



The First Steps:

A 90 Day Action Plan for the Isla Vista Community Services District

Prepared by Director-elect Ethan Bertrand and Director-elect Spencer Brandt

*For the Isla Vista Community Services District Board of Directors, University of California, Santa Barbara, and
the Office of the Third District Supervisor, County of Santa Barbara*

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Foreword:

This past November, the people of Isla Vista approved the formation of the Isla Vista Community Services District (IVCSD), with over 87% of voters in favor. The election was the culmination of a 2^{1/2}-year effort, which included dozens of regularly scheduled community outreach meetings, and five town-halls, so as to establish a form of self-governance in Isla Vista to improve the then volatile atmosphere in the community, and provide a heightened level of service to the predominantly student-aged population. Voters, however, did not approve the Utility User Tax to provide the IVCSD with a dedicated revenue source. The measure garnered 61.22% of the vote, falling just short of the 2/3rds threshold required for passage.

As elected members of the inaugural Board of Directors, we are committed to the success of the District. We believe it's success will lead to a safer, more livable, and more sustainable community. During the public process to develop the district, UCSB expressed its support, as well as its commitment to provide the district with \$200,000 annually from 2017 to 2023 for mutually agreed upon services and projects. The UCSB Director of Capital Development's letter to Assemblymember Das Williams makes clear that this commitment is conditioned upon the passage of Assembly Bill 3, and the creation of the District by the voters of Isla Vista. In addition to the contribution from UCSB, we want to explore options for assistance from the County of Santa Barbara for the District's initial administrative needs. The future of the IVCSD is integral for the long-term stability of Isla Vista, and we look forward to discussing the assistance that will be needed to improve Isla Vista for residents, visitors, community institutions, and service providers alike.

We would like to affirm our desire to continue the partnerships that were forged during the AB 3 process. We see the continued involvement of the County and University in the Isla Vista community as integral to the continued improvement of the safety, well-being, and quality of life of the over 15,000 residents who live here. At this time, the IVCSD lacks the all-important dedicated revenue source to sustain its operation. We have prepared this action plan for our fellow Directors, the University of California, Santa Barbara, the Office of the Third District Supervisor, and our beloved community in hopes that we can collaborate on areas of shared priority.

Cordially,

Ethan Bertrand, Director-Elect

Elected to a 2-year term



Spencer Brandt, Director-Elect

Elected to a 4-year term



Our Vision

We envision an Isla Vista that embraces it's youthful, vibrant nature; one that is a safe, livable, and sustainable community for all residents to live.

Our Mission

The Isla Vista Community Services District will strive to represent the voices of all, to promote our common community values, and to provide efficient and effective services to ensure health, safety, and sustainability.



1. The First 90 Day Priorities:

These priorities have been influenced by our experience attending the weekly meetings of the Isla Vista Self Governance Initiative, and many discussions with interested residents. We consulted documents including the *IVCSD Plan of Service*, the *Isla Vista Governance Options Financial Analysis Study*, *A Call for Action: Report of the UC Santa Barbara Foundation Trustees' Advisory Committee on Isla Vista Strategies*, the *Isla Vista Master Plan*, the *UCSB Long Range Development Plan*, the *Isla Vista Safe Report to the People*, the *California Special District Association's Special District Formation Guide*, and many others in order to formulate a path forward for our community's burgeoning Community Services District. These are our goals for the first 90 Days.

1.1 Establish Formation Committee

In order for the District's work to commence in the most effective way possible, we believe that a committee to advise the Board on issues of formation should be convened to strategize for many of the administrative needs of a "startup" government agency. The Formation Committee should work on establishing the duties, responsibilities, and scope of assistance provided by the office of the Third District Supervisor's Office (see 1.3), obtaining legal representation, securing an insurance policy, and establishing the Municipal Advisory Council. Additionally, the Formation Committee should look into possibilities for leasing office space.

1.2 Obtain Legal Representation

In order for the Isla Vista Community Services District to effectively serve the constituents of the District, it will be important for the Board of Directors to obtain legal representation as soon as possible. Given the financial situation of the District, ideally, legal counsel should be in a pro-bono capacity. The Board of Directors should seek out qualified attorneys and firms who may be interested in taking on this important opportunity for public service.

