

2014-16 GOALS

WORKING TOGETHER TO MAKE DAVIS
A BETTER PLACE TO LIVE, WORK, VISIT AND PLAY.



Ensure fiscal resilience

Drive innovation and economic vitality

Pursue environmental sustainability

Build and promote a vibrant downtown

Promote community

Fund, maintain and improve infrastructure

Ensure a safe and healthy community

Foster positive workplace dynamics

Goal 1 - Ensure Fiscal Resilience

	Objectives	Tasks	POC	Timeframe	Status Update
1	Ensure that fee structures are legally sound, related to policy goals and should clarify implicit and explicit subsidies.	A. Complete User Fee study <ul style="list-style-type: none"> · Calculate the full cost for providing a service (Spring/Summer 2015). · Prepare Administrative Draft (Summer 2015) · Consult user groups and stakeholders prior to the draft report being brought to Council for consideration and adoption (Fall 2015). · Identify current subsidies for policy consideration by the Council (December 2015). 	Budget staff in conjunction with departments	December 2015	Consultant work is in process and final draft under review by departments. Anticipate initial review with Finance & Budget Commission on December 14, 2015.
		B. Complete Development Impact fee study. <ul style="list-style-type: none"> · Identify potential issues such as infill development; adding an administrative fee, and possible blending of rate and facility needs. 	Budget staff in conjunction with PW and CDS Departments	Early 2016	Draft study complete, review process underway.
		C. Adopt agreed-upon mechanism for annual fee increase and the fee basis (methodology) will be reviewed every five to seven years.	Budget staff in conjunction with departments	Annually and 2020	Mechanism will be determined in conjunction with tasks A and B above.
2	Sustain a 15% General Fund reserve and appropriate reserves for other fund sources.	A. Revise 2006 City of Davis General Fund reserve policy to reflect the Government Finance Officers Association (GFOA) recommendation that two months of total General Fund expenditures be set aside as a reserve (equivalent to approximately 16 percent). <ul style="list-style-type: none"> · Consider whether the policy should include setting aside funds for prepaying pension costs and additional Other Post Employment Benefit (OPEB) retirement costs. 	Finance/ Budget staff	December 2015/Early 2016	Analysis of reserve policies from other agencies in process. Data from other agencies has been attained and under review. Policy recommendation to Council in January/February.
		B. Review and analyze fund balances and establish reserve policy for other critical funds such as Water, Wastewater, Infrastructure as well as for Replacement and Maintenance costs,	Finance/ Budget staff	2015/2016	

3	Look at a variety of approaches to revenue while providing a balanced look at long-term expenditures.	<p>A. Develop Fiscal Resilience Plan which includes the following elements:</p> <ul style="list-style-type: none"> · Develop an Infrastructure Replacement Plan. This includes a long-term Capital Improvements plan and facility replacement and maintenance plan (see Goal 6, Objective 3 for details). · Identify possible sources of revenue such as Utility Users Tax · Develop an Asset Management Plan. Identify opportunities to sell or lease City assets for revenue (see Goal 6, Objective 2, Task D for details). · Update Investment Strategy. Review existing City Investment Policy and practices. 	<p>CMO/Finance/ Budget</p> <p>PW/Community Development/ Budget</p> <p>CMO/Budget</p> <p>CMO/CDS - Property Management</p> <p>Finance/CMO</p>	<p>2015/16</p> <p>2015/16</p> <p>Spring/Summer 2015</p> <p>2016</p> <p>December 2015/early 2106</p>	<p>Study contract to Council 6/16/15</p> <p>Discussions with Finance and Budget Commission, as well as a citizen focus group have taken place. Tax discussion with Council tentatively scheduled for December 15.</p> <p>Will undertake after completion of Goal 4, objective 2C</p> <p>Consultants PFM Asset Management have reviewed our investment policy and portfolio. PFM has met with staff and provided an Investment Strategy discussion report. This report is currently under review by Staff and the Finance and Budget Commission, with plans to be completed and presentation to City Council early in 2016.</p>
4	Seek increased cost efficiency and transparency in service delivery, while maintaining high quality city services.	<p>A. Explore and acquire new enterprise software for City operations i.e. fiscal services, budgeting, utilities, Building, Planning, Public Works, Code, etc. Fiscal software will be done, first.</p>	Information Systems/Finance and Departments	2015-17	Exploration underway on alternatives to current fiscal accounting system. Upgrades currently underway for employee time tracking. Upgrades will be

					completed in first half of 2016 for business license, Click2Gov for utilities and desktop software that employees use to access system
		B. When appropriate, examine other service delivery models, such as contracting.	All	Ongoing	PW Engineering extended four on-call engineering firm contracts May 2015. On-call planner contracts also in place.
		C. Evaluate Building Division processes to increase effectiveness and efficiency.	CDS	Ongoing	
		· Explore and implement web-based building permits.	CDS/IT	Fall 2015	Contract signed and project will start January 2016, with expected completion April 2016.
		· Explore Tech Upgrades for Inspections.	CDS/IT	Spring 2016	In process. Meeting with vendors.
		D. Complete an upgrade to the inventory of municipal real estate holdings/leases and cash flow.	CDS – Property Manager	Spring 2016	In process

5	Ensure labor contracts reflect long-term sustainability to support delivery of services.	<p>A. To assist in keeping track of how expenses are doing vis-à-vis revenues, both are projected five years out with known cost factors and assumptions factored into the Midyear fiscal report. These projections are updated and included in the Annual Budget.</p> <p>B. Cost analysis is done before labor negotiations begin and continues throughout the process. Part of the analysis usually includes compensation surveys of positions in other cities.</p>	Budget Human Resources/ Budget	April 2015, May/June 2015 and Ongoing 2015 (Ongoing)	<p>Q1 budget report provided to Council 12/15</p> <p>Negotiations complete and contracts approved for DPOA, PASEA, Management and Police Management</p>
6	Work with other agencies/jurisdictions/third parties to consolidate common services where it is mutually beneficial and where resources can be maximized.	A. When appropriate, City can explore opportunities such as shared training or procurement with other jurisdictions. For example, training with the Davis Joint Unified School District; possible contracts with the County for Geographic Information Services.	Human Resources/ IT	Fall 2015	Outside GIS study complete and GIS will be reorganized Winter 2016. Determined shared service model not in best interest of City in this instance.
7	Take actions to enhance and promote fiscal transparency	<p><u>Hold public workshops at City Council and Finance and Budget Commission.</u></p> <p>Review and update online information such as OpenGov, Coleman Fiscal Diagnostic, and MuniCast; and review of the budget document for improvements.</p>			

Goal 2 – Drive Innovation and Economic Vitality					
	Objectives	Tasks	POC	Timeframe	Status Update
1	Implement the Innovation and Economic Vitality Work Program and Action Plan approved by Council in May 2014	A. As identified in Objectives 2 through 6 below, staff will work with community groups and organizations to facilitate support entrepreneurship and access to business support services to strengthen the entrepreneurial network and to provide opportunities for local business growth	CMO/City Departments/Community	Jul 2014 to Jun 2016	
2	Facilitate business development through entrepreneur and startup support, working to leverage national, state, regional and local resources.	<p>A. Facilitate dispersed innovation center strategy by:</p> <ul style="list-style-type: none"> Completion of EIRs and public hearings for Mace Ranch Innovation Center applications. Support the community decision-making process on Measure R regarding innovation center and Nishi Gateway through education regarding challenges and opportunities. Conduct regular outreach regionally and nationally through social media and regional events to market Davis as a desirable location for innovation and startup businesses. Attend UC Davis meetings with administration, colleges and programs to support the universities efforts in tech transfer and startups <p>B. Support entrepreneurs and startups by conducting outreach in conjunction with Davis Roots, JumpStart Davis, and UC Davis programs, including Ag Innovation Center, Graduate School of Management, Engineering College's startup incubators.</p>	<p>CDS/CMO (IED)</p> <p>CMO/CDS</p> <p>CMO (IED)</p> <p>CMO (IED)</p> <p>CMO (IED)</p>	<p>Dec. 2015 Summer 2016</p> <p>Spring 2016</p> <p>Weekly</p> <p>Weekly</p> <p>Weekly</p>	<p>Final EIR for MRIC released on 1/7/16. Final EIR for Nishi released on 12/23/15.</p> <p>Virtual workshop for Nishi Gateway released 12/15.</p> <p>Work in progress with both applicants so outreach well-coordinated.</p> <p>Active participation with Metro Chamber Innovation and Econ Dev Committee, Greater Sacramento Area Economic Council, Ag+ Regional Working Group.</p> <p>Re-engaged</p> <p>Working with Davis Roots to increase utilization. Facilitated temp space for AgStart at Roots, key support for this organization in transition. Founding member of</p>

