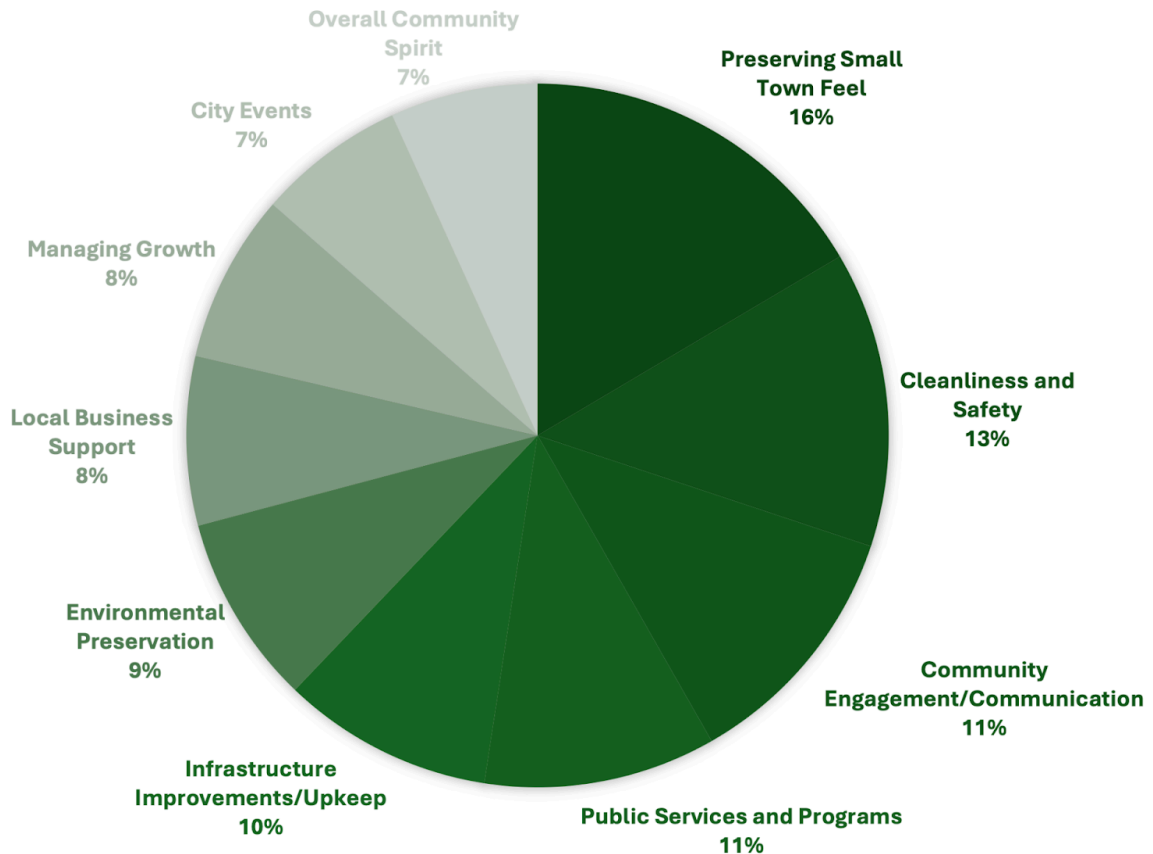
- **Community & Senior Center:** A focus on developing a dedicated space for community and senior services.

- **Affordable Housing:** Addressing the growing need for affordable housing, with a focus on balancing supply and demand and finding solutions for minimum-wage jobholders.
- **Youth & Family Programs:** Increased focus on providing more activities and support for youth and families.
- **Economic Development & Housing Advocacy:** There is a call for stronger advocacy regarding state housing mandates, as well as exploring solutions for second homes and vacation rentals negatively impacting housing availability and neighborhood character.
- **Tourism & Local Business:** A shift away from tourism as a central solution to local challenges, with suggestions for economic development studies to assess its true impact on the community's needs.

Community Survey

Tripepi Smith launched a community survey⁴ in both English and Spanish via Google Forms to gather feedback from the community. The survey resulted in 248 responses in English and 15 responses in Spanish. Below is a question-by-question analysis of the community survey responses.

Question #1: What do you think the City is doing well?



Focal Points:

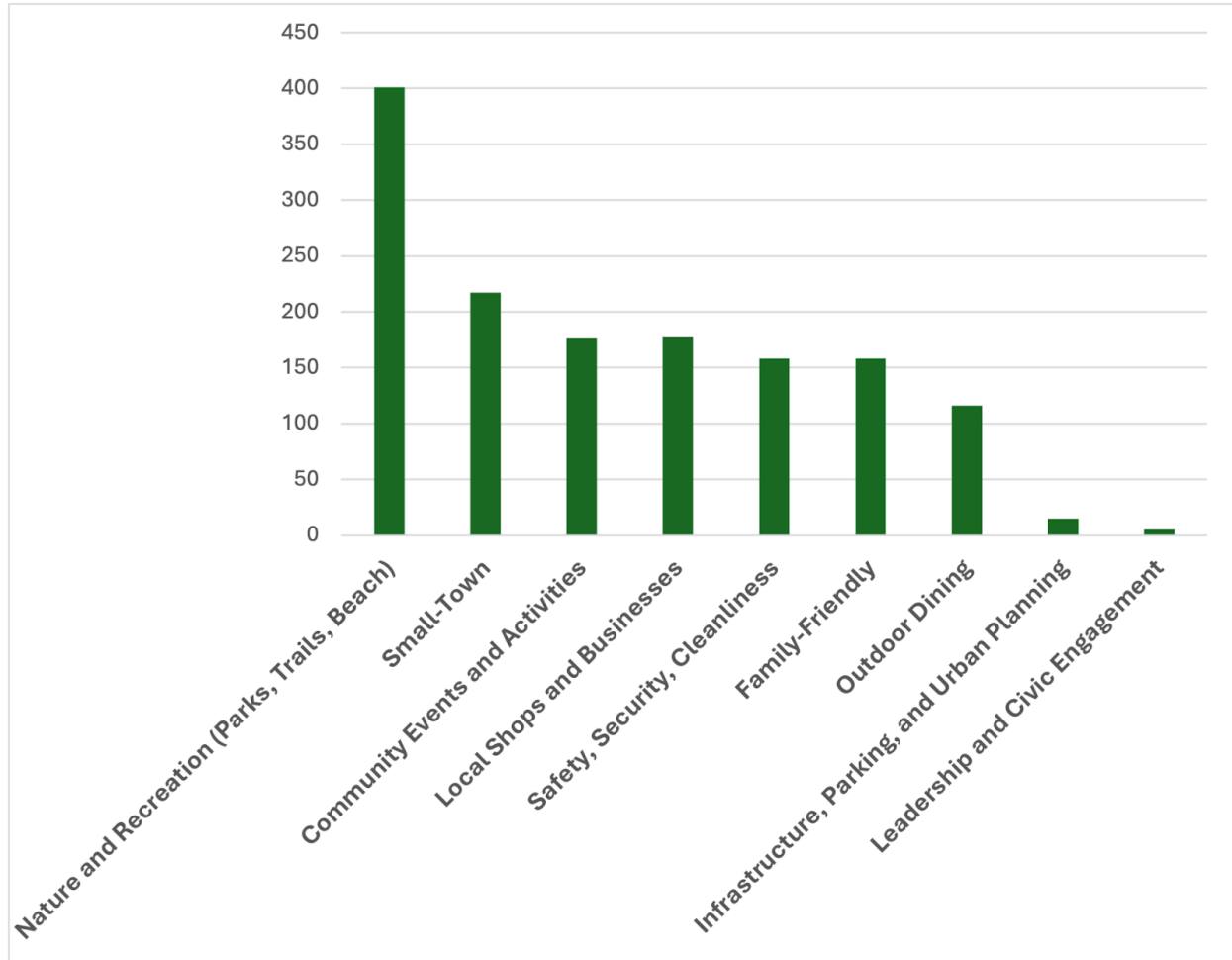
- **Preserving small town feel:** Many residents voiced valuing the city's small-town character using phrases like "Maintaining the small town feel," "No chain businesses," "Preserving small town charm" and "Avoiding large-scale development."
- **Cleanliness and safety:** A considerable portion of responses focused on the cleanliness of the city: well-maintained streets, parks, beaches and public facilities, were specifically mentioned.
- **Community engagement/communication:** There was an expressed appreciation for the City's communication efforts; highlighting the city's

⁴ **Disclaimer:** The survey conducted via Google Forms was intended for informational purposes only and is not statistically valid. The results should not be interpreted as representative of the general population, as the sample size and methodology do not meet the standards for statistical validity.

transparency and responsiveness to concerns, both in person and through various media channels.