1.3 Receive Administrative Assistance from the County of Santa Barbara

For the success of the IVCSD, it will be crucial that the Board of Directors acts expediently to enter into an agreement with the County of Santa Barbara to provide administrative support for the operation of the District. Over the past several years, the Third District Supervisor's Field Representative has maintained an active role within the community, and we would like the Field Representative assigned to Isla Vista to work closely with the Board of Directors in carrying out the administrative tasks of the District. Additionally, we will ask the County of Santa Barbara to provide technical assistance to notice, record, and facilitate initial Board meetings, and explore options for working with the Office of the Auditor-Controller to manage District financial assets. We are also interested in looking into possibilities for receiving support from the County to bring on a District Administrator who would be willing to serve the District at a minimal cost.

At the Board of Supervisors meeting on Tuesday, January 24th, Supervisor Das Williams highlighted the need for the County to provide assistance to the Isla Vista Community Services District. Supervisor Williams asserted that investing in the IVCSD will lower the overall cost of County services in Isla Vista over time (i.e. Sheriff's Office, Fire Services). Supervisor Williams also mentioned that the IVCSD should consider reaching out to retired local government officials who may be interested in assisting the District during this start up stage. On February 28th, the Board of Supervisors voted to appoint Robert Geis, the recently retired longtime Auditor-Controller.

1.4 Establish the Policy Manual Ad Hoc Committee to Draft a Policy Manual

It is important for the Board of Directors to act expediently to establish a Policy Manual Ad Hoc Committee, so as to draft the preliminary Isla Vista Community Services District Policy Manual. The committee will make policy recommendations and present them to the Board of Directors for approval. Moving quickly to establish a policy manual will help ensure that a strong procedural base is being built for the District immediately.

1.5 Pursue Future Funding Opportunities

Assembly Bill 3 states that the voters of the District must vote to approve a Utility User Tax (UUT) by January 1, 2023. If this funding is not approved by voters at that time, the District will be subject to dissolution. In order to ensure the long-term security and sustenance of the District, it is imperative for the Board of Directors to begin planning for the creation of a new tax measure from day one. The Board of Directors must actively consider ideas for timing and strategy for the next tax measure. We believe that the UUT should appear before voters during the June 2018 Primary election or the November 2018 General election. The Board of Directors must also design a public outreach process for creating the next tax measure. A thorough outreach process will be necessary, as the IVCSD is the result of what was a robust public process, and it will be important to build a broad base of community support for the Utility User Tax measure. The Board of Directors should also look into opportunities for receiving an allocation of existing tax revenue. Additionally, the Board of Directors will create ad hoc committees for specific opportunities to apply for grants, and conduct fundraising efforts.

As a point of context, the Isla Vista Recreation and Park District did not receive tax revenue until two years into its existence. Early financial assistance was provided to the IVRPD from the UC Regents, US Department of Housing and Urban Development, and the County of Santa Barbara.

1.6 Establish Public Service Internship Program Committee

As our future leaders, it is important that UCSB students are given the opportunity to gain practical experience in public service. Each year, many UCSB students travel hundreds of miles to the UC Washington Center (UCDC) and the UC Center Sacramento (UCCS) to complete internships that provide them with experience in various kinds of public service. We want to provide UCSB students a similar opportunity that's right in their own backyard. In conjunction with the UCSB Political Science Department and the Office of the Special Assistant for Isla Vista Affairs, the IVCSD's Public Service Internship program will allow participating students the chance to receive first-hand experience working with local leaders to provide much needed services to Isla Vista residents, and provide the District with a staff capable of carrying out its operations.

1.7 Acquire Office Space, Equipment, and Technology

To provide for the working needs of a staff of interns and house copies of district records, it will be important for the District to acquire office space in Isla Vista, as well as the equipment that is necessary for its operation. A possible location for the District office is the County of Santa Barbara's building, located at 970 Embarcadero del Mar. The office will need furniture, computers, a phone, a printer/copy machine, filing cabinets, an internet connection, and more. It is important for members of the public to have access to a District office to submit requests, contact staff, and receive information.

1.8 Form a Municipal Advisory Council

The Isla Vista Community Services District has the ability to fund the operations of a Municipal Advisory Council (MAC), with the approval of the Santa Barbara County Board of Supervisors. MACs are formal bodies that can advise county government on a broad range of issues in the community. Moreover, forming a MAC will provide for coordination between stakeholders and residents, and better focus the services that county government provides. The MAC will also allow the IVCSD to fulfill its potential, by allowing it's members to speak on and hear public comment regarding all issues affecting the quality of life in Isla Vista, not just issues that fall under the IVCSD's subject jurisdiction matter. The MAC component is vital for establishing the IVCSD as a legitimate representative body of the community.

