

A CALL FOR ACTION:

Report of the UC Santa Barbara Foundation Trustees'
Advisory Committee on Isla Vista Strategies

November 2014

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Section 1

Introduction

The **Report** of the UC Santa Barbara Foundation Trustees' Advisory Committee on Isla Vista Strategies (Committee) makes a number of specific recommendations to the UC Santa Barbara campus, the County of Santa Barbara, Santa Barbara City College, and all other stakeholders in Isla Vista. The **goal** of the recommendations is to shift the college town of Isla Vista from an environment with very significant problems which at times borders on dysfunction, to a more livable, supportive community and a source of pride for UC Santa Barbara and its students, residents, and local communities. **These recommendations require all parties to work collaboratively and establish a consortium of stakeholders including but not limited to residents, property owners, students, the County of Santa Barbara, Santa Barbara City College, and UC Santa Barbara. This Isla Vista Stakeholder Work Group (consortium) would evaluate, prioritize, modify, and integrate all stakeholders' recommendations to implement short-, mid-, and long-term strategies.**

The Committee spent the past four months studying the positive and negative aspects of Isla Vista and its relationship to UC Santa Barbara and the surrounding Santa Barbara communities, evaluating possible solutions to the challenging problems that exist. The manner in which many of the complex social, architectural, demographic, and geographic elements of Isla Vista have evolved over the past 60 years have led to its current problems and have created obstacles to improvement.

Isla Vista has been studied exhaustively for 45 years with at least nine formal reports by government agencies, grand juries, and the University of California.

All reports reached the same conclusions, decade after decade:

- No government body is fully in charge.
- Housing, zoning, safety, and parking ordinances are inadequately enforced.
- An unhealthy balance exists among resident college students, families, and other adults.
- Expensive, substandard housing is often overcrowded.
- An insufficient number of businesses are present to make a real community.
- Current policing is often contentious and confrontational.
- A party culture has resulted in irresponsible and destructive behavior.
- Criminal activity is a major issue and concern.
- Proposed solutions are rarely implemented.

New 21st century issues affect Isla Vista as well:

- An extremely low housing vacancy rate (<1%) exists in expensive Santa Barbara County.
- Isla Vista's population has increased to 23,000, creating an acute densification of the community.
- A large influx of Santa Barbara City College students now resides in Isla Vista.
- Widespread use of social media attracts thousands of non-residents.

Today, Isla Vista is at a tipping point. Solid action, both short term and cumulative, can change this once idyllic setting from a community perpetually in crisis to a functioning small college town. By acting jointly, UC Santa Barbara and other stakeholders — government agencies, residents — can execute the necessary changes.

GOALS

The recommendations outlined in this report are intended to address the following goals:

- Goal #1: Develop a form of self-governance for Isla Vista that will provide the necessary infrastructure and services, and promote the safety and well-being of its residents
- Goal #2: Improve safety and security in Isla Vista
- Goal #3: Create a livable urban community for Isla Vista
- Goal #4: Create a sustainable, dynamic, and diverse intellectual environment in Isla Vista
- Goal #5: Require all UC Santa Barbara students to conduct themselves accordingly as members of the UC Santa Barbara community and adhere to its standards of scholarship, leadership, and citizenship
- Goal #6: Communicate the overall excellence of UC Santa Barbara to the community
- Goal #7: Enhance UC Santa Barbara's ability to administer programs involving Isla Vista

Section 2

Creation of the Committee

The Committee was formed in May 2014, reporting to the Chair of UC Santa Barbara Foundation and is chaired by Trustee and Professor Emeritus Duncan Mellichamp. Fourteen trustees agreed to meet regularly for an independent review and analysis of the issues affecting Isla Vista and present them in a report to the Foundation Chair and Executive Committee.

The mission of the UC Santa Barbara Foundation Trustees' Advisory Committee on Isla Vista Strategies was to analyze the conditions and dynamics of Isla Vista and develop mid- and long-term recommendations to establish a viable, safe, and supportive environment — focusing on governance, safety, support services, communications, and the physical environment.