- **Public services and programs:** The city services were consistently praised; particularly programs for seniors (AgeWell), youth (e.g., Junior Lifeguards, skate park), and libraries.

Question #2: What are some things you enjoy about living in Carpinteria?



Focal Points:

- **Nature and recreation seem crucial to resident satisfaction:** The city's natural spaces seem essential to the satisfaction and enjoyment of its residents. This includes parks, trails, recreation spaces and the beach to bike paths.
- **There is a strong sense of community and valued small-town feel:** The small-town vibe and a sense of community are highly valued by residents. This suggests that residents feel a strong connection to Carpinteria's identity and prefer to preserve that feel.
- **Importance of local businesses and family-friendly environment:** Residents seem to appreciate the city's charm and reflect a desire to preserve its unique character, avoiding a reliance on tourism, extensive development or chain stores.

Question #3: What could the City improve to better meet your needs or those of your family?

Housing and Affordability (~18-22%)

Responses indicated a desire for more affordable housing options and rent control, particularly for local workers, young families, and middle-class residents. Many are concerned that without more affordable housing, people who work in the community will be priced out. Additionally, there are concerns about large developments, such as hotels (e.g., Surfliner Hotel), that could disrupt the small-town feel and create more housing demand.

Roads and Infrastructure (~15-18%)

Many residents indicated concern regarding road maintenance (potholes, road cracks and deterioration). Traffic safety was also noted, with requests for speed bumps and better enforcement of traffic laws, particularly for pedestrians and near schools. Additionally, there is a desire for better street lighting in key areas.

Homelessness and Public Safety (~14-17%)

A pattern of concerns about homelessness and public safety was found, with residents highlighting crime concerns such as bike theft and vandalism.

Parks, Recreation, and Community Amenities (~12-15%)

There is demand for more recreational amenities in the community, particularly a permanent, better-equipped dog park, additional off-leash dog areas, dedicated pickleball courts and increased maintenance of the community pool.

Economic Vitality (~9-11%)

Residents expressed concerns that large developments and outside businesses could disrupt Carpinteria's small-town atmosphere.

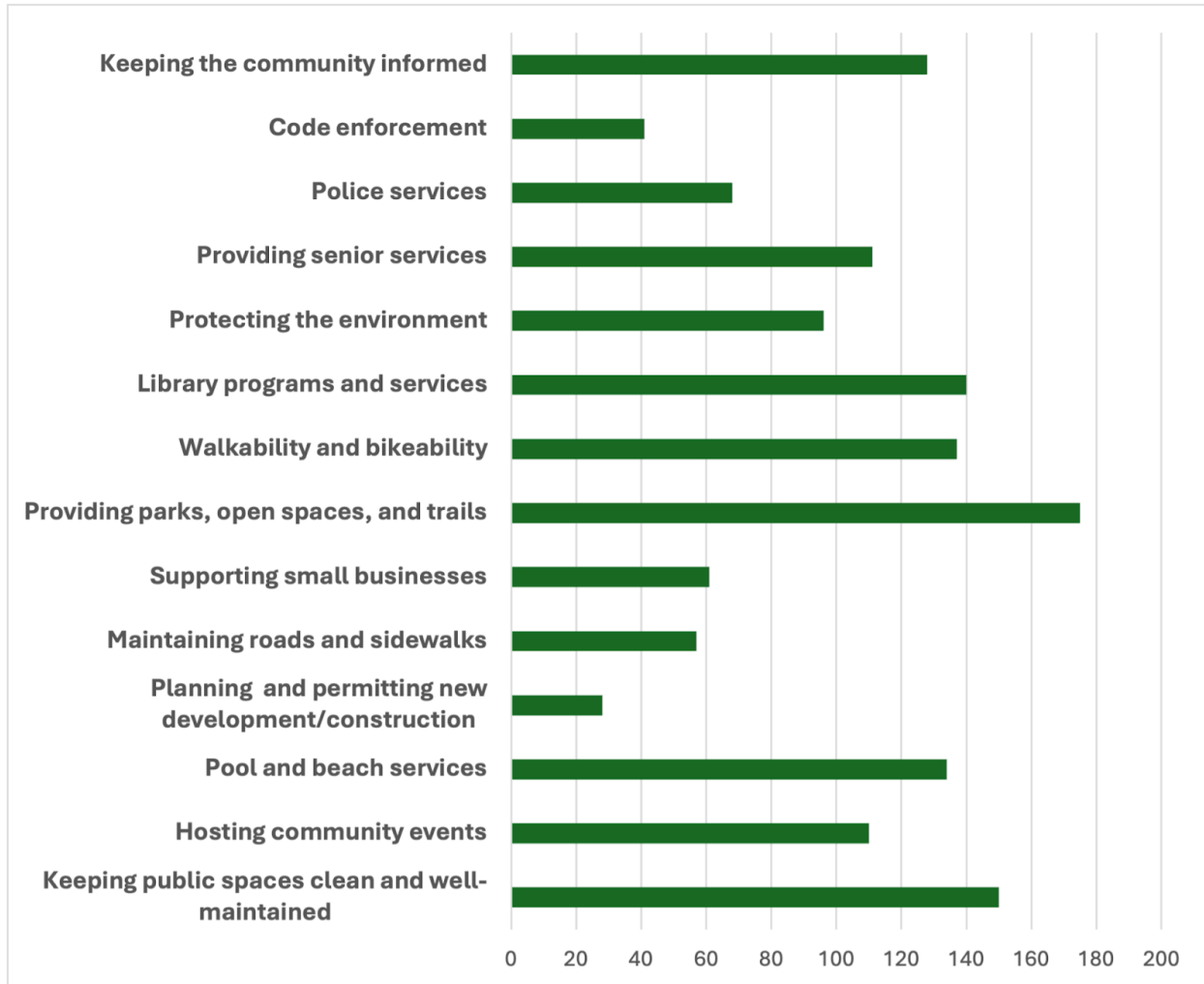
Environmental Concerns (~7-9%)

Responses indicated a desire to preserve natural spaces, maintaining cleanliness in public areas, burying power lines and maintaining beaches and bluffs.

Civic Engagement (~6-8%)

The survey showed a call for improved transparency and communication from the city, with the ability for more active involvement in the decision-making process and greater responsiveness by the city to resident inquiries.

Question #4: What aspects of the City's work are most effective or successful?