		<p>C. Promote community amenities and quality of life in Davis that attract young technologist, Millennials, and the Creative Class.</p> <ul style="list-style-type: none"> · Outreach to regional user groups through attending local and regional events, including JumpStart Davis Meetup, TEDxUCDavis, Sacramento Regional Startup Builders and Startup Grind. · Enhance arts and art-related opportunities <p>D. Facilitate development of incubator spaces.</p>	<p>CMO (IED)</p> <p>CMO (Arts)</p>	<p>Weekly</p>	<p>Davis Angels Network.</p> <p>Ongoing.</p> <p>Support Area 52 and exploring potential for collaboration. Working with private investor group on possible creation of lab incubator space.</p>
3	Increased engagement with UC Davis and regional academic and research institutions	<p>A. Regularly meet with UC Davis administration and academic programs to strengthen university/community partnerships.</p> <p>B. Conduct outreach to local tech businesses specifically associated with UC Davis to gain feedback on City's challenges and opportunities for business growth and expansion.</p> <p>C. City staff work with UC Davis to identify additional volunteer and other internship opportunities.</p> <p>D. Support UC Davis Technology Transfer objectives.</p>	<p>CMO (IED)</p> <p>CMO (IED)</p> <p>All Departments</p>	<p>Weekly</p> <p>Weekly</p> <p>Academic Quarter</p>	<p>Introductory meetings held with all key leaders at UC Davis.</p> <p>Plan for outreach to tech business is in progress.</p> <p>Met with Davis Chamber to start planning outreach in collaboration.</p> <p>Outreach will focus on innovation.</p>

	<ul style="list-style-type: none"> Regular meetings with Office of Research/Venture Catalyst to identify ways to support events and activities. 	CMO (IED)	Weekly	<p>Initial meetings held with Duschyant Pathak office of Research/Venture Catalyst; Steve Currall, Chancellor's Senior Advisor; and Justin Siegel, MARS Institute.</p> <p>On steering committee for World Food Center Speaker Series co-sponsored by Farm to Fork.</p>
	<ul style="list-style-type: none"> Participate in working groups on Agtech for Graduate School of Management and World Food Center. 	CMO (IED)	Monthly	
	<ul style="list-style-type: none"> Attend UC Davis events, seminars and forums about innovation as City representative. 	CMO (IED)	Weekly	

4	Develop Davis as a visitor destination	A. Facilitate Development of a Hotel Conference Center.	CDS/CMO (IED)	Summer 2015/ Ongoing	Planning entitlements approved by City Council September, 2015. Currently addressing lawsuit.	
		B. Partner with US Bicycling Hall of Fame to help facilitate its continued health and vitality.	CMO - Promotions	RFP - Spring/Summer 2015	On hold pending former redevelopment clarifications	
		· Work with Hall to develop an RFP to create a café concept within the Hall.		Induction – Fall 2015 and 2016	2015 Events COMPLETE	
		· Provide support for Induction Ceremony and Bike and Brew Fest.		Improvements - TBD		
		· Work with Hall to determine improvements to 3 rd and B Street facility (entryway modifications and signage).				
		C. Explore options and establish priorities/funding for improved community identification from I-80 and Hwy 113.	CMO/CDS	Spring 2016		
		D. Work with Yolo County Visitors Bureau to increase Visitor Attraction Assessment from 1% to 2%.	CMO	Spring 2015	COMPLETE	
E. Provide Yolo County Visitors Bureau an annual list of attractions the City of Davis would like to promote	CMO	Annually	COMPLETE Also participated in regional marketing to highlight Yolo County in SF Chronicle. Updating visitor maps.			
F. Determine whether Davis needs policies and regulations for short-term residential rentals.	CMO	Summer-Fall 2015	Initial report to Council August 2015.			
G. Conduct comprehensive analysis of hotel market in Davis and multiple proposals.	CDSD/CMO		In progress			

5	Develop a diverse economy through expanding the support network for local business	A. Conduct business visits with local business organizations and regional partners to assess challenges and opportunities for businesses in Davis.	CMO (IED)	Monthly	Planned in conjunction with Davis Chamber.
		B. Conduct business surveys on coordination with local business organizations and regional partners.	CMO (IED)	Quarterly	
		C. Conduct industry specific business roundtables to establish specific needs and identify concerns.	CMO (IED)	Quarterly	
		D. Hold regular broker and landowner outreach meetings to identify opportunities and challenges	CMO (IED)	Quarterly	Individual meetings underway.
		E. Provide support through outreach on behalf of business service organizations like the Davis Chamber, Downtown Davis, Workforce Investment Board and Small Business Development Center.			Served on steering group for Garamendi Small Business Boost Conference on 8/26.
		· Include links to the resources on the City's new Website	CMO (IED)	Summer 2015	COMPLETED
		· Meet regularly with the organizations to determine ways that City can facilitate development of additional resources for businesses.	CMO (IED)	Monthly	
		F. Encourage community-wide support through regular outreach for the "buy local" programs of Downtown Davis and the Davis Chamber.	CMO (IED)	Weekly	
G. Explore policy on preference for "buy local" in purchasing activities by the City and community organizations like the Davis Chamber and Davis Downtown Association.	CMO/Finance	Summer 2015			
H. Support and engage business community in current concern about nightclub activity in downtown.	CMO (IED)	Fall 2015 through 2016	In progress		
6	Engage in local and regional leadership	A. Actively engage local and regional partners like Sacramento Metro Chamber, Greater Sacramento Economic Council, Sacramento Area Council of Governments, Valley Vision, Urban Land Institute, Local Government Commission, League of California Cities and UC Davis to:	CMO (IED)		Advisory Committee for Project SlingShot a Regional WIB grant to support entrepreneurship. Steering Committee for Farm to Fork Capitol.

		<ul style="list-style-type: none"> Share and learn best practices in land use, sustainability and economic development. Develop improved systems and processes for land use and economic development. 	CDS/CMO	Monthly	Member of Metro Chamber Innovation & Econ Dev Subcommittee.
			CDS/CMO	Monthly	UC Global Food Initiative Committee Member. Greater Sac Econ Dev Directors Task Force.
6	<i>(continued)</i>	<p>B. Work proactively with Yolo County and LAFCO on development of tax sharing agreements and review of Innovation Center proposal and Nishi</p> <p>C. Attend meetings and events of local and regional innovation organizations like Davis Roots, JumpStart Davis, and Innovate North State to learn best practices for entrepreneur and startup support and tech business development.</p> <p>D. Continue agency leadership on the Yolo Rail Realignment Partnership project through:</p> <ul style="list-style-type: none"> Actively lead on project through attendance at Yolo County agency workgroup regular meetings, identification of future funding sources and ongoing government relations with railroads and external partners. Administer and execute US EDA grant for assessments on redevelopment/reuse, economic analysis and potential funding sources for project. <p>E. Develop access to broadband and robust communications services, through:</p>	CMO/CDS	Summer/Fall 2015	In progress
			CMO (IED)	Monthly	
			CMO (IED)	Biweekly	
			CMO (IED)	Summer/Fall 2015	Project on target for completion February 2016.
			CMO (IED)	2015-2016	Plan presented to Council December 2015

		<ul style="list-style-type: none"> Work with our agency partners to finalize the Yolo Broadband Consortium's 'Broadband Strategy Plan'. Develop working groups with community organizations and volunteers to implement findings from the 'Broadband Strategy Plan' - including members of the public, UC Davis, Davis Community Network, DavisGig, school district and business groups. Create a Broadband Advisory Task Force. Consider designating 1-2 Councilmembers as liaisons to the Task Force. Launch community survey of broadband speeds. Provide initial recommendations Draft recommended policy revisions to support broadband as a public utility and create a framework to promote its deployment. Continued engagement in the Yolo Broadband Consortium to identify and facilitate solutions to broadband service issues in Davis and the region. 	<p>CMO/other agencies</p> <p>CMO</p> <p>CMO (IED)</p> <p>CMO/PW/CDS</p> <p>CMO (IED)</p>	<p>Spring 2015</p> <p>Spring/Summer 2015</p> <p>2016</p> <p>Monthly</p>	<p>Completed</p> <p>DavisGig to host community meetings over next several months. City staff will participate. Meetings held with all other cities in Yolo County to share information.</p> <p>Task Force created 12/1/15. Will be formed and start meeting January 2016. Will bring schedule to Council as soon as available.</p> <p>Yolo County group convened.</p> <p>Regional Consortia convened.</p> <p>Attended Annual Summit of CETF, CA Emerging Technologies Fund.</p>
7	Maximize benefits of existing inventory and increase supply of flexible business space.	<p>A. Adopt amendments to reduce process-related uncertainties for non-controversial planning entitlements.</p> <ul style="list-style-type: none"> Draft and adopt Office/R&D Zoning District ordinance. Draft and adopt zoning ordinance changes to make Final Planned Developments/Revised Final Planned Developments for "minor" projects an administrative review process. Explore other options and opportunities for 	<p>CDS/CMO (IED)</p> <p>CDS – Principal Planner</p> <p>CDS – Principal Planner</p>	<p>Fall 2016</p> <p>Spring 2016</p>	

9	Expand opportunities for local artists and the arts community, and develop strategies for innovative Creative Placemaking and future growth of arts and culture in Davis. (Also see #11 below)	A. Complete evaluation of formation of Arts Alliance, based on Council direction.	CMO – Arts	Fall 2015	COMPLETE
		B. Develop criteria to support and implement short- and long-term goals of Alliance.	CMO- Arts	2016-2017	
		C. Identify parameters and formally establish an arts district (define through banners, maps and other branding devices).	CMO – Arts/Alliance	Spring 2016	
		D. Identify pilot projects for public art, e.g. utility box murals. (Phase 1)	CMO – Arts	Spring 2015	Phase 1 complete: 5 utility boxes complete In the Keys of Davis dedicated for Summer 2015 Inventory updated Summer 2015.
		E. Update public art inventory and maintenance requirements.	CMO – Arts	Summer 2015	
		F. Inventory Downtown art collection and maintenance needs.	CMO – Arts	Spring 2016	
		G. Identify additional opportunities for art on city-owned properties and public utilities.	CMO – Arts/Alliance	Spring 2016	Initial efforts underway.
		H. Re-establish annual grant program, providing opportunities for local artists and organizations to apply for small grant funding.	CMO – Arts	Fall 2015/Winter 2016	Complete. RFP released. Grants due Fall 2015.
		I. Develop and support Centennial programming in partnership with Arts Community	CMO – Arts	2016-2017	
10	Undertake actions to recruit and retain businesses.				
11	Develop a comprehensive Arts plan to enhance and fine-tune the existing arts program and	A. Research funding opportunities and models for % for Arts Private Development ordinance	CMO – Arts	Winter 2016	