The Committee engaged in 120 meetings with representatives from UC Santa Barbara faculty, administrators, staff, and student groups, the County of Santa Barbara, the City of Santa Barbara, the City of Goleta, California State Government, Santa Barbara City College, Isla Vista property owners, Isla Vista community members and residents, and Isla Vista business owners. In addition, four external firms specializing in areas related to the scope of the Report were hired for consultation.

The Committee's analysis of the social, architectural, demographic, and geographic elements explains much of why Isla Vista has developed the way it has, the nature of Isla Vista in 2014, current problems and obstacles to improvement, the relationship between Isla Vista and UC Santa Barbara, as well as the positive aspects of Isla Vista life. The Report makes specific recommendations with a goal of creating a safe, viable, and supportive environment for Isla Vista and all the constituent groups that live there.

Section 3

Background of Isla Vista

Isla Vista's history of development may be summarized as informal and unplanned. Arguably, that history also includes a good deal of neglect and lack of vision from the County of Santa Barbara, UC Santa Barbara, and Santa Barbara City College. This report provides specific recommendations to reverse this unfortunate past. The recommendations and solutions offered herein depend on constituents and stakeholders of Isla Vista recognizing that they must work together to create the type of prosperous community that everyone desires.

The difficulties faced now may be traced back to the post-World War II era. In 1954, Santa Barbara State College moved its 1,800 students from its campuses on the Riviera and the Mesa to an abandoned marine air base near the Santa Barbara airport. After this move, Isla Vista residents and property owners sought to retain both their beautiful and pleasant ocean-side community while capitalizing on the increasing need for student housing. As a result of a special County of Santa Barbara "Student Zoning Ordinance," cheap and substandard apartment buildings began filling in the large parcels of empty land in Isla Vista. During this time, Isla Vista grew in an uncontrolled and unplanned manner.

The 1960s through the 1990s saw periods of civil unrest, a growing drug culture, and increasing tensions between Isla Vista residents and County law enforcement officials. In the last decade, Isla Vista's reputation has worsened as events such as Halloween and Deltopia, clashes with the police, and criminal behavior have shaken residents' sense of safety and community as well as tarnished the University's reputation. Unfortunately, a consistent theme throughout Isla Vista's history is that the different interest groups in the community have not been able to work together to stop this erosion of Isla Vista's quality of life and reputation.

When UC Santa Barbara relocated from the City of Santa Barbara to its current campus 60 years ago, governmental jurisdiction and administration for Isla Vista remained with the County of Santa Barbara. Isla Vista is currently contained within the third of five Supervisorial Districts in the County of Santa Barbara. The Third Supervisorial District has 84,000 residents and stretches more than 1,041 square miles from Isla Vista over the mountains and into the Santa Ynez Valley. Within this vast supervisorial district, Isla Vista has approximately 23,000 residents, yet they all live in an area comprising less than one square mile.

The median population of the 498 cities in the State of California is 29,827. The City of Goleta, which incorporated in 2001 and is adjacent to Isla Vista, has approximately 30,000 residents and is governed by a five-member City Council. During the process of incorporation, the City of Goleta explicitly excluded Isla Vista from its boundaries, leaving Isla Vista as an urban island in the County of Santa Barbara. Isla Vista represents one of the largest urban communities in California not governed as a city. Accordingly, Isla Vista residents are underrepresented, and many of the necessary services normally provided in a densely populated urban area are lacking there.

Many forms of governance exist for communities ranging from simple community associations to the formation of cities. In between there are community service areas, community service districts, municipal improvement, and other special districts. Over the past 45 years, there have been many attempts to form a more representative government in the unincorporated community of Isla Vista. The first successful attempt was the independent Isla Vista Community Council (IVCC), which later became officially recognized as a Municipal Advisory Council ("MAC"). MACs were created by the state legislature to assist counties in the governance of urban areas.

The IVCC dissolved in 1983 due to a lack of funding, however, the Isla Vista Recreation and Parks District remains as a by-product of the IVCC created in 1972. Isla Vista experienced three failed cityhood attempts in 1972, 1975, and 1983. In 1990, a Redevelopment Agency ("RDA") and a Project Area Committee ("PAC") were created in Isla Vista, which allowed for a public forum to address community issues. The RDA and PAC were dissolved in 2012 by the State of California.