Over the past few years, there have been several instances in which Isla Vistans would have benefitted from the representation of a Municipal Advisory Council. These instances range from the County's deliberations over funding for an Isla Vista Community Resource Deputy (CRD), securing and funding a community center, the updates to the Isla Vista Master Plan, and the proposed changes to the noise ordinance. Given Isla Vista's situation as the most densely populated area of the County, represented by a Supervisor from the most geographically and politically diverse district, it is important for the elected representatives of Isla Vista to have an official role in advising

the County on important community issues. Historically, a Municipal Advisory Council has played a powerful role in our community. Founded in the 1970s, the actions of the Isla Vista Community Council led to the formation of the Isla Vista Recreation and Park District and the opening of the Isla Vista Food Co-op, two long lasting community institutions.

1.9 Develop Expanded Community Policing Program

Isla Vista has become a much safer place to live over the past two and a half years. Much progress has been made since Deltopia weekend in 2014 in the areas of community-police trust, rates of violent and nonviolent crime, and the management and policing of unsanctioned events. Outreach events such as ‘Pizza with Police’ and ‘Coffee with a Cop,’ organized by students to help to build bridges with law enforcement have enjoyed high turnout, and spawned valuable dialogue about public safety issues. The 2016 *Isla Vista Safe Report to the People* chronicles the falling rates of violent and nonviolent crime. During the past Fall quarter, The Associated Students ‘UCIV’ volunteer program became a weekly fixture in the community, and was recognized by the Department of Justice’s Community Oriented Policing Office as a model for community policing. Perhaps most incredibly, this past October, Halloween drew not even the semblance of a crowd. Many students opted to attend events designed as alternatives to the party culture.

Public safety must remain a top priority in Isla Vista. Drug and alcohol abuse, theft, and sexual violence remain prevalent issues in our community. Many students still don’t feel safe while walking home at night. We are committed to a harm reduction approach to solving our community’s public safety issues, and look forward to building upon the success of the past few years.

1.10 Identify the District’s Role in the Operation of the Isla Vista Community Center

Isla Vistans have been asking for a public space at which the community can gather to host events and enjoy programming for many years. Upon the opening of the Isla Vista Community Center in the Spring/Summer of 2017, the IVCSA should contribute staff time through the service of Public Service Interns (see 1.6) for certain programming needs of the Community Center. In order to create a safe and livable environment in Isla Vista, the UCSB Foundation’s *A Call to Action* report supports the establishment of an Isla Vista community center with programming that serves all residents. We too believe that an Isla Vista community center is important for enriching the quality of life for all residents, expanding alternative programming options, and continuing student-lead culture change. The Board should act in coordination with agencies such as the County of Santa Barbara’s General Services Department and the Isla Vista Recreation and Park District (IVRPD). Additionally, it should be mentioned that the both of us have been active in the community discussions surrounding the Isla Vista Community Center, and plan on assisting in the fundraising efforts for the IVCC capital campaign. Recently the County General Services Department applied for a Housing Related Parks Program grant from the California Department of Housing and

Community Development that could bring up to \$1.1 million into the project for physical improvements.

1.11 Fund Graffiti Abatement Program

Keeping the aesthetics of Isla Vista clean is important for creating a livable environment for all residents. The Trustees' report calls for improvements to be made to the physical environment of Isla Vista as a means for improving the overall safety and security of the community. We believe that the IVCSD would positively influence the community by funding this program. It is currently funded by compiling unsecured funds, and is administered by the IVRPD.

2. Timeline for the First 90 Days

MEETING WEEK

March 7, 2017

Week 1:

- BoD accepts the Santa Barbara County Board of Supervisors' appointment to the Board.
- BoD accpets the University of California, Santa Barbara's appointment to the Board.
- BoD nominates and appoints one of the Directors to serve as President of the Board.
- BoD nominates and appoints one of the Directors to serve as Vice-President of the Board.
- BoD creates the Formation Committee to advise the Board during the first 90 days of the District's existence, and appoints up to three Directors to serve on the committee.
- BoD discusses the obtainment of legal representation and the need for insurance and directs the Formation Committee to explore potential actions in this area.
- BoD discusses options for entering into a staffing agreement with the office of the Third District Supervisor, and directs the Formation Committee to explore potential actions in this area.
- BoD creates the Policy Manual Ad Hoc Committee, and tasks it with drafting a preliminary policy manual.
- BoD discusses future funding options, including grant funding, donations, and a Utility User Tax.
- BoD votes to create the Internship Committee, and appoints up to three Directors to serve on the committee.