	<p>ensure that Art is integrated in the appropriate context within civic and community life.</p>	<p>B. Re-populate Civic Arts Commission</p> <p>C. Promote Arts integration through State/Federal STEAM (science technology engineering arts and math) initiatives with DJUSD and UCD.</p>	<p>CMO – Arts</p> <p>CMO – Arts</p>	<p>Fall 2015</p> <p>2016-2017</p>	<p>COMPLETE</p>
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Goal 3 – Pursue Environmental Sustainability

	Objectives	Tasks	POC	Timeframe	Status Update
1	Reduce the community's carbon footprint and achieve measurable GHG emission reductions, including reduction of Vehicle Miles Traveled (VMT).	A. Evaluate energy efficiency and renewable energy production program for city operations to achieve cost savings and GHG reductions consistent with the CAAP.	CDS – Sustainability Manager	Ongoing	LED Streetlight conversion project phase 1 completed Phase 2 LED conversion in progress Phase 3 LED conversion to begin October 2015
		B. To implement the City's Climate Action and Adaptation Plan, collaborate with organizations promoting sustainable programs/projects, such as Valley Climate Action Center, Cool Davis Foundation, UC Davis, etc.	CDS – Sustainability Manager	Ongoing	
		C. Evaluate street corridors for opportunities to coordinate signals to reduce total wait time for motor vehicles.	PW	June 2016	
		D. Update and implement Parking Lot Shade ordinance to reduce the heat island effect.	PW/CDS	Summer/Fall 2015	
		E. Replace 10% of the City fleet vehicles with hybrids to reduce city gas consumption where operationally feasible.	PW/CMO/Finance	June 2018	
		F. Complete Electric Vehicle Readiness Plan (grant approved) – also see Goal 6, Objective 4.	CDS - Sustainability	Late 2015/Early 2016	Underway. Draft plan submittal in Dec. 2015 Final plan completion Mar. 2016
		G. Based on results of EV Readiness Plan, identify priorities and funding for installation of charging stations at city facilities.	PW/CDS	2016/2017	

		H. Continue to support the ongoing Georgetown University Energy Prize, including identification of staffing and funding needs and revenue sources to support the effort.	CDS – Sustainability Manager	Through 2016	Underway
		I. Update GHG reduction requirements for new residential development projects.	CDS – Sustainability Manager	2016	Exploring grant and partnership opportunities for development
		J. Identify appropriate thresholds and develop GHG reduction requirements for non-residential and mixed-use development projects.	CDS – Sustainability Manager	Late 2016/ Early 2017	Exploring grant and partnership opportunities for development with desire to accelerate schedule
2	Continue to pursue implementation of farmland protection and habitat conservation through acquisition of open space/easements.	A. Complete community outreach, review and update of City Open Space priorities and policy and make recommendations to City Council, including how Measure O Open Space funds are prioritized for acquisitions and maintenance of agricultural and habitat lands/easements.	CDS – Property Manager and OSHC	April 2016 Completion	Underway
		B. Continue to work with local land trusts and the County Habitat Conservation JPA and Yolo Natural Habitat Program to preserve important farmland and habitat areas.	CDS – Property Manager and OSHC	Ongoing	JPA continues to make progress.
		C. Staff participation in review and completion of administrative drafts of the County JPA Habitat Conservation Plan.	CDS/PW	Summer 2015	CC approval of comments 5/26/15
		D. Complete cooperative funding agreement with County JPA on Habitat Conservation Plan.	CDS – Property Manager and OSHC	December 2015	Initial agreement completed, Development of final MOU Underway
		E. Transition Open Space Maintenance to CDS	CDS/Finance/PCS	Spring 2016	Underway
3	Conserve resources in an environmentally responsible manner; increase water and energy efficiency of existing resources and explore alternatives.	A. Continue to implement the City's Urban Water Management Plan and Integrated Water Resources Study.	PW	Ongoing	RFQ to update 2015 Urban Water Management Plan to go out in Fall 2015 following receipt of content requirements from the State.

		<p>B. Adopt an ordinance and implement a public education effort to permit and encourage residential gray water and rain catchment systems.</p> <p>C. Implement physical modification of West Area Pond to manage open water habitat using less supplemental water.</p> <p>D. Fund and implement at least five rebate programs addressing water, waste water and solid waste related resources.</p> <p>E. Create a rewards and recognition program to promote businesses participating in the Partners for a Greener Davis program.</p> <p>F. Integrate the findings from the Davis FREE (Future Renewable Energy and Efficiency) study into the City's efforts to reduce local energy use and the production of local renewable energy.</p> <p>G. Explore implementation of programs to assist property owners in understanding the energy conservation opportunities for their property.</p> <p>H. Implement the Organics Program to assist in meeting the City's goal of 75% reduction of landfill waste.</p> <p>I. Continue to implement water conservation measurement/operations of parks and open space</p>	<p>PW</p> <p>PW</p> <p>PW</p> <p>PW/CDS - Sustainability</p> <p>CDS – Sustainability Manager</p> <p>CDS – Sustainability Manager</p> <p>PW</p>	<p>June 2016</p> <p>Fall 2016</p> <p>Summer 2016</p> <p>Pilot program – 2016 Enrollment by 10% of Davis businesses - 2020</p> <p>Ongoing</p> <p>Spring 2016</p> <p>Summer 2016</p>	<p>Ordinance updated on 5/13/2014 and workshop to be held on 7/15/2015</p> <p>Underway</p>
4	Prioritize actions to implement Climate Action and Adaptation Plan across Council goals.	<p>A. Develop annual Sustainability work plan within the Sustainability Division of CDS to direct and prioritize work efforts, in alignment with CAAP and City Council Goals.</p> <p>B. Identify grant opportunities to help fund ongoing existing City Sustainability work plan and CAAP.</p>	<p>CDS – Sustainability Manager</p> <p>CMO/CDS – Sustainability Manager</p>	<p>Spring 2016</p> <p>Ongoing</p>	Underway
5	Advance development of community energy plan. Expand alternative energy facilities, such as community solar facilities and	<p>A. Form advisory committee to explore options related to Community Choice Energy and make recommendations on CCE to City Council.</p> <p>Finalize CCEAC recommendations and City</p>	<p>CDS – Sustainability Manager</p>	<p>Feb. 2015 – July 2015</p> <p>Spring 2016</p>	<p>Completed phase 1</p> <p>Underway</p>

	other competitive technologies.	<p style="text-align: center;">Council Action</p> <p>B. Return to City Council with implementation options for the Davis FREE plan.</p> <p>C. Facilitate expansion of residential and commercial solar and renewable energy generation in the Davis area.</p> <ul style="list-style-type: none"> · Work cooperatively with PVUSA on solar facility expansion and exploration of power purchase agreement. · Identify additional commercial renewable energy generation opportunities. · Work with local partners, such as Cool Davis, to identify ways to expand renewable energy generation, especially focused on GHG reduction. 	<p>CDS – Sustainability Manager</p> <p>CDS – Sustainability Manager</p> <p>CDS – Sustainability Manager</p> <p>CDS – Sustainability Manager</p>	<p>Fall 2015/ Winter 2016</p> <p>January 2016</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Technical study completed. Return to Council Jan. 2016.</p> <p>Under discussion pending outcome of CCE.</p>
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Goal 4 – Build and Promote a Vibrant Downtown

	Objectives	Tasks	POC	Timeframe	Status Update
1	Improve downtown as a bicycle and pedestrian friendly destination for residents and visitors.	A. Implement City Council adopted Downtown Parking Task Force Recommendations.	PW – Transportation Planning	Ongoing	The license-plate reading technology vendor chosen through RFP. To Council January 2016.
		B. Encourage and support local businesses to become Bicycle Friendly Businesses (Bicycle Action Plan)	PW – Transportation Planning	Ongoing	A SACOG grant was received to support this effort. Staff is coordinating with SACOG details on the effort.
		C. Improve bicycle parking availability by adding more long-term racks; providing portable temporary bike racks for special events; and removing abandoned bikes on a regular basis.	PW	Summer 2016	
		D. Investigate more lane sharing markings and/ or the regular temporary closings of a street to vehicular traffic.	PW/CDS	Spring 2016	
		E. Work with Davis Downtown to promote downtown as a low carbon shopping option.	CDS – Sustainability Manager	Ongoing	Discussions underway with Davis Downtown for EV charging opportunities
		F. Increase the newly formed downtown beautification donation fund in order to add decorative lighting to downtown trees and storefronts.	CMO	Ongoing	Donations received.
		G. Assess E Street and G Street plazas for improvements and maintenance to include repair or replacement of pavers, drainage issues, landscaping, signage, etc. and identify funding options.	CMO – Promotions/PW/Parks	Summer 2015	E Street Plaza rehabilitation efforts underway.
		H. Work with Downtown Davis, Arts Alliance, and YCVB on comprehensive downtown banner plan and identify funding options.	CMO – Promotions	2016	In progress
		I. Explore options for public restrooms in the Core Area.	CMO/PW/CDSD	Fall 2015-2016	Potential site locations reviewed. Initial costs gathered.
2	Utilize City-owned property to support economic development	A. Maintain vibrant tenants in Historic City Hall, Varsity Theater, Hunt Boyer and the US Bicycling Hall of Fame.	CDS – Property Manager/ CMO (IED)	Ongoing	Completed 5-year lease extension with Historic