Governmental objectives for large urban populations typically include representation and a focus on enhancing the safety and well-being of the local community by providing infrastructure and services including police, fire, park, utilities, and code enforcement. These services are typically funded through the issuance of revenue bonds, taxes, or special assessments. Governmental authorities also have the power of eminent domain.

The current situation in Isla Vista has reached a crisis wherein critical infrastructure and services are not being provided and the safety and well-being of its residents are not being adequately protected. Without proper self-governance in Isla Vista, a growing population is likely to lead to further deterioration in conditions over time. For this reason, the first goals and recommendations of the Committee address the governance structure of Isla Vista.

Section 4 Goals, Recommendations, and Possible Actions

GOAL #1: DEVELOP A FORM OF SELF-GOVERNANCE FOR ISLA VISTA THAT WILL PROVIDE THE NECESSARY INFRASTRUCTURE AND SERVICES, AND PROMOTE THE SAFETY AND WELL-BEING OF ITS RESIDENTS

RECOMMENDATION

1. Create a Community Services/Municipal Improvement District in Isla Vista with Potential Powers of Infrastructure, Utilities, Garbage, Police Services, Parks, Recreation, Cultural Facilities, Fire, Security, and Roads.

It would have the power to issue revenue bonds, taxes, and assessments, with proper voter approval when necessary. The Committee recommends that the State of California legislature form the District for the following principal reasons:

- There is urgency for the preservation of public peace, health, and safety within the meaning of Article IV of the State Constitution.
- The University of California, Santa Barbara is a State institution representing the investment of billions of dollars of State resources. The current situation in Isla Vista diminishes the value of the State's investment in UC Santa Barbara; therefore, the State must act to protect its investment.
- The cities of Santa Barbara and Goleta are opposed to annexing Isla Vista, and it is not practicable to rely on the County of Santa Barbara to create the necessary form of self-governance for Isla Vista.

GOAL #2: IMPROVE SAFETY AND SECURITY IN ISLA VISTA

RECOMMENDATIONS

1. Strengthen Community Policing.

- Establish a Joint Safety and Security Task Force comprised of representatives from Santa Barbara County Sheriff's Office, UC Santa Barbara Police Department, California Highway Patrol, the District Attorney, UC Santa Barbara Student Affairs, UCSB Associated Students, UCSB Graduate Student Association, Santa Barbara City College, and community residents to actively address safety and security issues in Isla Vista. This task force would work with and be part of the Isla Vista Work Group, as referenced in the Introduction section.
- Review all policing efforts in order to develop a true Community Policing approach widely used today in other communities and college towns.
- Renegotiate the UC Santa Barbara-Sheriff memorandum of understanding to set joint goals and measurements, to identify differences, and to agree on mechanisms/resources to minimize the perceived differences between the two departments.
- Share data among stakeholders on a timely and regular basis, attend joint training programs, and utilize equivalent and interchangeable equipment and systems.
- Increase UC Santa Barbara Police Department funding and simultaneously orient the force towards a community- and student-centric policing model.
- Provide extensive training (such as working with a Co-Response model) to recognize and address issues related to racial profiling and sexual abuse.
- Restructure the UC Santa Barbara Community Service Officers (CSO) program to include an older population of staff that will provide service in Isla Vista. Utilize contemporary online mobile tools to make the services of the CSOs more readily available to students in Isla Vista.

2. Integrate the Information Systems of Crime Data.

- Develop an information system to integrate data on a timely basis from the systems used by UC Santa Barbara Police Department and Santa Barbara County Sheriff's Department. The two departments need to be more committed to sharing data.
- Use data from the integrated system to set goals on reducing specific crimes, such as sexual assault, crimes with guns, robbery, quality of life crimes (noise, serving a minor, drunk in public, urinating in public, etc.), and then create measurements and deadlines to systematize improvement.
- Survey students and residents on a recurring basis to measure progress in increasing a sense of security on campus, in Isla Vista, and all other off-campus locations.

3. Establish an Isla Vista Neighborhood Restorative Justice Court and a Dedicated Deputy District Attorney.

- Create an Isla Vista Neighborhood Restorative Justice Court to handle non-violent, quality of life crimes, pursuant to the recommendations of the District Attorney.
- Assign a full-time Deputy District Attorney to work in Isla Vista, pursuant to the recommendations of the District Attorney.
- Ensure that the UC Santa Barbara Police Department and Santa Barbara County Sheriff's Department work collaboratively with the new Isla Vista Deputy District Attorney and the Restorative Justice Court.