Focal Points:

- **Recreation and outdoor environments are major strengths:** There is a strong sentiment that the City excels at maintaining public spaces, providing ample parks and supporting walkability/bikeability initiatives. The City's work in creating enjoyable, accessible outdoor environments is considered very successful.
- **Community engagement and services are appreciated:** The efforts in community engagement, activities and services for specific groups (like seniors) are rated highly. This includes library programs and senior services, suggesting that residents see value in both social programs and services that promote community involvement.

Question #5: Are there any City services or programs that you think should be lower priorities right now?

Top Response Categories:

- **Community events and non-profits** (12 responses): Some respondents expressed that an overabundance of free community events, which may inadvertently hurt local businesses, should be scaled back.
- **Senior services** (12 responses): Some responses indicated a sentiment that seniors seem to be prioritized over services for other demographic groups, such as families and youth.
- **New development and construction** (12 responses): Answers to the survey exposed a strong preference to halt or slow down new development (namely hotels, large commercial projects and extensive housing) as many feel this is putting pressure on infrastructure, resources, and the town's small-town character.
- **Recreational programs** (10 responses): Activities like pickleball courts, dog parks, and other recreational facilities are seen by some as lower priorities compared to core community needs like affordable housing, family support, and business development.
- **Public safety** (10 responses): Many responses expressed that the police budget is too high given the current low crime rate and suggested reducing police services or reevaluating their cost-effectiveness.

Question #6: What should the City prioritize over the next 3–5 years?

To evaluate the data collected from these responses, we created a scoring system for each ranking. The score was calculated by assigning a weighted value to each ranking (Rank 1 gets a score of 6 points, Rank 2 gets a score of 5 points, etc.). We then calculated the total score for each priority by multiplying the number of votes in each ranking by the respective score and summing the results.

Based on this point system, these were the priorities ranked from highest to lowest:

1. **Parks, open spaces, and trails** (510 points)
2. **Affordable housing** (479 points)
3. **Streets and sidewalk maintenance** (491 points)
4. **Police services** (450 points)
5. **Supporting local businesses** (292 points)
6. **Maintenance and cleanliness** (271 points)
7. **Homeless services** (231 points)
8. **Emergency preparedness** (222 points)
9. **Housing (general)** (199 points)
10. **Environmental sustainability** (198 points)
11. **Sea-level rise and beach erosion** (183 points)

12. **Senior services** (164 points)
13. **Library services** (172 points)
14. **Youth and family programs** (144 points)
15. **Community events and activities** (143 points)
16. **Community pool/aquatics** (121 points)

When asked “*Are there any other priorities not listed above that you'd like to share?*” the following were listed by multiple respondents:

- Pickleball courts
- Maintaining the small-town feel
- Public safety, specifically around school safety
- Traffic and parking solutions, including better public transportation and bike lanes

When asking for additional details for the priority ranking and selection, many respondents opted to provide further insight and thoughts. Here are the key takeaways:

Affordable Housing (55 responses): There is concern about the lack of affordable housing, especially for working families and low-income residents. Many expressed fear of becoming a town for tourists and retirees, rather than a community for working families.

Infrastructure and Safety (42 responses): Road maintenance, sidewalks, and general infrastructure were recurring concerns.

Public Services and Vulnerable Populations (28 responses): Respondents stressed the need for more services for vulnerable populations, including the homeless, senior citizens, and low-income families. Affordable childcare, senior services, and support for small businesses are also high priorities.

Family Focus (22 responses): There was a pattern of responses that expressed a desire for the need to keep the town a place for families, particularly working-class families with children.

Emergency Preparedness and Public Health (19 responses): The threat of natural disasters was a common concern. Responses indicated a desire for robust emergency preparedness plans, better access to shelters and public safety programs to ensure that the community is ready for emergencies.

Balancing Development (17 responses): Several responses reflected concern about state housing mandates that might increase high-density housing developments.

There's a desire for thoughtful, community-driven planning to prevent overdevelopment as well as a protective sentiment around Carpinteria's small-town charm.

Support for Local Businesses (15 responses): Many responses emphasized the importance of supporting local businesses, streamlining permitting processes, and incentivizing business owners to invest in the town.

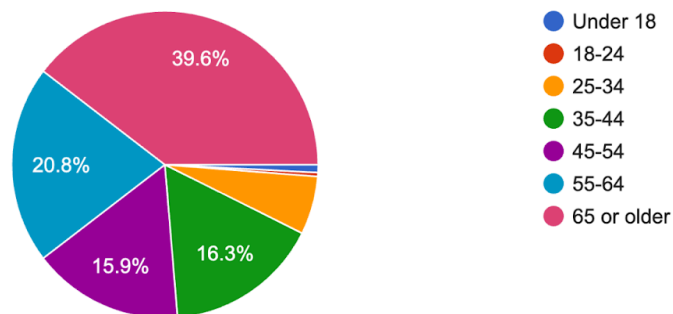
Protecting the Environment (12 responses): Several comments mentioned preserving open spaces, particularly on the Bluffs, and ensuring that any new development doesn't harm the environment or the town's natural beauty.

Demographics

Below is information regarding the demographics of respondents. Respondents had the option of whether or not to include demographic information, therefore the following information is not representative of all respondents.

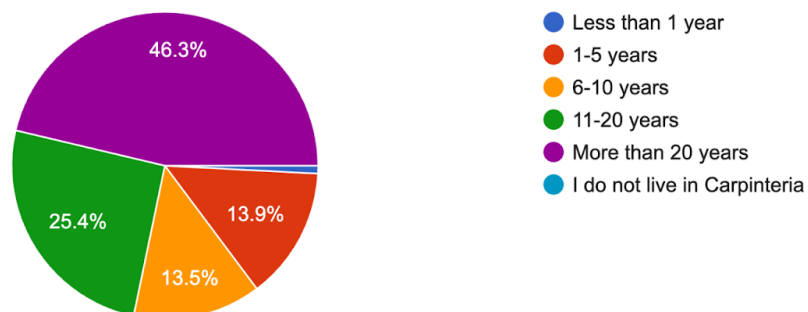
What is your age?

245 responses



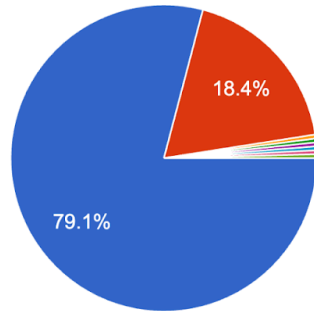
How long have you lived in Carpinteria?

244 responses



Do you own or rent your home?

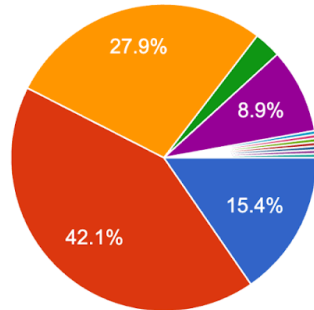
244 responses



- Own
- Rent
- Own and lease - mobile home owner/ renter
- My parents own and I live with them. Trying to find something to rent/buy ha...
- Family generational home
- Live with Mother.
- Mobile home owner
-

Which of the following best describes your household?

247 responses

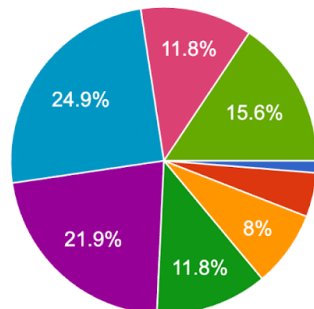


- Single-person household
- Couple with no children
- Couple with children
- Single-parent household
- Multigenerational household
- Couple with grown children who live in...
- Beach-side tree house.
- retired couple - children have grown u...

▲ 1/2 ▼

What is your household income?