	goals.	<p>B. Evaluate feasibility of leasing former paratransit office in Depot building.</p> <p>C. Develop RDA Successor Agency property management plan.</p> <p>D. Support continued partnership with Davis Roots in Hunt Boyer Mansion.</p> <p>E. Complete an assessment of the relocation of the PW Corporation Yard and potential re-use of the property for infill development.</p> <p>F. Review possibility for city-owned lot at Olive and Richards for parking.</p>	<p>CDS – Property Manager</p> <p>CDS – Property Manager</p> <p>CDS – Property Manager/CMO (IED)</p> <p>PW and CDS</p>	<p>Spring 2016</p> <p>Fall 2015</p> <p>Ongoing</p> <p>Pending resource allocation</p>	<p>City Hall tenant.</p> <p>Underway</p>
3	Advance densification and infill opportunities. Promote mixed use.	<p>A. DJUSD Site Concept Project. Implement a SACOG technical assistance grant to :</p> <ul style="list-style-type: none"> Conceive financially feasible redevelopment concepts that are land-efficient and achieve property owner’s objectives. Address public and neighborhood concerns about redevelopment of the site. Identify city regulatory barriers and suggest solutions. 	CDS - Principal Planner/SACOG/Partner Agencies	Current through Spring 2016	Underway
		<p>B. Core Area Specific Plan Revision. A subcommittee of the Planning Commission and City Council shall develop and recommend revisions to the Core Area Specific Plan (CASP). Scope anticipated to include:</p> <ul style="list-style-type: none"> Issues of form and function in the downtown Core. Context in which Core is immersed. SWOT analysis. Visioning process to frame design review and code revisions. CASP recommendations: design review procedure and code revision options. Building height assessment and recommendation(s) 	Subcommittee	Current through Spring 2016	Newly approved and replaced prior tasks June 2015. Further refined August 2015. Subcommittee meetings underway.
		<p>C. Rail Realignment Assessment. Work on a regional, multi-agency approach to rail realignment for significant portions of the short rail lines in Yolo County.</p>	CMO/CDS - Principal Planner	Current through Spring 2016	Newly approved and replaced prior tasks 6/2/15. Final report for EDA grant by Winter 2016.

4	Enhance downtown ambiance.	A. Downtown green waste containerization implementation plan (Downtown Parking recommendation).	PW	Summer 2016	
		B. Evaluate receptiveness of existing on-street dining/parklets and develop guiding policy.	PWCDS	Summer 2016	
		C. Coordinate with development projects and utility/roadway projects to identify opportunities for paving/landscaping enhancements.	PW/CDS	Ongoing	
		D. Explore options for downtown LED light retrofits.	PW/CDS	2016	
		E. Develop a coordinated multi-year plan for infrastructure maintenance and enhancements in the Downtown Core to minimize disruption while minimizing impacts to businesses and visitors.	PW	Dec 2016	
5	Continue to pursue arts and entertainment activities downtown.	Refer to Goal 2, Objective 9 for detailed discussion.	CMO – Arts		
6	Improve downtown as a destination, both for Davis residents and for visitors, and as a vibrant business location.	A. Complete application processing for hotel conference facility.	CDS	Summer 2015	Completed
		B. Complete environmental review and application processing for Nishi Gateway.	CDS	Feb 2016	Final EIR under preparation
		C. Complete installation of downtown way-finding signs Phase 1.	CDS/PW	Mar. 2015	Completed
		D. Fund and complete installation of downtown way-finding signs Phase 2	CDS/PW	Fall 2015- Winter 2016	Underway. Installation by Feb. 2016
		E. Fund and complete installation of downtown way-finding signs Phase 3 (monument signs)		Summer 2016	
		F. Replace, remove and/or relocate current trash and recycling bins to reduce trash overflow and increase recycling downtown.	Parks	Ongoing	Completed – increased coverage in late afternoon/early weekday evening hours and

					weekend coverage
		G. Complete PSR for Richards Interchange Improvements, identify funding for construction.	PW	Spring 2016	PSR is expected to be complete in January 2016. Funding will be evaluated during FY 16/17 budget process.
		H. Cooperate with Chamber and Downtown Davis Association to bring Davis Arch proposal to City Council for review and direction.	CDS/PW	Spring 2016	
		I. Develop post RDA mechanisms to finance "community investment projects" potentially collaborating with other cities in Yolo County.	CDS/CMO	Ongoing	
		J. Evaluate downtown entertainment (bars, nightclubs) uses and possible zoning amendments or other voluntary agreements for management.	PD/CDS/CMO	Fall 2015/Winter 2016	Underway
		K. Create an Inter-departmental Downtown Working Team to identify and ensure a streamlined and coordinated approach to downtown issues; to outreach to downtown businesses; and to work closely with stakeholder groups. <ul style="list-style-type: none"> · Identify City-led infrastructure improvement plans · Identify needs (not yet included in plans) · Engage in issues concerning safety such as the downtown nightclub Item J above · Collaborate with all partners including Downtown Davis, Davis Chamber of Commerce, Yolo County Visitors Bureau, and UC Davis · Conduct outreach to community when appropriate to increase information to residents and businesses about improvement projects · Assist with development of new businesses. 	CMO (IED) with all departments	2016	
		L. Meet with Davis Downtown and stakeholders to review DBID structure and provide recommendations to City Council as necessary.		Winter/Spring 2016	

7	Ensure user friendly visitor information is available in the downtown area.	A. Work with downtown partners (YCVB, DD, and Davis Chamber) to stock downtown map cases with general info brochures and special events information.	CMO - Promotions	Ongoing	Providing support for reprints of bike map, regional marketing, other publications.	
		B. Work with Police Department Volunteer Program to enhance and expand Downtown Hosts program.	CMO – Promotions/ PD Volunteer Coordinator	Spring 2015		
		C. Develop interpretive signage downtown for:	· Bike lanes anniversary	CMO – Promotions	Spring 2015	Completed
			· Train Depot	CMO – Promotions	Fall 2015	

Goal 5 – Promote Community

	Objectives	Tasks	POC	Timeframe	Status Update
1	Strive to provide transparency, valuable information to citizens in a timely, efficient, effective and respectful manner and actively seek input and feedback from the community.	<p>A. Provide clear, accurate, unified and consistent messaging using a variety of traditional (in-person / paper) and interactive electronic communication tools to inform, educate, engage and interact with residents & businesses to meet their preferred communication venue. Seek to engage diverse groups.</p> <ul style="list-style-type: none"> · Develop a multi-dimensional Strategic Communication Plan and funding strategy. · Utilize Davis Together (electronic Newsletter) with minimum twice monthly newsletters to share city information. Increase number of recipients. · Encourage input from appointed bodies and ensure reporting to all Councilmembers. · Fully implement and coordinate various electronic customer service models that result in timely feedback to the customer and regular Council review at all levels. · Increase participants in city social media and electronic communication sites to improve outreach to the public contacts by 10% annually. · Provide easily accessible up-to-date City information and services 24/7 to residents, businesses and visitors using various e-platforms. Use interactive technology (social media) to integrate news, videos and photos in featured content. · Develop a citywide searchable calendar. 	<p>CMO-Communications</p> <p>CMO-Communications</p> <p>CMO-Communications</p> <p>CMO-Communications</p> <p>CMO-Communications</p> <p>CMO-Communications</p> <p>CMO-Communications/</p>	<p>March. 2016</p> <p>Twice monthly</p> <p>Ongoing</p> <p>June 2015</p> <p>Review in June and December</p> <p>Ongoing</p> <p>Dec. 2015</p>	<p style="color: red;">Sending bi-weekly newsletters on general city information & special editions on water conservation.</p> <p style="color: red;">Increasing communications with Council on press releases and general information.</p> <p style="color: red;">Go Davis (CRM) was implemented and staff is currently tracking response times.</p> <p style="color: red;">Increased subscribers since 11/14: Facebook 68% Twitter 193% Nextdoor 54%</p> <p style="color: red;">New website went Live 8/15. Launched YouTube account and holding water conservation workshops.</p> <p style="color: red;">Calendar available and utilized on city website.</p>