4. Enforce Laws, Regulations, and Ordinances.

- Train Community Service Officers to proactively defuse potentially volatile events and situations.
- Enforce all ordinances, including noise, nuisance, housing safety, parking, and garbage collection.
- Enforce all laws, including drinking and drug related violations.
- Increase and expand bystander training for residents throughout Isla Vista so they recognize the need to appropriately intervene.

5. Improve the Physical Environment of Isla Vista for Safety and Health.

- Develop an implementation plan, including budget, date, and specific actions, for each of the following categories and recommendations:
 - Improve lighting.
 - Install camera systems with online monitoring.
 - Reduce flora that are obstructing line-of-sight.
 - Repair/replace/add sidewalks.
 - Secure access to cliffs/beaches.
- Apply Crime Prevention Through Environmental Design (CPTED) principles throughout Isla Vista to correct the numerous physical deficiencies.

6. Create a UC Santa Barbara Isla Vista Safety Task Force to be Facilitated by the Office of the Vice Chancellor of Administrative Services.

The primary responsibility of this task force would be to plan and implement a “best safety practices” approach to policing the campus and Isla Vista. This work must be done in collaboration with County and Goleta law enforcement. The starting point for the task force is to explore how best to implement the many safety recommendations in this Committee’s report.

GOAL #3: CREATE A LIVABLE URBAN COMMUNITY FOR ISLA VISTA

RECOMMENDATIONS

1. Create a “Town” with Services and Amenities that Reflect a Viable, Livable Environment.

- Pursue Ocean Road mixed-use development.
- Extend the commercial core towards the campus along Madrid, Seville, and Trigo Roads.
- Improve public facilities, including bicycle paths, parking, parks, and streetscapes.
- Implement infrastructure repairs and make improvements in the Isla Vista community such as replanting the Sueño Orchard, repairing the water wheel in Anisq’oyo’ Park, and cleaning the stagnant water in Pond #2.
- Refer to Urban Design Associates’ consultant report “Recommendations for Housing, Community Development, and Infrastructure in Isla Vista” for additional detailed recommendations.

2. Diversify the Age of the Population to Include Mature Adults and Families.

- Provide affordable housing for UC Santa Barbara faculty and staff in Isla Vista.
- Evaluate the number of residential units owned, managed, leased, or controlled by UC Santa Barbara as a mechanism to support the diversification of Isla Vista and the social and economic growth of the community.
- Create an environment that is attractive to and encourages families and adults to live in Isla Vista.

3. Expand the Mission of the UC Santa Barbara Community Housing Authority to Include Responsibility for All Isla Vista Development Strategies.

- Establish dedicated real estate development staff within the UCSB Community Housing Authority (Office of Budget and Planning) with expertise in

portfolio analyses, property acquisition and leasing, and planning and development projects, including mixed-use development, transaction agreements, and real estate financial expertise.

- Establish dedicated UC Santa Barbara Office of Development staff to raise funds for Isla Vista projects. This staff will require expertise in all matters related to property acquisition and community development. They would report to existing UC Santa Barbara Office of Development.
- Clarify the relationship of UC Santa Barbara Community Housing Authority to the Isla Vista Work Group and community leaders.

4. Reduce Over-Occupancy of Existing Units and Remedy Substandard Housing Conditions through Public and Private Acquisition, Ownership, Rehabilitation, and New Development.

- Control housing occupancy through direct UC Santa Barbara ownership or through lease/sale to private developers that include agreed upon standards for approved housing. Santa Barbara City College needs to construct housing for their students on their campus or in the vicinity of Santa Barbara City College.
- Design housing that enables students to live in adequate comfort and in an atmosphere that maximizes their chances of academic, professional, and social success.

5. Create Additional Housing to Accommodate New Students and Those Displaced by Code Enforcement and Other Actions.

- Establish mechanics to control occupancy and use of housing.
- Create a housing criteria program for housing occupied by UC Santa Barbara students that is not owned or managed by UC Santa Barbara.
- Design affordable housing that entices staff, faculty, graduate students, and visiting scholars to live in Isla Vista.