March 13, 2017

Week 2:

- Formation Committee meets, discusses administrative needs, such as office space, office supplies, legal representation, and liability coverage, as well as the operation and a Municipal Advisory Council.
- Policy Manual Ad Hoc Committee meets to begin drafting the preliminary IVCS D Policy Manual.
- The Internship Committee meets with the Chancellor's Special Assistant for Isla Vista Affairs and representatives from the Department of Political Science to begin developing the

MEETING WEEK

March 21, 2017

program and a Memorandum of Understanding.

Week 3

- BoD hears a report from the Formation Committee and discusses District administration, insurance, office space, and legal counsel.
- BoD hears a report from the Policy Manual Ad Hoc Committee on their progress in drafting the preliminary policy manual.
- BoD hears a report from the Internship Committee.
- BoD discusses potential role of the IVCS D in the operation of the Isla Vista Community Center.
- BoD discusses options for contracting for additional police protection services.
- BoD discusses future funding options, including grant funding and a Utility User Tax.
- BoD discusses future funding options, including grant funding and a Utility User Tax.

March 28, 2017

Week 4 (UCSB/SBCC Spring Break)

- Formation Committee meets, continues to discuss the administrative needs of the District.
- Internship Committee meets, continues to develop program and Memorandum of Understanding.
- Policy Manual Ad Hoc Committee meets to review the first draft of the preliminary IVCS D policy manual.

MEETING WEEK

April 4, 2017

Week 5

- BoD hears a report from the Formation Committee in regard to insurance, legal counsel, office space, and the Municipal Advisory Council.
- BoD passes a resolution of intent to fund and operate a Municipal Advisory Council.
- BoD discusses future funding options, including grant funding and a Utility User Tax.
- BoD votes to enter into Memorandum of Understanding with the University of California, Santa Barbara for the internship program.
- BoD continues to discuss options for contracting for additional police protection services.

April 11, 2017

- BoD discusses future funding options, including grant funding and a Utility User Tax.
- BoD continues to discuss the role of the IVCSD in the operation of the Isla Vista Community Center.
- BoD hears a report from the Policy Manual Ad Hoc Committee.

Week 6

- Formation Committee meets, continues to discuss the administrative needs of the District.
- Internship Committee continues to discuss program details and administration.
- Policy Manual Ad Hoc Committee meets to finalize the preliminary IVCSD Policy Manual.

MEETING WEEK

April 18, 2017

Week 7

- BoD hears a report from the Formation Committee in regard to insurance, legal counsel, and office space.
- BoD continues to discuss the role of the IVCSD in the operation of the Isla Vista Community Center.
- BoD receives update from Internship Committee.
- BoD continues to discuss options for contracting for additional police protection services.
- BoD discusses future funding options, including grant funding and a Utility User Tax.
- BoD votes to adopt the final draft of the preliminary IVCSD Policy Manual, as recommended by the Policy Manual Ad Hoc Committee.

April 25, 2017

Week 8

- Formation Committee meets, continues to discuss the administrative needs of the District.
- Internship Committee meets to discuss work assignments and progress.

MEETING WEEK

May 2, 2017

Week 9

- Santa Barbara County Board of Supervisors votes to create a Municipal Advisory Council under the jurisdiction of the IVCSD, and appoints the Board of Directors to serve on the MAC, as well as designated community institutions and their representatives.

- BoD hears a report from the Formation Committee in regard to insurance, legal counsel, and office space.
 - BoD continues to discuss the role of the IVCS D in the operation of the Isla Vista Community Center.
 - BoD continues to discuss options for contracting for additional police protection services.
 - BoD receives a report from the Internship Committee.
 - BoD discusses future funding options, including grant funding and a Utility User Tax.
- May 9, 2017
- Week 10**
- Formation Committee meets, continues to discuss the administrative needs of the District.
 - Internship Committee meets to discuss work assignments and progress.
- MEETING WEEK**
May 16, 2017
- Week 11**
- BoD hears a report from the Formation Committee in regard to insurance, legal counsel, and office space.
 - BoD continues to discuss options for contracting for additional police protection services.
 - BoD continues to discuss the role of the IVCS D in the operation of the Isla Vista Community Center.
 - Formation Committee advises BoD on administrative needs and progress.
 - BoD receives report from the Internship Committee.
 - BoD discusses future funding options, including grant funding and a Utility User Tax.
- May 23, 2017
- Week 12**
- Formation Committee meets, and discusses the future of the committee.
 - Internship Committee meets to discuss work assignments and progress.