		B. Complete Records Retention Schedule Update and Implementation.	City Clerk	Update by 2016 Implementation throughout 2016.	
		C. Finish migrating data and information to new City-wide Website and launch new portal.	CMO/Admin Services Department/IT	Soft launch –June 2015. Full launch – August 2015	Complete
1	(continued)	D. Complete review of required financial disclosures for commissions.	City Clerk	Fall 2015/Winter 2016	
		E. Develop comprehensive, cross-departmental notification and outreach policy and checklist for city and development projects	CDS/CMO	Spring 2016	Underway
2	Create community dialogue opportunities to seek input and feedback from the community.	A. Utilize Davis Together: Engage (online survey and reporting tool known as My Sidewalk) to inform, educate engage and interact; to enhance civic engagement; promote shared collaboration, decision making and foster community problem-solving.	CMO-Communications	Launch Davis Together: Engage - Winter 2015. Then ongoing.	Pilot organics survey completed.
		B. Empower Davis residents, businesses and local partners to engage and interact with elected officials and City staff through a variety of means such as hosting City Hall at the Market (Monthly), promoting email contacts (monthly in newsletter), scheduling/advertising regular Council “office” hours (as described by Councilmembers) and hosting a rotating weekly Councilmember web chat, etc.	CMO-Communications	See description.	
		C. Continue to support Yolo Conflict Resolution Center through provision of space and referrals. Review relationship annually.	Social Services/Housing	Summer 2015	Partnership reviewed and successful.
		D. Revise commission term ending dates, as per Council direction. Complete recruitment (2014) of commissions and commission training for members and liaisons.	CMO/City Clerk	Revisions and recruitment by Fall 2015. Training Fall 2015 and Winter 2016.	COMPLETED
3	Foster sense of community and community pride.	A. Sponsor, manage and/or support events to foster a sense of place and pride within the community. · Picnic Day (support)	CMO/PD	Prep - Winter 2015. Event - April 2015	Completed for 2015. Planning underway for

		<ul style="list-style-type: none"> Community Day of Service (sponsor) May is Bike Month (sponsor) 	<p>CMO – Neighborhood Services</p> <p>CMO - Promotions</p>	<p>Prep – Winter/ Spring 2015. Event – Apr. 25, 2015</p> <p>Prep – Winter/ Spring 2015. Event - May 2015</p>	<p>2016.</p> <p>Completed for 2015.</p> <p>Completed for 2015</p>
3	(continued)	<ul style="list-style-type: none"> July 4th Celebration (sponsor) Davis Neighbors Night Out (sponsor) Annual Holiday Tree Lighting (sponsor) City of Davis 2017 Centennial (sponsor) Davis Farmers Market (support) 	<p>CMO – Cultural Arts</p> <p>CMO – Neighborhood Services</p> <p>CMO - Promotions</p> <p>CMO - Promotions</p> <p>CMO - Promotions</p>	<p>Prep – Winter/Spring/Summer 2015. Event - July 4th</p> <p>Prep - Summer/Fall 2015. Event – Oct. 2015</p> <p>Prep - Fall 2015. Event – Dec. 2015</p> <p>Planning through 2016.</p> <p>Wednesdays and Saturdays</p>	<p>Completed for 2015</p> <p>Completed for 2015.</p> <p>Completed for 2015.</p> <p>CMO Communications Team has started initial (internal) discussions.</p> <p>Ongoing</p>
4	Ensure the housing supply is accessible to all and promote positive community relations.	<p>A. Draft the Universal Access Ordinance and present to Council for action.</p> <p>B. Amend existing public information, summaries and handouts for Accessory Dwelling Units (ADU).</p> <p>C. Continue fulfilling the City’s role in providing resource and referral information for tenant/landlord fair housing issues, including pursuing opportunities for further partnership and coordination with UC Davis. May require additional staffing.</p> <p>D. Identify potential issues that renters and landlords face and determine the need for a Renters Ordinance.</p>	<p>CMO - Housing & Grants Mgmt</p> <p>CDS/CMO</p> <p>CMO - Housing & Grants Mgmt</p> <p>CMO - Housing & Grants Mgmt/CDS</p>	<p>Spring 2015</p> <p>June 2015</p> <p>Ongoing</p> <p>Fall 2015</p>	<p>Completed</p> <p>Completed</p> <p>Ongoing</p> <p>Underway. Initial feedback from Council July 2015. Have held meetings with property representatives</p>

		<p>E. Bring forward renters ordinance options for Council consideration.</p> <p>F. Obtain HCD certification of General Plan Housing Element.</p> <p>G. Adopt zoning amendments to secondary dwelling unit process and standards.</p>	<p>CDS/CMO</p> <p>CDS – CD Administrator</p> <p>CDS – Principal Planner</p>	<p>Fall 2015/Winter 2016</p> <p>Spring 2015</p> <p>March 2015</p>	<p>and heard feedback from renter's advocacy group.</p> <p>Initial agenda item to Council July 2015.</p> <p>Completed</p> <p>Completed</p>
5	Increase, maintain and improve the supply of affordable housing in a post-Redevelopment environment.	<p>A. Complete the Request for Proposals process for the city-owned affordable housing sites.</p> <p>B. Work with Yolo County Housing to complete the rehabilitation of Pacifico Affordable Housing.</p> <p>C. Work with Cannery developers on financing for the Cannery Lofts affordable apartment complex.</p> <p>D. Facilitate affordable housing components of infill housing projects targeting varying income levels and needs.</p>	<p>CMO - Housing, Social Services & Grants Mgmt</p> <p>CMO - Housing, Social Services & Grants Mgmt</p> <p>CMO - Housing, Social Services & Grants Mgmt</p> <p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>Winter/Spring/Fall 2015</p> <p>Through Winter 2016</p> <p>Ongoing, until funding secured</p> <p>Ongoing</p>	<p>RFP process for each of the city-owned sites at 2990 Fifth Street completed and predevelopment work underway. 4100 Hackberry in process.</p> <p>Plans presented to Social Services Commission in July 2015. Returning to Social Services Commission in December and coming before City Council January 2016.</p> <p>Tax credits awarded. City continues compiling necessary funding for project commitment. Project in review for permitting. Construction start estimated early 2016.</p> <p>Staff engaged with pending developments, seeking increased affordability and innovative options.</p>

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(continued)

<p>E. Monitor and partner with affordable housing owners to ensure the preservation of existing affordable housing supply. Requires additional staffing to continue at pre-Redevelopment levels.</p>	<p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>Ongoing</p>	<p>Completed monitoring for 2015.</p>
<p>F. Work with CHOC to complete rehabilitation of Sterling Court, Rosa Parks, Sojourner Truth and Olive Court apartments.</p>	<p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>Fall 2015</p>	<p>Sterling Court and Rosa Parks completed. Work on Olive Drive and Sojourner Truth apartments nearly complete.</p>
<p>G. Implement housing steps related to the Social Services Strategy (see 6B.) and determine staffing strategy.</p>	<p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>2015-2016</p>	
<p>H. Return to City Council to discuss next steps related to the GAMAT affordable housing units.</p>	<p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>Winter 2016</p>	<p>Returning to Council in January 2016.</p>
<p>I. Process resale and refinance reviews of affordable ownership housing units to ensure ongoing compliance with requirements and availability of affordable housing units.</p>	<p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>Ongoing</p>	<p>Ongoing</p>
<p>J. Complete periodic review and updates to the Affordable Housing Ordinance, assessing its ongoing effectiveness in relation to market fluctuations. Pending updates include:</p>			
<ul style="list-style-type: none"> - Removal of Accessory Dwelling Unit provision and addition of option to restrict existing units to meet requirements. 	<p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>January 2015</p>	<p>Completed</p>
<ul style="list-style-type: none"> - Update to the In-lieu Fee Amount and Use. 	<p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>Summer 2015</p>	<p>Completed</p>
<ul style="list-style-type: none"> - Consider requirements for Stacked-flat Condominiums and Vertical Mixed-Use Projects as well as comments from Sacramento Housing Alliance and Legal Services of Northern California. 	<p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>Summer 2015</p>	<p>Review of requirements for vertical mixed-use and stacked flat condos and buyer/tenant selection</p>

		<ul style="list-style-type: none"> Revisit City Buyer and Tenant Selection Process for affordable ownership and rental housing units. <p>K. Explore opportunities to increase affordable housing options for students, including potential partnership with UC Davis in the development of affordable housing on campus.</p> <ul style="list-style-type: none"> Begin General Plan Update, balancing timeliness and process. Will consider Health and Climate Adaptation elements. <p>L. Develop options for how to approach next General Plan Land Use Update– including identification of timelines, community engagement options, costs and funding options. Present options to the Planning Commission and City Council for direction.</p>	<p>CMO – Housing, Social Services and Grants Mgmt</p> <p>CMO - Housing, Social Services & Grants Mgmt</p> <p>CDS</p>	<p>Ongoing</p> <p>Completion 2016</p>	<p>process to Social Services Commission in December and to Council January 2016.</p>
6		Complete a needs assessment for Parks and Community Services			
7		Develop Comprehensive Noticing Guidelines and Processes			
8		<p>Actively engage with UC Davis on the Long Range Development Plan. Seek opportunities for collaboration and clearly articulate City goals and objectives. Assess impacts on traffic, parking, housing, and city services and explore possible mitigation measures.</p> <p>Consider Council Subcommittee after June 2016, if needed, and/or other means of regular check-ins with Council.</p> <p>(CDS, Present through Spring 2017)</p>			