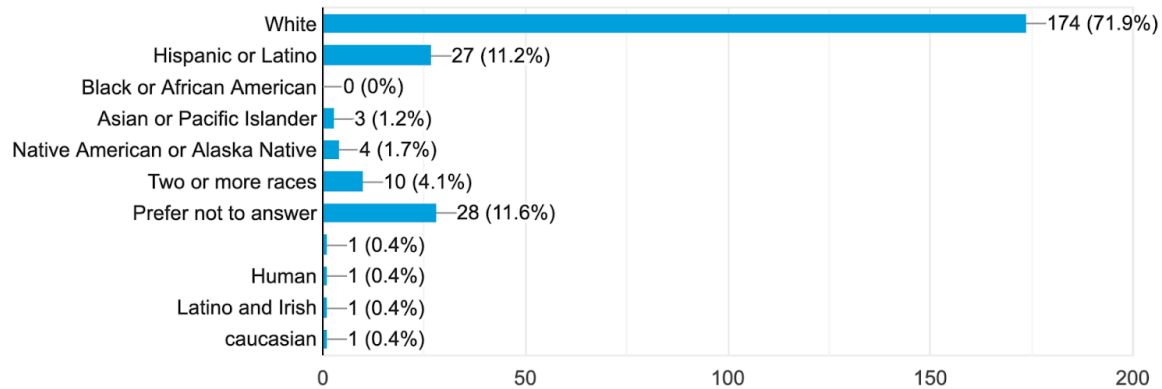
237 responses



- Less than \$25,000
- \$25,000-\$49,999
- \$50,000-\$74,999
- \$75,000-\$99,999
- \$100,000-\$149,999
- \$150,000-\$249,999
- \$250,000 or more
- Prefer not to answer

Which race or ethnicity best describes you? (Select all that apply)

242 responses



Vision, Mission, Values

The Vision, Mission and Values (VMV) statements are key components of the strategic planning process. They act as guideposts, ensuring that all efforts, including strategic planning, remain aligned with the City's long-term vision and mission. This alignment helps establish measurable, impactful objectives that reflect the City's values and drive progress toward its desired future.

As part of this year's strategic planning process, Tripepi Smith led the review and update of the City's Vision, Mission, and Values (VMV). Through one-on-one conversations with City council members, Tripepi Smith gathered feedback from each council member on Carpinteria's existing Vision and Mission statements. Based on this feedback, they developed refined Vision and Mission statements along with proposed Values statements, which were presented during the on-site City Council retreat for discussion.

Incorporating Council feedback, Tripepi Smith has documented the latest version of the VMV below. These statements are not yet approved or adopted, as finalization will require further input and discussion with City staff.

Vision

Our community envisions a future that balances the needs of our residents, business owners and visitors while embracing the unique geography that frames our lives, from the rugged mountains to the natural, scenic beaches. Surrounded by rich agricultural lands and a rural heritage, we honor our history and are committed to preserving our natural resources, open spaces, and public amenities, ensuring they remain accessible, safe, and protected for future generations. As a family-oriented, easy-going and diverse

community, we take pride in our strong sense of connection, active lifestyle, and shared spirit of volunteerism, striving to maintain the charm and character that make our small beachside town truly special.

Mission

Our mission is to preserve the essential character of our small beach town by fostering fiscal sustainability, protecting our multi-generational residential neighborhoods and safeguarding the unique natural and visual resources that define us. We aim to enhance cultural and recreational opportunities, support a thriving local economy, and create spaces and events that bring our community together. By honoring our past and embracing our future, we ensure Carpinteria remains a welcoming home for all.

Values

Value	Description
Equity and Belonging	We are committed to fairness and inclusivity, fostering a sense of connection where everyone feels welcome, valued and at home.
Community Interest	Every decision is guided by the best interest of our residents and the long-term well-being of our town.
Cultural Diversity	We celebrate and embrace the diverse backgrounds and traditions that enrich our town.
Sustainability	We actively protect our natural resources, prioritize eco-friendly practices, and plan for a resilient future.
Partnerships	We believe in the power of partnerships to create family-friendly events that foster a sense of belonging, promote arts and culture by celebrating creativity and cultural enrichment, and build a community of doers, united in action to turn our collective vision into reality.
Safety	We are dedicated to ensuring the safety of our community, creating an environment where everyone can thrive with peace of mind and sense of security.

During the retreat, the City Council provided additional to City staff in regard to refining the values, which include:

1. Differentiate between operational values and others.
2. Consider the committee's description of sustainability and update accordingly.

City Council Goals

Goals	Priorities
Enhance Public Outreach, Education and Transparency	Strengthen communication and engagement tools, with an emphasis on reaching youth, seniors and the Spanish-speaking community
	Provide staff support and resources for City Council-led community outreach initiatives
	Enhance partnerships with community organizations
Maintain a Small Beachside Town	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
	Provide essential support services⁵
	Support local businesses⁶
Enhance Quality of Life for Residents	Maintain and improve high-priority public infrastructure
	Enhance existing and explore new recreational and community engagement opportunities
	Improve pedestrian, bicycle & ADA accessibility while enhancing mobility options for all residents
	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
	Evaluate and develop options for public safety contract negotiations⁷
Maintain the Fiscal	

⁵ Removed; services incorporated into other goals or will be considered as part of the next budget cycle.

⁶ Moved to Enhance Quality of Life for Residents.

⁷ To be addressed during next strategic planning process, given timeline of contract with the County.

**Sustainability of
the City**

Explore ways to enhance and diversify revenue streams

Ensure efficient operations of the City

Drive cost recovery through targeted initiatives

Exhibit A – Community Survey



City of Carpinteria Strategic Planning

Prepared by  TRIPEPI SMITH
—TALENT SOLUTIONS—

Community Survey

What do you think the City is doing well? What would you improve if you could? Your City leaders want to hear from you!

In the coming months, the Carpinteria City Council will develop a strategic plan outlining goals and priorities for the next two years. This plan will guide many important decisions, including how your tax dollars are spent in your community.

Make your voice heard! Rising costs, increased expectations, and limited resources mean the City faces tough funding decisions and tradeoffs. What should the City prioritize? Let us know which programs, services, spaces, and issues you feel the City should focus on over the next two years.

How to share your thoughts:

- Fill out this online community survey.
- Attend a community meeting. *Dinner and childcare will be provided.*

Community Meeting Schedule

Please participate to help shape the future of Carpinteria!

- **(English)** Wednesday, December 4, 6:30-8pm @ Carpinteria Children's Project Auditorium (5201 8th Street, Carpinteria, CA 93013)
- **(Spanish)** Thursday, December 5, 6:30-8pm @ Carpinteria Children's Project Auditorium (5201 8th Street, Carpinteria, CA 93013)
- **(Bilingual)** Wednesday, December 11, 6:30-8pm via ZOOM
(<https://us02web.zoom.us/j/89991116311?pwd=Ety7b4eOVMva9YoBFaigKqPTeoi4bm.1>)

Question #1 - What do you think the City is doing well?

Your answer

Question #2 - What are some things you enjoy about living in Carpinteria? (*Choose all that apply or add your own ideas below*)

- ☐ Parks, open spaces, and trails
- ☐ Small-town
- ☐ Community events and activities
- ☐ Local shops and businesses
- ☐ Safety and security
- ☐ Family-friendly
- ☐ Bike and walking paths
- ☐ Outdoor dining

Other:

Your answer

Question #3 - What could the City improve to better meet your needs or those of your family?

Your answer

Question #4 - What aspects of the City's work are most effective or successful?