MEETING WEEK

May 30, 2017

Week 13

- BoD hears a report from the Formation Committee in regard to insurance, legal counsel, and office space.
- BoD continues to discuss options for contracting for additional police protection services.
- BoD receives a report from the Internship Committee.
- BoD continues to discuss the role of the IVCSA in the operation of the Isla Vista Community Center.
- BoD discusses future funding options, including grant funding and a Utility User Tax.
- BoD reconvenes as the Isla Vista Municipal Advisory Council for the first time.

3. Implementation

3.1 Establish Formation Committee

The Board of Directors should vote to establish a Formation Committee at the first meeting to strategize and plan for the initial administrative needs of the District. The Committee shall be responsible for researching and selecting liability insurance, working with the County to fulfill District administrative needs through shared staff assistance, exploring possibilities for pro bono legal counsel, working with the County to design the Municipal Advisory Council, and assisting in the fulfillment of procedures required of a newly formed special district.

Board Action:

1. The Board of Directors passes a resolution to create the Formation Committee, and votes to nominate up to three of the Directors to serve on the committee.
2. The Board of Directors invites members of the public who are interested in serving on the committee to submit letters of interest to the Board of Directors for review at the next Board meeting.
3. The Board of Directors votes to approve membership for qualified members of the public.
4. The Formation Committee meets regularly to strategize for the administrative needs of the first several months of the District's operation.
5. The Formation Committee will have a standing agenda item at Board meetings, and the Board of Directors will review, debate, make recommendations, and vote on proposed actions.

3.2 Obtain Legal Representation

In order to ensure good governance and the effective operation of the District, the Board of Directors must act quickly to obtain legal counsel. All attempts should be made for this service to be performed in a pro bono capacity. Legal representation will be an invaluable asset as the District develops policies, plans for services, and enters into contracts.

Board Action:

1. Board of Directors discusses obtaining legal counsel, the expected scope of work, desired qualifications, and the possibility for pro bono work.
2. Board of Directors votes to direct the Formation Committee to submit a Request for Proposals and to enter into discussions with attorneys and law firms, (with a special focus given to recruit those who may be interested in serving as General Counsel for the IVCSD in a pro bono capacity).
3. The Formation Committee reports back to the Board of Directors regarding any progress made in obtaining pro-bono legal counsel.

4. Upon receiving proposals, the Board of Directors will vote to select an attorney or firm to provide General Counsel services.
5. The Formation Committee will work to develop a Memorandum of Understanding for Legal Counsel and present the MOU to the Board of Directors for approval.

3.3 Receive Administrative Assistance from the County of Santa Barbara

It is essential that the IVCS D moves to enter into an agreement with the County of Santa Barbara to provide technical assistance, which will help the Board of Directors with administering District operations, overseeing the budget, facilitating the operations of the Board of Directors, and carrying out Board decisions. Given the District's financial situation, we are committed to working with the County of Santa Barbara to acquire this assistance until the anticipated passage of a Utility User Tax in 2018.

Board Action:

1. The Board of Directors will direct the Formation Committee to work with the Office of the Third District Supervisor to develop a description for the scope of assistance to be provided by the County.
2. The Board of Directors develops an agreement with the Office of the Third District Supervisor for receiving assistance.

3.4 Policy Manual Ad Hoc Committee

It is important for the Board of Directors to act in an immediate fashion to establish a Policy Manual Ad Hoc Committee, so as to draft the preliminary Isla Vista Community Services District Policy Manual. The committee will make policy recommendations, prepare a draft manual, consult legal counsel (when applicable) and present recommendations to the Board of Directors for approval.

Board Action:

1. The Board of Directors passes a resolution to create the Policy Manual Ad Hoc Committee, and votes to nominate up to three of the Directors to serve on the committee.
2. The Board of Directors invites constituents who are interested in serving on the committee to submit letters of interest to the Board for review at the next meeting.
3. The Board of Directors votes to approve membership for qualified members of the public who have submitted letters of interest.

4. The Policy Manual Ad Hoc Committee meets regularly to develop the District's policy manual.
5. The Policy Manual Ad Hoc Committee will have a standing agenda item at Board meetings, and the Board of Directors will review, debate, make recommendations, and vote on proposed policies.