Goal 6 – Fund, Maintain and Improve Infrastructure					
	Objectives	Tasks	POC	Timeframe	Status Update
1	Evaluate water conservation strategies on greenbelts and in parks and include community participation.	<p>A. Inventory all water meters.</p> <p>B. Collect and summarize consumption data.</p> <p>C. Develop planting and watering conservation strategy/plan, involving community volunteers where possible.</p> <p>D. Replant traditional turf species with low stature native or near-native grass species, involving community volunteers where possible.</p> <p>E. Continue pilot program of turf removal / modification implemented as part of North Davis Channel project.</p> <p>F. Apply for grant funding through the DWR Water-Energy grant program.</p>	<p>PW</p> <p>PW</p> <p>PCS</p> <p>PCS</p> <p>PCS</p> <p>PCS</p>	<p>Completed</p> <p>Quarterly update to Council</p> <p>Dec. 2015</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Posted and updated monthly here: http://water.cityofdavis.org/water-conservation/drought Areas of emphasis with Adopt A Park volunteer program and Community Service Clean-up events</p> <p>Public notification signage is being developed and will begin posting specific areas</p> <p>In process</p> <p>In process with Consero Solutions</p>
2	Develop plans and funding strategies to address the long term needs of the community in planning for infrastructure and city assets.	<p>A. Develop a clear and transparent funding reserve policy for infrastructure.</p> <p>B. Survey community groups to determine long term needs, desires, and priorities.</p> <p>C. Assess existing condition of city assets and infrastructure:</p> <ul style="list-style-type: none"> · Transportation · Facilities 	<p>PW</p> <p>PW</p> <p>PW</p> <p>PW</p>	<p>Dec. 2015</p> <p>Dec. 2015</p> <p>Dec 2015</p> <p>Dec 2015</p>	<p>Wastewater reserve policies have been drafted and approved by the FBC. Expected to present to Council in early 2016 for adoption.</p> <p>Staff is completing asset inventory and will begin condition assessment later this summer. Condition Assessment consultant to begin work in July and complete work in October.</p>

		<ul style="list-style-type: none"> Storm water Parks and Park Facilities Utilize findings and recommendations in parks assessment to create an implement a timeline and proposed budget for those parks that are deficient according to industry standards criteria. <p>D. Develop strategy to maximize use of under-utilized City buildings, properties, and facilities. Discuss philosophy for use of "surplus" property.</p> <p>E. Survey the City's streets and bike paths for condition and maintenance assumptions on a regular basis to update our pavement maintenance program.</p> <p>F. Develop a long-term urban forestry management plan, including.</p> <ul style="list-style-type: none"> Develop a Tree Master Plan Develop a Tree Maintenance Plan <p>G. Form a Sports Complex Task Force to evaluate needs and options, and to make recommendations to the City Council on options.</p>	<p>PW PCS</p> <p>PW/CDS</p> <p>PW</p>	<p>July 2016</p> <p>2016-2017</p> <p>Ongoing - every 3-4 years.</p>	<p>Update: Draft report being reviewed. Anticipate Council report by March 2016. All storm water pump stations were assessed in 2015 by a consultant and recommendations for improvements and replacements were provided.</p> <p>Work will follow completion of facility assessment study.</p> <p>Our periodic street survey for surface condition, which occurs every three years, was performed in September. A report will be presented to Council in December</p>
3	Sustain existing infrastructure, identifying areas where improvements are necessary.	A. Develop a comprehensive preventative maintenance schedule for all city assets and infrastructure.	PW	2015-2016	Staff have updated the assumptions in the Pavement Maintenance Program as part of the ongoing preventative maintenance effort for street and path pavement surfaces. A multi-street pavement project will be in construction in summer 2016.

		<p>B. Develop individual long range replacement plans for all major asset categories.</p> <p>C. Complete a comprehensive corrosion control study to determine strategy to efficiently extend the life of our water distribution system.</p> <p>D. Install variable frequency motor drives for all water well pump systems to save energy by modulating the speed of the motor rather than running at 100% speed regardless of the need.</p> <p>E. Adopt Updated Transportation Improvement Plan.</p> <p>F. Complete SCADA Master Plan to develop security and hardware/software protocols for utility infrastructure.</p>	<p>PW</p> <p>PW</p> <p>PW</p> <p>PW</p> <p>PW</p>	<p>Dec. 2015</p> <p>June 2016</p> <p>June 2017</p> <p>Annually with budget</p> <p>Dec 2016</p>	<p>Design of the new Well 34 has begun and will have a VFD. Wells 31 and 32 will be retrofitted with VFDs in 2016. All wells will be fitted with VFDs prior to delivery of surface water in mid-2016.</p>
4	Provide a safe and efficient circulation system.	<p>A. Improve bike circulation and safety, with priority near schools and parks with wayfinding signage.</p> <p>B. Adopt enhanced transportation striping guidelines that increases safety, avoids confusion and minimizes GHG emissions from motor vehicle.</p> <p>C. Install two Rapid Rectangular Flashing Beacons at key crossing locations per recommendations from the City's Walk and Bike Audit and funded through an existing SRTS grant.</p> <p>D. Complete the California Energy Commission EV charging grant study, with goal to expand EV charging in Davis.</p> <p>E. Enhance Richards Boulevard Corridor.</p> <p>F. Review possible synchronization of lights along main corridors, including Richards, Russell and Covell.</p> <p>G. Improve bicycling comfort and safety by completing the following infrastructure enhancements:</p>	<p>PW</p> <p>PW</p> <p>PW</p> <p>PW/CDS-Sustainability Manager</p>	<p>Dec. 2016</p> <p>June 2016</p> <p>Summer 2017</p> <p>2015-2016</p>	<p>Underway</p>

		<ul style="list-style-type: none"> · Fifth Street Lane Reduction to add bike lanes from L Street to Pole Line Rd. · Add buffered bike lanes on Cowell Blvd from Research Park Drive to Pole Line Rd. · Install additional bike racks at Central Park in B Street landscape strip. · Add bicycle markings on Birch Lane and Hamel Street near elementary schools · Extend Sycamore Lane cycle track to Colby Avenue · Continue shared lane markings on First Street onto G Street to Third Street. 			
5	Address long-term maintenance and funding needs for parks, open spaces and wildlife habitat areas.	<p>A. Explore sustainable funding sources for the urban forest budget to reduce general fund needs.</p> <p>B. Investigate and apply for grants applicable to wildlife habitat maintenance and management.</p> <p>C. Utilize existing grant funds and reapply for Displaced Farm Workers Grant to continue projects May – November 2016</p>	PW/PCS/CDS	Ongoing	In process and will be meeting with the Consero Solution staff for grant possibilities
			PW/CDS/PCS	Ongoing	In Process with Consero Solutions

Goal 7 – Ensure a Safe and Healthy Community

	Objectives	Tasks	POC	Timeframe	Status Update
1	Maintain efficient and highly trained public safety staff.	A. Continue to provide initial Crisis Intervention Training (CIT) to Police Department personnel, and develop an update training protocol, with the intent to establish and maintain a police response environment where best practices in working with persons with actual or perceived mental illness are employed. Increase and maintain the ratio of CIT trained, non-probationary Sworn and Dispatch personnel to 80% by year-end 2015, and 100% by year-end 2016.	PD	Ongoing 80% - 2015 100% - 2016	Ongoing. 3 staff members are scheduled for CIT training in November 2015.
		B. Increase emphasis on de-escalation strategies and interpersonal communication skills (“Tactical Communications” or “TacCom”) for sworn staff as an alternative to using force through a training and skill-maintenance schedule that will elevate the ratio of TacCom trained officers to 100% by end of year 2015.	PD	2015	In progress.
		C. Develop recruiting strategies that build strong candidate pools; including strategies with the potential for a developing a more diverse workforce, and one with stronger Davis connections and affinity.	PD	2015	In progress. Developed a Police Officer Trainee and CSO recruit program. Continuing to work with the Concilio of Yolo County on Scholarship program. Currently have 2 trainees attending the academy.
		D. Develop a periodic/regular training protocol for Police Department personnel on how to effectively resolve noise, party, and nuisance issues in neighborhoods; including utilizing Code Enforcement and the potential "Student Ambassador" program.	PD	2016	Draft Guideline for Party Ambassador program completed – July 2015.
		E. Disseminate information to officers on at least a weekly basis identifying high crime areas; crime trends; and persons-of-interest, arrestees and associates; as well as sharing information and criminal intelligence from other law enforcement agencies.	PD	Ongoing	Ongoing.

		F. Emphasize and train the principals of beat management and intelligence-led-policing in the Patrol Division, and conduct bi-annual update training to patrol officers on best practices for beat management.	PD	2017 Biennial, by officer	Ongoing.
1	(continued)	G. Develop strategies to reduce the specter of biased policing. (e.g. Develop methodologies to involve front-line personnel in casual, non-enforcement interactions with diverse components of the community, work with expert(s) in the field of unconscious bias (consultant/facilitator) to create and conduct a refined and innovative unconscious bias training curriculum for Police Departmental personnel, etc.)	PD	2016	Pilot training program for DPD staff began in July, 2015. Training will continue through December. Additional employees will start program in early 2016.
		H. In the interest of possible expansion of the K-9 program to two working dog teams, compile data on 1) current K-9 officer/team deployments and outcomes, and 2) those circumstances where K-9 would have been beneficial, but was unavailable.	PD	2015	Completed. Cost-benefit analysis was positive.
		I. Develop a comprehensive training plan meeting regional goals of standardization while addressing local needs.	FD	2015	
		J. Research and develop training that is effective, efficient, and accessible.	FD	2015	
		K. Evaluate and revise department policies, materials, and procedures within the scope of training to promote individual employee development.	FD	2015/2016	
		L. Promote personal accountability, growth and development, and the meeting of workplace expectations for all employees.	FD	Ongoing	
		M. <u>Implement a body-worn camera program for sworn police officers</u>		Ongoing	
N. <u>Work with DJUSD, the Yolo County District Attorney, and the Yolo County Probation Department on expanding neighborhood court and the youth diversion program to use restorative practices.</u>					
O. <u>Work collaboratively with the Davis Joint Unified School District and UC Davis on drug/alcohol abuse and prevention programs and mental health/wellness</u>					