(Choose all that apply or add your own ideas below)

- ☐ Keeping public spaces clean and well-maintained
- ☐ Hosting community events
- ☐ Pool and beach services (e.g., community pool, youth & adult aquatics programs, beach lifeguard services)
- ☐ Planning and permitting new development/construction
- ☐ Maintaining roads and sidewalks
- ☐ Supporting small businesses
- ☐ Providing parks, open space, and trails
- ☐ Walkability and bikeability (i.e., providing safe bike and walking paths)
- ☐ Library programs and services
- ☐ Protecting the environment (e.g., reducing coastal erosion, waste diversion)
- ☐ Providing senior services (e.g., AgeWell programming)
- ☐ Police services
- ☐ Code enforcement (e.g., animal control, parking enforcement, zoning and building violations)
- ☐ Keeping the community informed (e.g., City Newsletter, press releases)

Other:

Your answer

Question #5 - Are there any City services or programs that you think should be lower priorities right now?

Your answer

Question #6 - What should the City prioritize over the next 3–5 years? (Select at least one priority. You can rank up to six priorities in order of importance.)

[illegible]

Are there any other priorities not listed above that you'd like to share? (If so, please include their ranking from 1 to 6)

Your answer

Please provide additional details about the priorities you selected. For example, if you selected "Housing (general)", what specific housing-related matters are of greatest interest to you and why?

Your answer

ABOUT YOU

The following questions help us understand the needs of all residents and ensure City services are equitable and accessible. Your answers are anonymous and optional.

What is your age?

Choose

How long have you lived in Carpinteria?

Choose

Do you own or rent your home?

☐ Own

☐ Rent

☐ Other:

Which of the following best describes your household?

- ☐ Single-person household
- ☐ Couple with no children
- ☐ Couple with children
- ☐ Single-parent household
- ☐ Multigenerational household
- ☐ Other: _____

What is your household income?

Choose ▼

Which race or ethnicity best describes you? *(Select all that apply)*

- ☐ White
- ☐ Hispanic or Latino
- ☐ Black or African American
- ☐ Asian or Pacific Islander
- ☐ Native American or Alaska Native
- ☐ Two or more races
- ☐ Prefer not to answer
- ☐ Other: _____

How do you prefer to receive updates from the City? *(Select all that apply)*

☐ Social media (e.g., Facebook, Instagram)

☐ Email newsletters

☐ City website

☐ Local newspapers

☐ Flyers or posters

☐ Other: _____

For more information on the City's strategic planning process, visit

<https://carpinteriaca.gov/strategicplan>

Submit

Clear form

Exhibit B – Community Workshop Deck



**Strategic Planning
Community Workshop**

Wednesday, December 4, 2024

 **TRIPLEPI SMITH**
marketing • technology • public affairs

Agenda for Today

Wednesday, December 4 | 6:30 PM – 8:00 PM

Welcome & Introductions

Overview of the Strategic Planning Process

Review of Current Goals

Community Priorities Discussion

Next Steps

Housekeeping & Reminders

1. Restrooms
2. Please be respectful of those speaking.
Engagement works best when we allow everyone to share their thoughts and feedback.
3. We will be documenting and sharing all feedback shared today with City Council.



Introductions

Please share:




1. Your name
2. How long you've lived in Carpinteria
3. Your favorite thing about living in Carpinteria




Strategic Planning Overview

What is Strategic Planning?



A process where the City Council sets goals and priorities that direct energy and resources to best serve all Carpinterians while maintaining alignment with community values

Community Input



The City Council would like **YOUR** input to ensure goals reflect community needs, values, and priorities.

All community input today will be documented and presented to City Council for consideration.

Strategic Planning Process

Strategic Planning Process	Timeline
Community Survey	November 25 – January 10
Community Workshop #1 (English)	Wednesday, December 4
Community Workshop #2 (Spanish)	Thursday, December 5
Community Workshop #3 (Bilingual, via Zoom)	Wednesday, December 11
1-on-1 Meetings with City Council	December
Strategic Planning Workshop with City Council	Saturday, January 18
Meeting with Staff to Develop Strategic Goals and Objectives	January/February
City Council Meeting to Adopt Strategic Plan	February/March



Current Goals: FY 2024-25

In February 2024, the City Council adopted the FY 2024-25 Strategic Plan, which outlines five goals and their associated objectives. The objectives were set at the staff level and approved as part of the budget adoption along with performance measures.

FY 2024-25 Goals

Enhance Public Outreach Education and Transparency

Accommodate City Growth while Maintaining a Small Beachside Town

Take Steps to Address the Fiscal Sustainability of the City

Strengthen Community Institution Collaboration

Invest in High Performance Team at City Hall



Discussion

Discussion Questions



**What services do you believe
the City does well?**

Discussion Questions



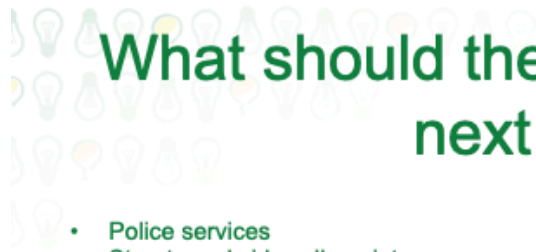
**What could the City improve
to better meet your needs or
those of your family?**

Discussion Questions



Are there any City services or programs that you think should be lower priorities right now?

Discussion Questions



What should the City prioritize over the next 3–5 years?

- Police services
- Streets and sidewalk maintenance
- Parks, open spaces, and trails
- Library services
- Community pool/aquatics
- Senior services
- Housing (general)
- Affordable housing
- Youth and family programs
- Community events and activities
- Sea-level rise and beach erosion
- Homeless services (e.g., outreach, emergency shelters, permanent supportive housing)
- Maintenance and Cleanliness (e.g., landscaping, graffiti removal, street sweeping)
- Environmental sustainability
- Emergency preparedness (e.g., community training, emergency communication, preparation for extreme weather events)
- Supporting local business (e.g., streamlined City services, supporting tourism and events)

Next Steps

Strategic Planning Process	Timeline
Community Workshop #2 (Spanish)	Thurs, December 5
Community Workshop #3 (Bilingual, via Zoom)	Wed, December 11
Strategic Planning Workshop with City Council	Sat, January 18
City Council Meeting to Adopt Strategic Plan	February/March

Next Steps

Provide additional feedback by filling out the community survey.



English



Español

Next Steps

For additional information and to stay informed about the process, visit **CarpinteriaCA.gov/StrategicPlan**



Exhibit C – Strategic Planning Workshop Deck



Strategic Planning Retreat

Saturday, January 18, 2025



TRIEPEI SMITH
marketing • technology • public affairs

Agenda for Today

Saturday, January 18 8 AM – 5 PM	
8:00 AM	Welcome, Introductions & Background
8:30 AM	Norms, Values & Principles of Governance
10:00 AM	Break
10:15 AM	Strategic Plan <i>Background, Existing FY 24-25 Goals, Public Input, FY 25-27 City Council Goals</i>
1:00 PM	Lunch
1:30 PM	Vision, Mission and Values
4:45 PM	Wrap Up & Next Steps

** Times are approximate and subject to change*

Norms, Values and Principles of Governance

City Council Norms, Values and Principles of Governance



Norms

Norms are the shared expectations for behavior and interaction among council members and between the council and city staff. They establish guidelines for communication, decorum and decision-making processes.