3.5 Pursue Future Funding Opportunities

Given the district's financial situation and distinct lack of a dedicated revenue source, the Board of Directors should establish a standing agenda item to discuss and pursue future funding options, including but not limited to applying for grants, accepting donations, placing a future Utility User Tax measure on the ballot, and receiving an allocation of existing tax revenue. The Board of Directors should create an outreach and input process so as to build a broad base of support for future funding initiatives.

Board Action:

1. The Board of Directors establishes a standing agenda item for future funding to discuss grants, donations, and future tax measures.
2. Upon the identification of funding opportunities that the Board of Directors wishes to pursue, the Board of Directors votes to create specific ad hoc committees and appoints up to three Directors to serve on such committees.
3. The Board of Directors invites members of the public to apply for ad hoc committees and votes to approve membership for qualified members of the public.
4. The ad hoc committees meet regularly to discuss specific future funding opportunities.
5. The committees will present during the designated 'Future funding opportunities' standing item at each Board meeting, and the Board of Directors will review, debate, make recommendations, and vote on any proposed actions.

3.6 Initiate Public Service Internship Program

The internship program will provide the IVCSD with its own staff and provide interns with experience in the following areas:

1. Community Relations: Interns will be responsible for working with the Board of Directors and partnering service providers to maintain clear and open communication with the District's constituents. Through the use of social media, the District website, and community engagement events, interns will assist with relaying District messages and gathering feedback from constituents.

2. **Policy:** Interns will be responsible for working with the Board of Directors to develop District policies. Interns will assist with research, the development of policies, and the presentation of policy recommendations to the Board of Directors. Additionally, interns will be responsible for researching public policy that may be of interest for a Municipal Advisory Council under the jurisdiction of the IVCSD.
3. **Program Development:** Interns will work with the Board of Directors and partnering service providers to assist with the development and execution of District services. Developing programming for the Isla Vista Community Center will be a large focus, as the Community Center will need joint-coordination between stakeholders (the County, IVRPD, and IVCSD) to ensure that residents are being provided with the programs that they deserve. Additionally, interns will work with the various service-focused committees to design and improve services.
4. **Administration:** Students will assist the Board of Directors and partnering service providers with administrative tasks, such as noticing public meetings, drafting meeting agendas, drafting letters to constituents and other agencies, entering data, and other administrative tasks as needed.

Board Action:

1. The Board of Directors votes to create the Internship Committee, and appoints up to three Directors to serve on the committee, including the Chancellor of UCSB's appointee.
2. The Internship Committee meets with the Chancellor's Special Assistant for Isla Vista Affairs and representatives from the Department of Political Science to develop program and Memorandum of Understanding.
3. The Internship Committee presents to the Board of Directors and recommends that the Board votes to submit a funding request to UCSB administration.
4. After discussion and approval of the funding request, the Board of Directors votes to enter into a Memorandum of Understanding with the Department of Political Science and the Office of the Special Assistant on Isla Vista Affairs.
5. At the direction of the Board of Directors, the Internship Committee will work with the Department of Political Science and the Office of the Special Assistant on Isla Vista Affairs to coordinate for the management and administration of the interns.

3.7 Acquire Office Space, Equipment, and Technology

To provide for the working needs of a staff of interns and house copies of district records, it will be important for the District to acquire office space in Isla Vista, as well as the equipment that is necessary for daily operations. A possible location for District office space is the County of Santa Barbara's building, located at 970 Embarcadero del Mar. The office will need furniture, computers, a phone, a printer/copy machine, filing cabinets, and an internet connection. It is important for

members of the public to have access to a District office to submit requests, contact staff, and receive information.

Board Action

1. The Board of Directors will place the responsibility of seeking office space for lease with the Formation Committee.
2. The Formation Committee, with Board approval, will submit a request for funding to UCSB administration.
3. After discussion and approval of the funding request, the Board of Directors will vote to approve a lease of office space in Isla Vista.
4. The Public Service Internship committee will develop an itemized budget for office supplies, equipment, and technology.
5. The Board of Directors will approve the itemized budget, and forward it to the Office of the Special Assistant for Isla Vista Affairs in the form of a funding request.

3.8 Form a Municipal Advisory Council

At the direction of the Board of Directors, District interns will notice meetings and maintain the agenda for all IVMAC meetings pursuant to the Brown Act. District interns will conduct outreach to stakeholders in the community to promote the IVMAC as community space, where a wide variety of issues, concerns, and proposals can be discussed. The IVMAC should meet twice a month at a time that directly follows regular IVCS D Board meetings. The Isla Vista Governance Options Financial Study found that a MAC could be operated with as little as \$3,000, by convening meetings directly following regularly scheduled IVCS D meetings. The Third District Supervisor has expressed interest in funding these minimal costs.