6. Enforce Existing Codes.

- County of Santa Barbara should enforce all code violations, engaging with the Santa Barbara County District Attorney's office when necessary.
- Increase number of County of Santa Barbara staff assigned to Isla Vista in order to enforce existing laws and codes in Isla Vista. These staff members should work proactively rather than depend on complaints to enforce code violations.

7. Develop New Codes and Ordinances to Control Occupancy Density, Parking, Noise, and Nuisance Activities.

- Refer to specific recommendations articulated in the Urban Design Associates' consultant report "Recommendations for Housing, Community Development, and Infrastructure in Isla Vista."

8. Develop Lease Standards for Privately Owned Property that Mandate Acceptable Use and Behavior.

- Develop programs as needed for Isla Vista, such as parking districts.
- Develop an approved housing program for UC Santa Barbara students.

GOAL #4: CREATE A SUSTAINABLE, DYNAMIC, AND DIVERSE INTELLECTUAL ENVIRONMENT IN ISLA VISTA

RECOMMENDATIONS

1. Work with Present Businesses in Isla Vista and Encourage Other Businesses to Open in Isla Vista.

- Expand and attract businesses such as supermarkets, drug stores, restaurants, and cafés.
- Encourage future developments to appeal to a broader cross-section of ages and interests.
- Work to make Isla Vista attractive to a broad range of people by developing approximately 500 units of faculty and family housing along Ocean Road and incentivizing property owners to diversify the retail and amenity offerings to include quality cafes with adult dining and evening entertainment suitable for all ages.

2. Develop Activities and Programmed Events within Isla Vista, including Joint Events with Santa Barbara City College.

- Facilitate classes, research sessions, office hours, art shows, and informal seminars.
- Create activities for students to be more civically engaged within the community.
- Establish a public history program that encourages students to write up a detailed and interactive history of the area.
- Conduct post-dinner informal conversations between students and faculty.
- Organize regular street fairs, including artistic elements, food trucks, and farmers markets.
- Collaborate with the Music Department to develop programs in Isla Vista, such as a weekly “music bowl” in Anisq’oyo’ Park.
- Establish a foundation-funded UC Santa Barbara Library outpost in Isla Vista. The outpost would func-

tion as a Reading Room with a Drop Box for returned Library books.

- Conduct bilingual and multicultural programs connecting Latino communities and other residents in Isla Vista.
- Facilitate artists and lecturers visits Isla Vista.
- Consider employing a full-time coordinator at UC Santa Barbara to ensure the success of these programs.

3. Establish a Community Center and Isla Vista Oriented Programming to Service All Constituencies.

- Establish a community center that anchors and integrates academic and civic initiatives.
- Implement community-centered programs, initiated by UC Santa Barbara faculty, staff, and students.
- Establish stress-debriefing and traumatic event healing programs for residents, similar to programs provided by UC Santa Barbara for its students.
- Establish a wide-ranging and well-funded task force to combat sexual assault. This task force should involve students, faculty, staff, local residents, and all other stakeholders.

4. Create a New Isla Vista Academic Events Programming Committee.

- This committee should include representatives from Student Affairs and academic departments. The UCSB Academic Senate would sponsor this group and its purpose would be to continue to expand the academic, artistic, and cultural programs that should be ongoing features of the Isla Vista community.

GOAL #5: REQUIRE ALL UC SANTA BARBARA STUDENTS TO CONDUCT THEMSELVES ACCORDINGLY AS MEMBERS OF THE UC SANTA BARBARA COMMUNITY AND TO ADHERE TO ITS STANDARDS OF SCHOLARSHIP, LEADERSHIP, AND CITIZENSHIP

RECOMMENDATIONS

1. Reexamine the Rights and Responsibilities of UC Santa Barbara Students Expressed in Campus Regulations.

- Start a UC Santa Barbara community pride program working with the community, County, and other stakeholders. This joint effort could be modeled after San Luis Obispo’s RespectSLO¹ program.
- Develop quarterly reports of student judicial proceedings for academic and student conduct complaints on- and off-campus.
- Encourage students to sign an annual Pledge of Honor as UC Santa Barbara citizens.
- Involve all students in every phase, including freshmen and incoming transfer students, and communicate in multiple ways the expectations and consequences regarding conduct and personal responsibility.
- Ensure adequate staffing for UC Santa Barbara’s Office of Judicial Affairs.