Foster Balanced, Constructive and Solution-Oriented Discussions
Practice Leadership
Provide Direct Communication
Maintain Professionalism
Cultivate Kindness and Respect
Prioritize Communication with the Community

Norms

Foster Balanced, Constructive and Solution-Oriented Discussions

- Ensure all viewpoints are heard and considered, creating a balanced discussion that reflect the collective interest
- Maintain constructive dialogue and manage displays of frustration or dissatisfaction
- Stay solution-focused

Practice Leadership

- Mayor is primarily responsible for keeping discussions positive, but any Council member may intervene to remind the group to remain constructive and focused

Provide Direct Communication

- Communicate with clear, respectful directness

Norms

Maintain Professionalism

- Stick to policy, not personalities
- Practice active listening, solution-oriented dialogue, and adherence to shared goals

Cultivate Kindness and Respect

- Recognize kindness and politeness are important in fostering a collaborative work environment

Prioritize Communication with the Community

- Actively engage with the community through transparent, consistent, and frequent communication

Values

Values reflect the core beliefs and priorities that guide the council's actions and decision-making. They provide a moral and ethical compass, ensuring that decisions align with the community's aspirations and the city's mission. Where goals and priorities provide direction on what is to be done, values provide direction on how they should be done.

Clear Communication	Fairness and Equity
Accessibility	Stewardship and Intentional Growth
Accountability	Collaboration
Responsiveness	Respect and Open-Mindedness
Forward-Thinking	

Values

1. **Clear Communication:** Ensure all interactions, internally and externally, are transparent, direct, and easily understood.
2. **Accessibility:** Make decisions, policies, and information available and approachable to all members of the community.
3. **Accountability:** Actively seek and respond to community feedback to improve trust and engagement.
4. **Responsiveness:** Maintain transparency in actions and decisions, taking responsibility for outcomes.
5. **Forward-Thinking:** Balance immediate needs with long-term goals and plans, using data, public input, and historical context to inform decisions.

Values

6. **Fairness and Equity:** Make decisions that are just, inclusive, and in the best interest of the entire community and its future.
7. **Stewardship and Intentional Growth:** Protect natural resources and ensure growth is aligned with the city's strategic and general plans.
8. **Collaboration:** Work together as a Council, with staff, and with the community to achieve shared goals.
9. **Respect and Open-Mindedness:** Treat all perspectives with respect and remain open to new ideas until final discussions are concluded.

Principles of Governance

Principles of Governance define the overarching roles and responsibilities that shape how the council conducts its business and engages with the public. These principles help maintain accountability, transparency, and effectiveness in governance, ensuring decisions are made effectively and in the best interests of the community.

Council Responsibility

Staff Responsibility

Council-Advisory Body Relations

Community-Wide Governance

Principles of Governance

Council Responsibility

- Trust City staff as subject matter experts who provide valuable, good-faith information.
- Ensure decisions are made with all necessary facts; defer items if more information is needed.
- Communicate the City's objectives and goals clearly to constituents and ensure community input reaches staff.
- Be mindful of City resources and ensure decisions align with long-term plans and goals.
- Research, ask questions, and stay engaged through regular meetings with the City Manager.
- Recognize and appreciate staff and community contributions.

Principles of Governance

Staff Responsibility

- Understand that Council members may not have expertise on all issues and exercise patience while providing necessary context.
- Research and present unbiased information, aligning recommendations with the city's long-term goals and priorities.
- Provide clear, actionable options for Council decisions.
- Maintain professionalism and respect.
- Be available and follow up on questions.

Principles of Governance

Council-Advisory Body Relations

- Advisory bodies should focus on providing clear, realistic recommendations that align with Council goals, the City budget, and long-term plans.
- Advisory bodies should provide Council with regular updates.
- Advisory bodies must operate respectfully, leave personal tastes aside, and focus on actionable recommendations.

Principles of Governance

Community-Wide Governance

- Make decisions based on what is best for the entire City while considering district-specific concerns to ensure inclusivity.
- Maintain transparency and articulate the rationale behind decisions.
- Engage the community by actively seeking input and ensuring all voices are heard, not just vocal minorities.
- Use data, financial information, and historical context to inform decisions and policies.
- Promote collaboration, clarity, and respect across all community interactions, emphasizing the long-term vision for the city.

BREAK

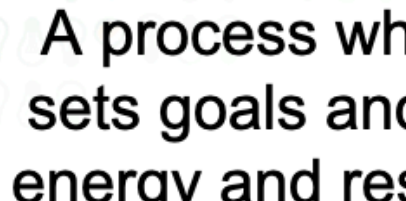


Strategic Planning




Background

What is strategic planning?



A process where the City Council sets goals and priorities that direct energy and resources to best serve all Carpinterians while maintaining alignment with community values.

Terminology



Vision	What is Carpinteria's overarching aspiration for the City? What does Carpinteria hope to achieve or become in the long-term? Think 30+ years out.
Mission	What is Carpinteria focusing on now to achieve the vision?
Values	What are the fundamental principles that represent how the City conducts itself and what it stands for?
City Council Goals	How will Carpinteria deliver on the mission?
Priorities	What are the focus areas?

Strategic Planning Process

Strategic Planning Process	Timeline
Community Survey	November 25 – January 10
Community Workshop #1 (English)	Wednesday, December 4
Community Workshop #2 (Spanish)	Thursday, December 5
Community Workshop #3 (Bilingual, via Zoom)	Wednesday, December 11
1-on-1 Meetings with City Council	December
Strategic Planning Retreat with City Council	Saturday, January 18
Meeting with Staff to Develop Strategic Goals and Objectives	January/February
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City Council Goals

Existing FY 2024-25 Goals

In February 2024, the City Council adopted the FY 2024-25 Strategic Plan, which outlines five goals and their associated objectives. The objectives were set at the staff level and approved as part of the budget adoption along with performance measures.

Existing FY 2024-25 Goals

Enhance Public Outreach Education and Transparency

Accommodate City Growth while Maintaining a Small Beachside Town

Take Steps to Address the Fiscal Sustainability of the City

Strengthen Community Institution Collaboration

Invest in High Performance Team at City Hall

Community Feedback Summary

Community Survey

- Survey was open November 25 – January 10
- 248 responses in English
- 2 responses in Spanish



Encuesta Comunitaria

¿Qué valor le da a su voz en la Ciudad? ¿Qué impacto le causa el desarrollo de la ciudad en su vida? ¿Qué impacto le causa el desarrollo de la ciudad en su vida?

En las próximas semanas, el Consejo Municipal de Carpinteria (Carpinteria City Council) se reunirá para discutir y tomar decisiones sobre el futuro de la ciudad. Su voz es importante y queremos escucharla.

¿Qué debería hacer la Ciudad? ¿Qué debería hacer la Ciudad? ¿Qué debería hacer la Ciudad?

¿Qué debería hacer la Ciudad? ¿Qué debería hacer la Ciudad? ¿Qué debería hacer la Ciudad?

Encuesta Comunitaria

What do you think the City is doing well? What would you improve if you could? Your City leaders want to hear from you!

In the coming months, the Carpinteria City Council will develop a strategic plan outlining goals and priorities for the next five years. This plan will guide many important decisions, including how your tax dollars are spent in your community.

Make your voice heard! Having costs, increased expectations, and limited resources mean the City faces tough funding decisions and tradeoffs. What should the City prioritize? Let us know about programs, services, options, and issues you feel the City should focus on over the next five years.

How to share your thoughts:

- Fill out this online community survey
- Attend a community meeting. (Time and locations will be provided)

Community Meeting Schedule

Please participate to help shape the future of Carpinteria:

- **Monday** Wednesday, December 4, 6:30-8pm @ Carpinteria Community Project Auditorium (2001 4th Street, Carpinteria, CA 93015)
- **Monday** Thursday, December 5, 6:30-8pm @ Carpinteria Community Project Auditorium (2001 4th Street, Carpinteria, CA 93015)
- **Monday** Wednesday, December 11, 6:30-8pm @ 2001 4th Street, Carpinteria, CA 93015

Encuesta #1 - ¿Qué valor le da a su voz en la Ciudad?