Board Action:

1. The Formation Committee develops recommendations for the function and makeup of a Municipal Advisory Council and reports findings to the Board of Directors.
2. The IVCS D Board of Directors passes a resolution of intent to fund and operate a Municipal Advisory Council.
3. The Board of Directors passes a resolution establishing the proposed MAC make up, including Directors, community institutions, and residents. The Board of Directors forwards the resolution to the County Board of Supervisors for consideration and approval.
4. The Formation Committee will work with the Third District Supervisor to finalize the details of a proposal to present to the Santa Barbara County Board of Supervisors to recognize an IVMAC.

5. Santa Barbara County Board of Supervisors votes to authorize the creation of an Isla Vista Municipal Advisory Council under the jurisdiction of the Isla Vista Community Services District pursuant to § 31010 of California Government Code.
6. The Board of Directors will submit a funding request to the Third District Supervisor to cover the minimal projected expenses of the Municipal Advisory Council (\$3,000).
7. The Third District Supervisor approves the funding request, and directs funds into IVCSA accounts.

8. The Board of Directors passes a resolution to appoint interested individuals to the MAC and forwards appointment nominations to the Santa Barbara County Board of Supervisors.
9. The Santa Barbara County Board of Supervisors reviews and approves the appointments submitted by the IVCSA.

3.9 Develop Expanded Community Policing Program

The Community Service Organization (CSO) program that is administered by UCPD has become a model for how community policing can work on campus. Rather than designing an entirely new cadet-officer program, the IVCSA should fund an expansion of the existing CSO program that allows for the patrolling of Isla Vista streets during high activity times, such as Friday and Saturday nights.

Over the past few years, community leaders have met continually in attempt to establish an Isla Vista sobering center. These conversations have made significant progress; however, it does not look like there is currently a feasible pathway to opening such a facility. Even with these recent roadblocks, community and law enforcement stakeholders are still interested in developing a program that ensures the safety of individuals of varying levels of sobriety, while diverting them from enforcement action and prosecution.

With this in mind, we plan on exploring the creation of “mobile safety stations” for weekend nights. These safety stations could be staffed by Community Services Officers, and help connect residents with any assistance that is needed. Primarily, residents would be able to conveniently request to be escorted home. Also at the safety stations, residents would have the opportunity to sit down, hydrate, and take a moment to relax if needed. These stations would provide residents with an easily accessible place to go in a time of trouble. Additionally, law enforcement officers could refer those who may be approaching the level of intoxication that would trigger enforcement action to go over to the safety station and get escorted home. Law enforcement and student leaders have shown interest in this idea, and we will be reaching out to UCPD in hopes that if developed, this project could be a service of which the IVCSA would fund.

Board Action:

1. The Board of Directors establishes a standing agenda item to discuss options for contracting for additional police protection services.
2. The Board of Directors will seek input from law enforcement entities and community stakeholders as it develops a public safety program that the IVCSD can contract for through its power for Police Protection Services.

3.10 Identify the District's Role in the Operation of the Isla Vista Community Center

Isla Vistans have long awaited a public space at which the community can gather, host events, and enjoy programming. Upon the opening of the Isla Vista Community Center in the Spring/Summer of 2017, the IVCSD should contribute staff time, through the work of District interns, and for the operational and programming needs of the facility. The Board should act in coordination with the County of Santa Barbara's General Services Department, County of Santa Barbara Parks Division, and the Isla Vista Recreation and Park District.

Board Action:

1. The Board of Directors will discuss and develop a proposal for providing staffing and programming for the Isla Vista Community Center. The Board should solicit input from the Friends of the Isla Vista Community Center, and all other interested parties, to figure out how the IVCSD can best be of service.
2. The Board of Directors will establish a standing agenda item to discuss the role of the IVCSD in the operation of the Isla Vista Community Center.
3. The Board of Directors will work with staff from the County of Santa Barbara General Services Department to create a proposal for the Santa Barbara County Board of Supervisors.

3.11 Graffiti Abatement

Keeping the aesthetics of Isla Vista clean is important for creating a livable environment for residents. The abatement of graffiti in Isla Vista is currently performed by the Isla Vista Recreation and Park District. Although it costs approximately \$7,000 annually, the service is funded by scraping together funds from IVRPD, the University, and property owners, with no guarantee of continued funding. The District should contribute funding to the graffiti abatement fund.