2. Revise the Student Code of Conduct to Eliminate the Distinction between On-Campus and Off-Campus Infractions.

- Revise the Code of Conduct, discarding legalistic language as much as possible. Responsible behavior should be expected of UC Santa Barbara students whether on- or off-campus.
- Ensure accountability of UC Santa Barbara students to the University and to criminal authorities for any acts that violate local, state, or federal laws.
- Promote student awareness of the Code of Conduct and the enforcement procedures and processes and require familiarization as a pre-condition to enrollment.

- Establish a Restorative Justice approach to violations of the Code of Conduct.
- Engage in discussion with Santa Barbara City College (SBCC) regarding their Code of Conduct and suggest that such codes be expanded to all SBCC students living in Isla Vista.
- Ensure a zero-tolerance policy for sexual and racially motivated assaults.

3. Change the Party Culture of Extremes in Isla Vista.

- UC Santa Barbara should continue to discourage open, extremely large parties, with a “Keep It Local” motto.
- Santa Barbara City College should become an active partner in reducing the Isla Vista party culture.
- County of Santa Barbara and UC Santa Barbara should work weekly on parking and access issues to reduce visitors who do not respect the community and to minimize Halloween and Deltopia crowds.
- Explore possible implementation of permits required for large parties, modeling on programs that have been implemented in other college towns.
- Ask County of Santa Barbara to pass new nuisance laws applying to both landlords and tenants to enforce noise, health, and safety code ordinances.
- Close off vehicle traffic on a one-block area of Pardall Street on Thursday, Friday, and Saturday nights to help with safety.

¹ www.respectslo.com

GOAL #6: COMMUNICATE THE OVERALL EXCELLENCE OF UC SANTA BARBARA

RECOMMENDATION

Address UC Santa Barbara's Party School Reputation and Safety Concerns by Highlighting UC Santa Barbara's Academic Excellence, Positive Attributes, and Achievements.

- Coordinate public relations, marketing and advertising utilizing a One Brand, One Voice, One Image approach campus-wide ensuring consistent messaging and marketing to build and enhance the reputation of UC Santa Barbara.

GOAL #7: ENHANCE UC SANTA BARBARA'S ABILITY TO ADMINISTER PROGRAMS INVOLVING ISLA VISTA

RECOMMENDATIONS

1. Appoint a Vice Chancellor with Primary Responsibility to Oversee Isla Vista Programs and Work to Improve the Community.

- The preferred candidate would be someone with both community/governmental administrative background and, equally importantly, with experience and close understanding of working in a university environment.
- Provide this Vice Chancellor with adequate staffing and the required campus authority to deal with all operational elements of the community and with local government officials.

2. Create a UC Santa Barbara Internal "Oversight for Isla Vista" Committee, Sponsored by the Office of the Vice Chancellor Referenced above, Composed of Administrators, Faculty Members, and Students with an Interest in Community Development.

- Provide access to data, and resources required for data collection, monitoring, and evaluation.
- Report to the campus at least once per year to provide continuing oversight of developments in Isla Vista and to keep campus leaders apprised of ongoing trends or developments that might affect UC Santa Barbara's interests.

3. Create a UC Santa Barbara Administrative Group to Work on Isla Vista Governance Jointly with the Associated Students, Graduate Student Association, Faculty, Administration, Local Residents, and the County of Santa Barbara.

- The purpose of this group is to develop a practical governance model for Isla Vista and pursue its approval through the Legislature.

Section 5

Closing Statement

The time for UC Santa Barbara, the County of Santa Barbara, Santa Barbara City College, and the residents and stakeholders of Isla Vista to act is now. UC Santa Barbara is not legally responsible for Isla Vista, as the County of Santa Barbara is the governing agency. However, UC Santa Barbara must remain strongly committed to the goal that Isla Vista be a safe and thriving community not only for its students but for all residents. There are multiple agencies that share responsibility for many of the Committee's recommendations. Much needs to be accomplished, and the Committee believes that all parties are strongly motivated to work collaboratively to make Isla Vista the community envisioned in this Report.