Your answer

Encuesta #1 - What do you think the City is doing well?

Your answer

Community Workshops

- **English In-Person Workshop:** Wednesday, December 4 (29 participants)
- **Spanish In-Person Workshop:** Thursday, December 5 (22 participants)
- **Bilingual Virtual Workshop:** Wednesday, December 11 (5 participants)

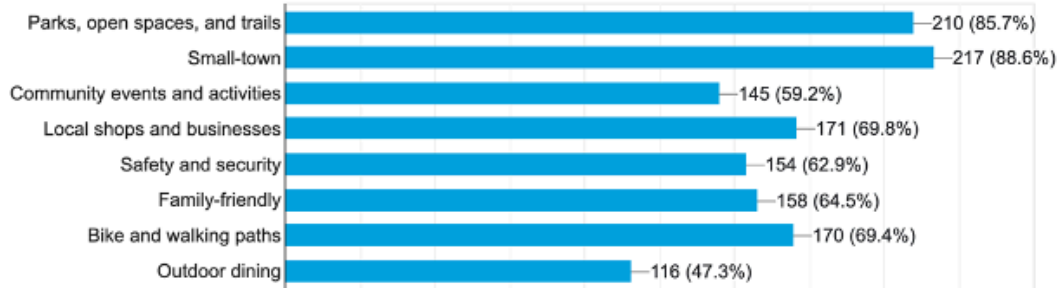


Community Workshop Themes

- Community outreach
- Communication with the Spanish-speaking community; use of radio ads
- Parks: field conditions, more public restrooms, lights after 6pm
- More lighting around the City
- Public safety contract
- Charter city exploration
- Pickleball
- Outreach and transparency on current developments
- Permanent senior space
- Activities and programs for younger families
- Affordable housing
- Healthcare after hours
- Emergency Preparedness
- Tourism/housing
- Seaside Shuttle

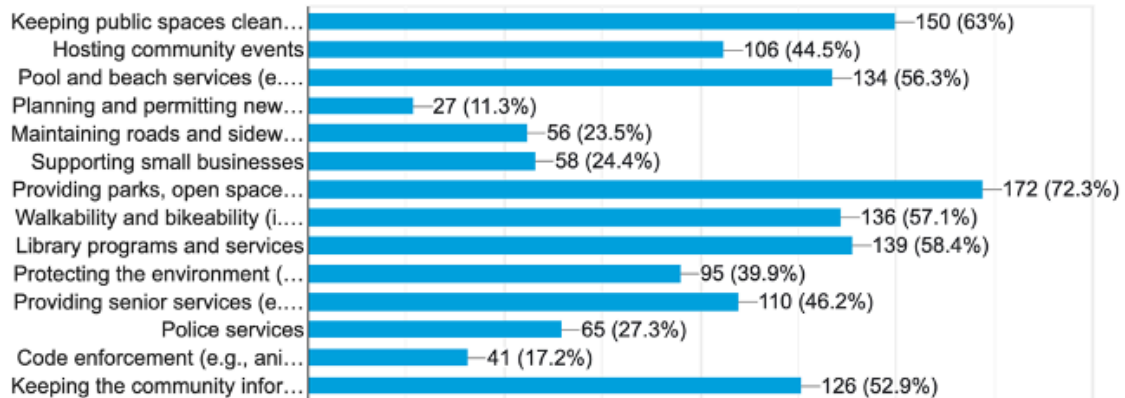
Community Survey Highlights

What are some things you enjoy about living in Carpinteria?



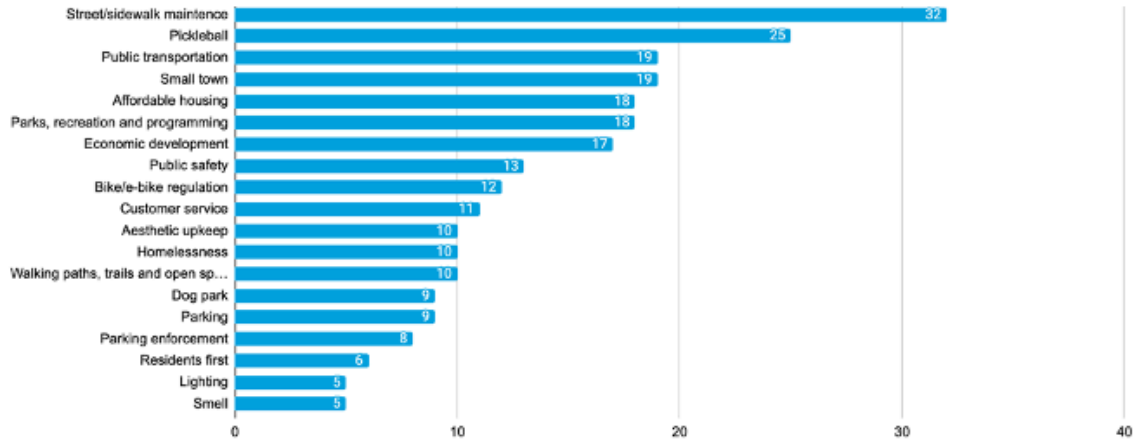
Community Survey Highlights

What aspects of the City's work are most effective or successful?



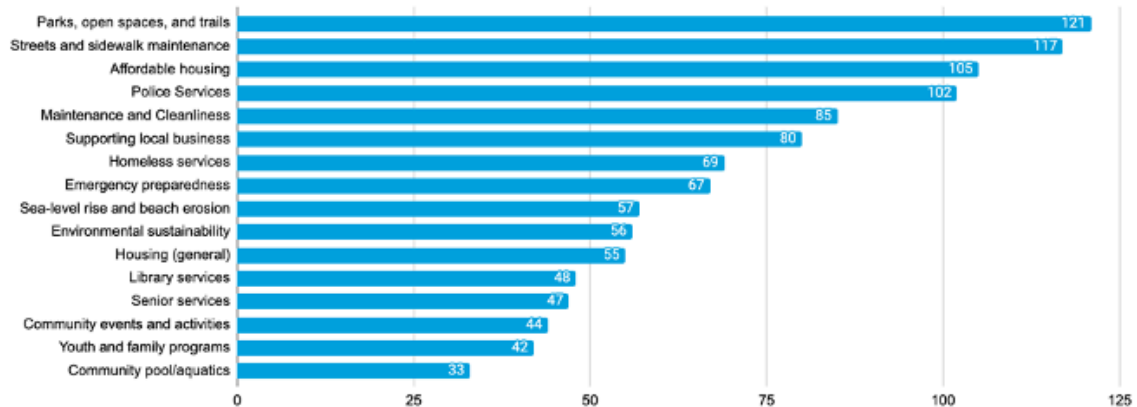
Community Survey Highlights

What could the City improve to better meet your needs or those of your family?



Community Survey Highlights

What should the City prioritize over the next 3–5 years?