		<u>programs</u>			
		P. <u>Develop and adopt a 3-year strategic plan for the Police Department, working collaboratively with the community.</u>			
2	Ensure that the public safety services provided are visible, understood and valued by the community; build trust and a sense of accountability; and provide opportunities for greater positive visibility for police and fire employees throughout the community.	A. Work with the Davis Human Relations Commission to hold community forums following significant law enforcement events at the national, state, or regional level to discuss local implications with the intent to address and potentially alleviate/ameliorate community concerns generated from such incidents.	PD	2015	Ongoing. Several events already conducted.
		B. Conduct at least four open community workshops each year addressing emerging public safety issues and/or crime trends. (Include representatives from the entire hierarchy of the Police Department.)	PD	2015	Ongoing. First meeting took place July 2015.
		C. Hold informal coffee conversations in different parts of the community to discuss issues of community/neighborhood crime and equity concern.	PD	2015	Ongoing. First meeting took place July 2015. Next meeting will take place December 2015.
		D. Work with the faith community to establish regular/recurring, informal coffee meetings to discuss issues of mutual concern.	PD	2015	Planning phase underway.
		E. Re-establish the annual "Public Safety Day" open house to showcase educate the community on the programs, equipment, and functions of the Police Department.	PD	2015	Completed. Public Safety Day held 9/12/15.
		F. Implement an alternative complaint resolution process for resolving citizen complaints through informal mediation.	PD	2015	Process in place. Public workshop held to describe.
		G. Establish a closer working relationship with Davis Downtown and the Davis Chamber of Commerce to improve communication about public safety issues that affect local businesses.	PD	2015	Ongoing. First contact with groups took place July 2015. Crime Prevention Specialist keeps regular contact with the groups.
		H. Continue to participate at High School and Jr. High School educational forums on topics such as drug/alcohol abuse, truancy, violence reduction, and bullying.	PD	Ongoing	Ongoing. Held forum at Davis High School in October 2015.

		I. Re-establish the Citizen Academy program and conduct at least one session each year.	PD	2016	Scheduled for early 2016
		J. Continue to nurture the City Volunteer program and broaden the use of PD Volunteers (VIPs) to provide expanded services and/or restore discontinued services.	PD	Ongoing	Ongoing.
2	(continued)	K. Conduct educational outreach seminars with property management companies regarding rental properties deemed "nuisance houses."	PD	2015	Ongoing. First meeting took place 10/22/15.
		L. Create a user friendly email listserv to assist with the dissemination of information to neighborhood watch members.	PD	2015	COMPLETED.
		M. Stay abreast of emerging/popular trends in social media platforms with an intent to continually improve and increase the lines of effective communication available to disseminate crime information to citizens.	PD	Ongoing	Ongoing.
		N. Conduct at least one community meeting per quarter for each of the designated police beats within the city to address concerns and issues within those beats.	PD	2015	Meetings held 9/15 and 11/15.
		O. Continue to bring to the community's and the Council's attention recommendations for the creation of new ordinances, or amending/eliminating existing ordinances, in the interest of nurturing good/effective law enforcement, reducing fear, and creating opportunities for community tranquility.	PD	Ongoing	Ongoing.
		P. Work with the Student Liaison Commission and the ASUCD student government to create a "Student Ambassador" program where student volunteers can assist with neighborhood party/noise problems.	PD	2015	Shared with Goal 7, Task 1e – "Draft Guideline for Party Ambassador program" COMPLETED 7/15. Planning and coordination with ASUCD, etc. yet to occur.
		Q. Seek to expand the School Resource Officer and Adopt-a-School Programs through alternative and/or supplemental funding opportunities and through the use of volunteers.	PD	Ongoing Annually	Ongoing

		R. As part of our law enforcement role associated with the California Prison Realignment (AB109), develop and maintain a tracking system for all Post Release Community Supervision (PRCS) offenders and parolees. Actively monitor probationers and parolees and work with the Probation Department and other stakeholders in implementing the Yolo County, California Strategic Realignment Plan.	PD	2015	Planning phase underway
2	<i>(continued)</i>	S. Promote Fire Operations Bureau involvement in community outreach.	FD	Ongoing	
		T. Cultivate partnerships with other organizations to support department services.	FD	Ongoing	
		U. Develop and implement a comprehensive branding, marketing, and social media plan to increase department visibility and risk reduction.	FD	2015/2016	
		V. Fully develop and utilize the external website to provide meaningful tools and information for citizens.	FD	2015/2016	
		W. Develop and offer community education and training programs designed to inform citizens of the challenges and opportunities regarding fire and emergency services.	FD	2015/2016	
		X. Implement a body-worn camera program for sworn police officers	PD	2016	
		Y. Work with the Yolo County District Attorney and the Yolo County Probation Department on expanding neighborhood court and the youth diversion program to use restorative practices.	PD	2016-2017	
		Z. Work collaboratively with the Davis Joint Unified School District and UC Davis on alcohol abuse and prevention programs	PD	Present through 2016	
3	Create and maintain a built environment that promotes safety and well-being.	A. Explore standards for incorporating tree planting into the infrastructure.	PW	Ongoing	
		B. Complete update of infill development guidelines.	CDS/Parks/PW	Spring 2016	

		<p>C. Develop greenbelt standards for infill development.</p> <p>D. Incorporate Crime Prevention through Environmental Design (CPTED) principles into the land development and construction, plan and review processes.</p> <ul style="list-style-type: none"> · Provide training to key Police, Public Works, and Community Development staff, as needed. · Integrate the application of these principles into the City Development Review Team process. <p>E. Develop routine standards to be implemented at parks on a daily/weekly maintenance, ensuring consistency of maintenance at all parks.</p>	<p>PCS/CDS/PW</p> <p>PD/PW/CDS</p> <p>PD/PW/CDS</p> <p>PCS</p>	<p>Spring 2016</p> <p>2016</p> <p>2016</p> <p>2016</p>	<p>Underway</p>
4	Utilize the three “e’s” (education, enforcement and engineering) to improve traffic safety.	<p>A. During the months of September and/or October, coinciding with the start of school and the mass influx of novice bicyclists, conduct community and student outreach to educate bicyclists on bicycle safety and laws.</p> <p>B. Establish a schedule for conducting regular/recurring – at least four times per year – education/enforcement campaigns focused on bicycle and pedestrian safety.</p> <p>C. Conduct at least three school-specific bicycle rodeos for elementary school-aged students each year.</p>	<p>PD</p> <p>PD</p> <p>PD</p>	<p>Ongoing</p> <p>2015</p> <p>2015/2016 School Year</p>	<p>Bicycle education and safety outreach conducted October 2015.</p>
4		<p>D. Establish an ongoing protocol to identify the worst 10% of City roadway segments with regard to traffic collisions/injuries so safety and enforcement strategies can be focused and continuously applied to most unsafe road segments around the City, by:</p> <ul style="list-style-type: none"> · Ensuring those roadway segments are in compliance with Engineering and Traffic Surveys so targeted speed enforcement can occur, and · Coordinating high-visibility traffic enforcement focused on speed and other unsafe driving conduct. 	<p>PD</p>	<p>2015</p>	

		<p>E. Analyze and disseminate information to traffic and beat officers regarding collision statistics and contributing factors in collisions in order to focus resources for directed enforcement. Traffic Unit resources will be deployed to those areas where increased police visibility and/or enforcement is needed.</p> <p>F. Conduct two DUI checkpoint operations in the City each year.</p> <p>G. Increase the ratio of non-probationary patrol officers with current radar/LIDAR certifications to 100% through a biennial refresher training schedule.</p> <p>H. Create deployment model that increases the employment of bicycle patrol strategies to help with bike and traffic safety initiatives, patrol parks and greenbelts, and act as informal PD ambassadors. Objective will be an average of two hours per shift week, per patrol officer.</p>	<p>PD</p> <p>PD</p> <p>PD</p> <p>PD</p>	<p>2015</p> <p>Ongoing</p> <p>2016</p> <p>2015</p>	
5	Pursue and promote polices that promote encourage healthy lifestyles.	<p>A. Consider smoking ban in multi-family complexes.</p> <ul style="list-style-type: none"> Outreach to local stakeholders (apartment owners and the community) including information posted on City's Community Health Webpage. Return to Social Services Commission and other stakeholders for input/recommendation. Bring recommendations to Council. 	CMO - Housing, Social Services & Grants Mgmt	Fall 2015	Council approved smoking ban in all parks, natural open spaces and E Street Plaza in fall 2015. Additional smoking bans currently on hold.
		<p>B. Ensure safe and accessible routes to schools located in Davis.</p> <ul style="list-style-type: none"> Implement Street Smarts program – see work plan. 	Public Works Street Smarts & Trans/PD	Ongoing	
	<p>C. Work with partners to eliminate bullying.</p> <ul style="list-style-type: none"> Coordinate with DJUSD, Davis Phoenix Coalition, YCRC and other relevant community partners to schedule and promote educational programs for youth and identify other resources to dissuade bullying. Partner with HRC, Faith-based organizations, YCRC and other relevant community organizations to promote healthy conflict resolution. 	<p>CMO - Housing, Social Services & Grants Mgmt</p> <p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>2015</p> <p>2015</p>	<p>Human Relations Commission co-sponsored Upstander Festival in October 2015.</p> <p>Continued partnership and support of Yolo Conflict Resolution Center.</p> <p>Human Relations</p>	