Board Action:

1. The Board of Directors will submit a funding request to UCSB administration for graffiti abatement services.

2. Upon the approval of the funding request, the Board of Directors will enter into contract negotiation with the Isla Vista Recreation and Park District to contribute funds to the Graffiti Abatement program.

4. Long-Term Goals

Throughout the AB 3 process, the community consistently voiced a need for improvements and solutions in the areas of land-use planning, political representation, on-street parking availability, infrastructure, public safety, tenants' rights, community facilities, and community beautification. We are dedicated to exploring solutions to each and every one of these issues during our respective tenures on the IVCSB Board of Directors.

4.1 Form an Area Planning Commission

The history of Isla Vista is a history of poor planning. Many issues, ranging from density and crime to parking and tenant issues can be traced to a lack of foresight in the area of land-use planning. The 2014 UCSB Foundation Board of Trustees' report on Isla Vista established the goal to 'Create a Livable Urban Community for Isla Vista.' The establishment of an Area Planning Commission (APC) would give residents the ability to do just that. Meeting quarterly, the APC would cost roughly \$12,000 annually. The APC would work closely with the County of Santa Barbara's Planning and Development Department. Since the department's staff is already responsible for administering the agency's services in Isla Vista, this would be at minimal extra cost.

4.2 Develop Solutions to the Parking Problem

Isla Vista continues to suffer from a lack of available on-street parking. Aside from being a major inconvenience, this leads to public-safety issues, and hinders the patronage of small businesses. Many residents are forced to park blocks away from where they live, and walk home through a network of darkened streets. Business owners routinely report that their out-of-town patrons are weary of making the journey into Isla Vista because of the inconvenience that a lack of available street parking causes. The Board should work in collaboration with the County and University to undertake a comprehensive, qualitative parking study that includes a census of all spaces in the area, and a survey that provides insight into drivers' parking habits in order to create the best possible parking program.

4.3 Finance Capital Infrastructure Improvements

Integral to increasing the livability of the urban environment in Isla Vista is the development and financing of a wide range of capital infrastructure improvement projects. From street-lighting and sidewalks to drainage and bikeways, improving Isla Vista's infrastructure will cause residents to take more ownership over the community.

The Santa Barbara County Department of Public Works has indicated that there are a multitude of opportunities for improvements to be made that lack a proper funding source. The IVCSB should

work with the County to identify these projects, and – when necessary – modify them through a proper community input process, and finance them.

4.4 Establish Tenant Mediation Program

For decades, residents of Isla Vista have faced various rental housing issues – from unfair treatment by a landlord to unsafe and often out of code dwellings. Upon the future establishment of a dedicated revenue source for the IVCSA, the District should contract with the University of California, Santa Barbara Community Housing Office or the City of Santa Barbara Rental Housing Mediation Program to expand landlord-mediation services for all residents. In addition to providing mediation services, the contract could also include an expansion of proactive community outreach efforts regarding rental housing issues.

5. Budget

This budget is a reflection of how we believe that anticipated revenues of the Isla Vista Community Services District should be allocated during the first 90 days.

Revenue	
UCSB	\$200,000
Private Donor (Public Service Internship program)	\$25,000
Third District discretionary fund (MAC)	\$3,000
Total Revenue	\$228,000
Admin Expenses*	
Office Space and Equipment	\$20,000
Public Service Internship Program	\$50,000
Services*	
Graffiti Abatement	\$7,000
Municipal Advisory Council	\$3,000
Total Expenses:	\$80,000

*All estimates based on the Isla Vista Governance Options Financial Analysis Study (2015), prepared on behalf of Isla Vista Self Governance Initiative.

6. Closing Statement

Thank you for taking the time to read through our vision for the first steps of the Isla Vista Community Services District. We are both committed to continuing to meet with community stakeholders, UCSB, the County of Santa Barbara, and representatives from various other agencies that have a role in Isla Vista as we commence the formation of the District. We hope that this document will serve as a catalyst for public discussion and dialogue about the future of the IVCSD in the months ahead. We are also very interested in hearing input from our fellow Directors, the University of California, Santa Barbara, the Office of the Third District Supervisor, and – most importantly – members of the community. We look forward to discussing the contents of this proposal at the District’s inaugural meeting, and most of all, we look forward to the new adventure that we are all embarking on together.

The content of this proposal presents the thoughts and ideas of Director-elect Spencer Brandt and Director-elect Ethan Bertrand, and is not an official document of the Isla Vista Community Services District.