Section 6

Committee Participants

- *Duncan A. Mellichamp H'09*, Chair, Professor Emeritus, Chemical Engineering, UC Santa Barbara
- *Mark A. Bertelsen '66*, Senior Partner, Wilson, Soncini, Goodrich & Rosati
- *Kum-Kum Bhavnani*, Chair, Academic Senate and Professor, Sociology, UC Santa Barbara
- *Daniel P. Burnham*, Retired, Chairman and CEO, Raytheon
- *Gary E. Erickson '63*, President, CEO, and Chairman, The Erickson Group
- *Ali Guthy*, President, UCSB Associated Students
- *Judith L. Hopkinson*, Regent Emeritus, University of California and Retired, COO, Ameriquest Capital Corporation
- *R. Marilyn Lee '69*, Retired, Vice President, LA Times
- *Mark D. Linehan '85*, Founder and President, Wynmark Company
- *Kathryn D. McKee '59*, President, Human Resources Consortia
- *Zach Rentz*, President, UCSB Graduate Students Association
- *Mark J. Schwartz '84*, Retired, President and CEO, Specialty Merchandise Corporation (SMC)
- *Bruce G. Wilcox '77*, Managing Member, Xiling Group LLC

Research Assistants

- *Jonathan Abboud '14*, Former President, UCSB Associated Students
- *Josh Plotke*, UCSB undergraduate student and former Isla Vista resident

Section 7

Professional Advisors to the Committee

Hired Consultants:

- Economic & Planning Systems
- Kroll
- Margolis Healy
- Urban Design Associates

UC Santa Barbara and UC Representatives:

- Associated Students
- Community Service Organization
- Division of Student Affairs
- Faculty
- Former Senior Administrators, Division of Institutional Advancement
- Former Senior Administrators, Division of Student Affairs
- Graduate Student Association
- Office of Admissions
- Office of Alumni Affairs
- Office of Budget and Planning
- Office of Environmental Health and Safety, Emergency Services
- Office of Governmental Relations
- Office of Housing and Residential Services
- Office of Public Affairs and Communications
- Office of the Chancellor
- Office of the Vice Chancellor, Administrative Services
- UC Santa Barbara Police Department
- University of California, Office of the President

Government and Community Representatives:

- City of Goleta
- City of San Luis Obispo
- City of Santa Barbara
- Isla Vista Property Managers
- Isla Vista Property Owners
- Isla Vista Recreation and Park District
- Office of California State Assembly member Das Williams
- Office of California State Senator Hannah-Beth Jackson
- Office of Congresswoman Lois Capps
- Office of Santa Barbara County 3rd District Supervisor
- Santa Barbara City College Executive Vice President, Jack Friedlander
- Santa Barbara City College President, Lori Gaskin
- Santa Barbara County County Executive's Office
- Santa Barbara County Fire Chief, Mike Dyer
- Santa Barbara County LAFCO
- Santa Barbara County Planning and Development
- Santa Barbara County Public Works Department
- Santa Barbara County Sheriff's Office

Elected Officials:

- California State Assembly, 35th District, Hon. Katcho Achadjian
- California State Assembly, 37rd District, Hon. Das Williams
- California State Senate, 19th District, Hon. Hannah Beth Jackson
- Mayor Helene Schneider, City of Santa Barbara
- Mayor Michael T. Bennett, City of Goleta
- Santa Barbara County District Attorney, Joyce Dudley
- Santa Barbara County Sheriff-Coroner, Bill Brown
- Santa Barbara County, 1st District Supervisor, Salud Carbajal
- Santa Barbara County, 2nd District Supervisor, Janet Wolf
- Santa Barbara County, 3rd District Supervisor, Doreen Farr
- U.S Congress, CA, 24th District, Hon. Lois Capps

The UC Santa Barbara Trustees' Advisory Committee on Isla Vista Strategies operated out of the UC Santa Barbara Foundation, independently from the University. UC Santa Barbara's role was that of an information provider, similar to the other stakeholders who participated in the process.

UC Santa Barbara Trustees' Advisory Committee on Isla Vista Strategies: IVstrategies@ia.ucsb.edu