Community Survey Highlights

What should the City prioritize over the next 3–5 years? (Additional mentions)

- Pickleball (20)
- Shuttle and public transportation (9)
- More parking/safe parking (7)
- School support/safety (6)
- Eliminate marijuana odor (5)
- Bike lanes/safety (5)
- Bluff preservation (3)
- Limit development (3)
- Dog park (3)
- Hotel (2)
- E-bikes/bike kiosks (2)
- Aesthetics (2)
- No e-bikes
- No hotel
- Vegan/organic restaurant
- Faster permitting
- Development standards
- Community policing
- CDD outreach
- Proper urban planning
- Improve/rezone downtown
- No herbicides, pesticides, rodenticides
- Better collaboration between staff and contractors
- Police and fire out in the community
- LGBTQ+ support
- Solar heating of pool
- Child care
- Repair street damage on Ash
- New development
- Rec courts
- Paid parking
- Downtown parking structure
- Speed cameras
- Reduce parking
- Downtown housing
- Managed growth
- Police affordability

Department Priorities Report



FY 25-27 Goals for Consideration

FY 25-27 Goals for Consideration



Enhance Public Outreach, Education and Transparency

Accommodate City Growth while Maintaining a Small Beachside Town

Strengthen Quality of Life for Residents

City Council Goal 1

Enhance Public Outreach, Education and Transparency

1. Improve outreach and communications with the Spanish-speaking community
 - a. *Improve relations with non-profits and organizations that are strongly connected to the Latino community*
 - b. *Continue investments in Spanish language resources*
2. Strengthen communication and engagement tools
 - a. *Assess current communication tools and methodologies*
 - b. *Track and report on engagement efforts*
 - c. *Create capacity to take on outreach and engagement goals*
 - d. *Enhance emergency preparedness communication*
3. Increase transparency and public understanding
 - a. *Speak to the community on budget, economics, and tradeoffs*
 - b. *Improve education and transparency related to development projects*

** Italicized bullets are example strategic goals*

City Council Goal 2

Accommodate City Growth while Maintaining a Small Beachside Town

1. Strengthen regional collaboration
 - a. *Address County development visions impacting the City's sphere of influence*
2. Advance and sustain comprehensive long-range planning initiatives
 - a. *Continue progress toward the adoption of a General Plan Update*
 - b. *Continue progress toward the completion of a Downtown Design Overlay*
 - c. *Complete the implementation of zoning to implement an adopted Housing Element*
3. Preserve neighborhood character and community livability
 - a. *Prioritize affordable housing*
 - b. *Address vacant housing*
 - c. *Implement an anti-displacement legislation package to preserve and improve rental housing inventory housing inventory and neighborhood quality of life.*
 - d. *Prioritize environmental sustainability and preservation in the context of small-town character and the City's niche tourism activity (Asset-Based Economic Development)*

** Italicized bullets are example strategic goals*

City Council Goal 2, cont.

Accommodate City Growth while Maintaining a Small Beachside Town

4. Address housing affordability and economic opportunity

- a. *Perform an economic development study to analyze tourism, low-wage jobs and housing availability and affordability*
- b. *Attract new businesses*
- c. *Evaluate new revenue sources to assist with funding local initiatives*
- d. *Revisit the structure of the business license tax*

5. Provide essential support services

- a. *Homeless services*

** Italicized bullets are example strategic goals*

City Council Goal 3

Strengthen Quality of Life for Residents

1. Maintain and improve public infrastructure

- a. *Maintain streets, sidewalks and public infrastructure*
- b. *Improve lighting throughout the City*
- c. *Improve maintenance of public restrooms*
- d. *Increase parking supply*

2. Expand recreational and community opportunities

- a. *Provide additional community events (live music, summer concerts, public market)*
- b. *Explore additional parks & recreation opportunities (pickleball, swimming, community center, senior center)*

3. Enhance accessibility and mobility

- a. *Assess and enhance public transportation opportunities (bike and walking paths, shuttle, non-vehicular beach access)*

** Italicized bullets are example strategic goals*

City Council Goal 3, cont.

Strengthen Quality of Life for Residents

4. Improve community standards and enforcement

- a. *Evaluate code compliance and application of codes*

5. Invest in City staff and organizational excellence

- a. *Invest in staff learning through conferences and other learning tools*
- b. *Build a high-performance culture that both yields efficient results and increases staff retention*
- c. *Sustain City Council's strong reputation for making Carpinteria a stable place to work and build community*
- d. *Add software tools to increase staff capability and productivity*
- e. *Improve customer service*

** Italicized bullets are example strategic goals*



LUNCH

Vision, Mission, Values

Terminology

Vision	What is Carpinteria's overarching aspiration for the City? What does Carpinteria hope to achieve or become in the long-term? Think 30+ years out.
Mission	What is Carpinteria focusing on now to achieve the vision?
Values	What are the fundamental principles that represent how the City conducts itself and what it stands for?
City Council Goals	How will Carpinteria deliver on the mission?
Priorities	What are the focus areas?

Existing Vision

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

Framed by the mountains and the Pacific Ocean beaches, Carpinteria's unusually mild climate provides a beautiful setting in which to live, to work and to play. It has safe and attractive commercial, agricultural and residential areas.

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

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

Updated Vision *(for discussion)*

Our community envisions a future that balances the needs of our residents, business owners and visitors while embracing the unique geography that frames our lives, from the rugged mountains to the pristine beaches. We are committed to preserving our natural resources, open spaces, and public amenities, ensuring they remain accessible, safe, and protected for future generations. Rooted in strong community pride, an active outdoor lifestyle, and a shared spirit of action, we strive to maintain the charm and spirit that make our beachside town truly special.

Existing Mission

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

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

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

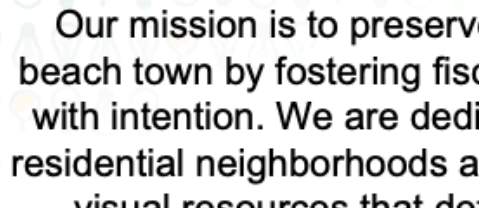
The diversity of the community shall be recognized and City government shall serve the interest of all residents, maintaining an atmosphere in which the residents feel the City has their best interests at heart at all times.

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

General Plan Mission *(for reference)*

The goal of the community is to preserve the essential character of our small beach town, its family-oriented residential neighborhoods, its unique visual and natural resources and its open, rural surroundings while enhancing recreational, cultural and economic opportunities for our citizens.

Updated Mission *(for discussion)*



Our mission is to preserve the essential character of our small beach town by fostering fiscal sustainability and supporting growth with intention. We are dedicated to protecting our family-oriented residential neighborhoods and safeguarding the unique natural and visual resources that define us. At the same time, we aim to enhance cultural and recreational opportunities, support a thriving local economy, and create spaces and events that bring our community together. By honoring our past and embracing our future, we ensure our town remains a welcoming home for all.

New Values *(for discussion)*

- 
1. **Equity** – We are committed to fairness and inclusivity, ensuring all voices are heard and valued.
 2. **Community Interest** – Every decision is guided by the best interest of our residents and the long-term well-being of our town.
 3. **Preserving Small-Town Charm** – We cherish and protect the unique character and warmth of our beachside community.
 4. **Cultural Diversity** – We celebrate and embrace the diverse backgrounds and traditions that enrich our town.
 5. **Support Local Businesses** – We champion our local businesses as the heart of our economy and community life.
 6. **Family-Friendly Events** – We create opportunities that bring families together and foster a strong sense of belonging.
 7. **Sustainability** – We actively protect our natural resources, prioritize eco-friendly practices, and plan for a resilient future.
 8. **Community of Doers** – We embody a spirit of action, working together to make our vision a reality.
 9. **Arts and Culture** – We value and promote creativity, expression, and opportunities for cultural enrichment.
 10. **Belonging** – We nurture a sense of connection, ensuring everyone feels welcome and at home.
 11. **Youth Opportunities** – We invest in programs and initiatives that empower and inspire the next generation.

Wrap Up & Next Steps

Next Steps

Next Steps	Timeline
City Staff and Tripepi Smith will meet to review the goals affirmed by the City Council and discuss priorities, objectives and metrics.	Late January / Early February
Tripepi Smith will assemble a report that includes goals, priorities, objectives and metrics.	February
City Council will review and consider adoption of a final report affirming goals, priorities, objectives and metrics.	February