	<ul style="list-style-type: none"> Post information on the City's Community Health Webpage. 	CMO - Housing, Social Services & Grants Mgmt	Summer 2015	Commission and Police sponsored community forums on conflict resolution topics in fall 2015. Community Health page developed for city website.
	D. Require restaurants to make milk or water the default beverage in kids' meals.	CMO - Housing, Social Services & Grants Mgmt		COMPLETED - Staff implementing ordinance and working to gain compliance.
	<ul style="list-style-type: none"> Outreach to local restaurants and development of ordinance. 		Winter 2015	
	<ul style="list-style-type: none"> Return to Social Services Commission. 		Spring 2015	
	<ul style="list-style-type: none"> Return to City Council with recommendations. 		Spring 2015	
	F. Develop and implement a Healthy Families microsite.	CMO	Summer/Fall 2015	Community Health page created for city website
	G. Develop a tree planting plan for shading of all the bike paths.	Parks/PW	Summer 2016	

<p>6</p>	<p>Develop comprehensive city social services strategy, in collaboration with public and private service providers, focusing on vulnerable populations.</p>	<p>A. Ensure children 0-5 years old are screened for developmental and behavioral challenges.</p> <ul style="list-style-type: none"> · Partner with local child development organizations to advocate at the state level for legislation for policy changes to support this objective. <p>B. Through broad-based outreach, develop comprehensive city social services strategy.</p> <ul style="list-style-type: none"> · Identify existing programs available to vulnerable populations residing in Davis. · Complete the Community Block Development (CDBG) and HOME Investment Partnerships (HOME) Five-Year Plan process through the completion of the City's Consolidated Plan and use that information to inform this process. · Create area-specific workgroups (staff- city and county, applicable agencies, faith-based, businesses, etc.) to brainstorm needs and solutions. · Conduct ongoing outreach and coordination with the Yolo County Homelessness and Poverty Action Coalition (HPAC) as the commission workgroups meet. · Complete a draft strategy using the information from the workgroups. 	<p>CMO - Housing, Social Services & Grants Mgmt</p> <p>CMO - Housing, Social Services & Grants Mgmt</p>	<p>Ongoing</p> <p>Winter/Spring 2015</p> <p>Winter/Spring 2015</p> <p>Summer/Fall 2015</p> <p>Summer/Fall 2015</p> <p>Winter 2016</p>	<p>Developmental screenings are provided for all families through the programs offered at Yolo Center for Families (at Montgomery Elementary and 411 D Street)</p> <p>Held Homelessness Forum for providers and partners, June 2015. Additional work to address homeless needs stemmed from summit.</p> <p>Completed. Funding awarded in April 2015. Consolidated Plan and Action Plan approved July 2015.</p> <p>Last discussed at the Social Services Commission in October. Workgroups currently being identified and scheduled to start meeting this Winter</p>
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		<ul style="list-style-type: none"> Receive community feedback on draft strategy at Social Services Commission, Human Relations Commission and Senior Citizens Commission community workshop meetings. Present to Council draft social services strategy and recommendations. Continue administering the Social Services Commission and its community discussions, and work within its scope areas, including: affordable housing, accessibility, community health, social services and homelessness. 		<p>April 2016</p> <p>May 2016</p> <p>Monthly</p>	<p>On target</p>
6	<i>(continued)</i>	<ul style="list-style-type: none"> Create a sustainable funding strategy. <p>C. Complete annual CDBG/HOME Grant process and continue ongoing administration to fund programs and services in support of Social Services Strategy.</p> <p>D. Distribute children's dental information.</p> <ul style="list-style-type: none"> Post information on the city's Community Health Webpage. Partner with community organizations including CommuniCare, First Five, and other community groups who work with children to supply children's dental health information. <p>E. Pursue grant opportunities to assist with implementation of the overall objective.</p> <p>F. Provide pamphlets, flyers, and other informational material at social service locations and libraries identifying what services are available in the city and county.</p>	<p>CMO</p> <p>CMO</p> <p>CMO</p> <p>CMO</p> <p>CMO</p> <p>CMO</p>	<p>2016</p> <p>Ongoing</p> <p>Spring/Summer 2015</p> <p>Spring/Summer 2015</p> <p>Ongoing</p> <p>Ongoing</p>	<p>2015 COMPLETED. 2016 Process Commencing January 2016</p> <p>COMPLETED. Website established.</p> <p>COMPLETED. Website established.</p>
7	Plan for resiliency for local and regional impacts associated with climate change	<p>A. Identify funding for assessment of local climate related vulnerabilities and development of a local action plan.</p> <p>B. Participate in regional efforts to address climate related vulnerabilities</p>	<p>CDS – Sustainability Manager</p> <p>CDS – Sustainability Manager</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>City joined Regional Climate Collaborative and is participating in Board</p>

					meetings
8		Enhance Bicycle Program.			
9		Develop a strategic plan for the Fire Department. Include plans to renovate, expand or relocate Fire Station 31.			
10		Perform a comprehensive lighting assessment.			
11		Create emergency response corridors based on GPS-based preemption devices.			
12		Review and reformulate if necessary emergency operations center practices, policies, and procedures, ensuring that all staff receive appropriate training and direction.			
13		Look for ways to improve service delivery using technology, including increasing web-based services. (All departments.)			
14		Provide, expand and improve availability of shaded areas in parks, especially for children's play areas. A. Fund, design and implement retrofits of children's play area in Davis parks and greenbelts to provide shade on each structure. B. Where appropriate, consider installation of solar panels into park shade structures.			
15		Develop community outreach brochures, walking/bike tours and communication materials that promote parks and greenbelt amenities and target specific user groups or interests, such as art in the parks; amenities to attract seniors; children's playgrounds; landmark trees.			

16		<p>Develop a park signage standard for all park areas and improve the overall condition of park signage from “fair” to “good” as part of wayfinding signage per the 2012 Update to the Parks and Recreational Facilities Master Plan.</p> <p>Provide an enhance opportunities for outdoor fitness and exercise, such as fitness courses, active fitness equipment, disc golf, game courts such as multi-use courts, basketball, pickle ball, gaga courts, and walking, jogging and biking trails.</p>			
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Goal 8 – Foster Positive Workplace Dynamics

	Objectives	Tasks	POC	Timeframe	Status Update
1	Foster productivity, learning and growth, and recognize employees as the foundation of success and provide employees with the resources they need to be productive.	<p>A. Provide a diverse selection of training opportunities based on employee needs/wants. This will be accomplished by conducting an annual employee survey that focuses on training needs followed by a committee review comprised of representatives of each department and the bargaining units to prioritize training needs in order to ensure proper funding.</p> <p>B. Retain, support and cultivate employees by providing opportunities in training and career development throughout every employee's tenure, and by addressing the need to develop managers into well-trained, informed leaders.</p> <p>C. Create a strategy and internal structure for succession planning that supports the long term success of the organization and its employees.</p> <p>D. Promote utilization of cross divisional/departmental project teams.</p> <p>E. Provide a wellness program that includes training topics on stress relief, work life balance and exercise programs.</p> <p>F. Determine sustainable level of support to reinstitute the educational reimbursement program for employees, to provide assistance towards degree programs.</p>	<p>HR</p> <p>HR/CMO/Department Heads</p> <p>HR/CMO/Department Heads</p> <p>HR/Department Heads</p> <p>HR</p> <p>Budget/Department Heads</p>	<p>Phase 1 – Spring 2015 Phase 2 – FY2015/2016</p> <p>Ongoing</p> <p>Summer/Fall 2015</p> <p>Ongoing</p> <p>Phase 1 – Spring 2015 Phase 2 – FY2015/2016</p> <p>FY2015/2016</p>	<p>Have provided training since January 2015. Additional training options offered to employees Fall 2015. FY2015/2016 training catalog distributed to all employees. Offering over 21 training classes. See above.</p> <p>Phase 1 underway (Fleet Feet running group and cooking classes). Phase 2 began with exercise classes. Walking club, and other wellness programs will begin in Spring 2016.</p> <p>The Police Department has implemented the program again.</p>

		<p>G. Expand monthly team meetings with departments such as Public Works and Community Development, Public Works and Parks and Community Services, Parks and Community Services and Police to promote better communication among departments on current or emerging issues.</p> <p>H. Human Resources staff will visit departments quarterly to answer questions, provide updates and dispel rumors.</p>	<p>HR/Department Heads</p> <p>HR</p>	<p>Begin March 2015</p> <p>Begin Spring 2015</p>	<p>HR has made multiple brown bag talks at department locations and attended Safety and Supervisory meetings.</p>
1	<i>(continued)</i>	<p>I. Create an employee mentoring program for each City Department to help foster a philosophy of teaching and training employees so that we can promote within.</p> <p>J. Provide effective leadership training so that supervisors and managers are better able to address negative influences/actions/comments, and celebrate positive influences.</p>	<p>Department Heads</p> <p>Management/ Supervisors</p>	<p>Begin by July 2015</p> <p>Start July 1, 2015</p>	<p>Supervisory Academy and other Supervisory classes are currently being offered.</p>
2	Maintain a competitive workforce by promoting an environment that retains and attracts a diverse, highly qualified and motivated workforce.	<p>A. Establish/maintain employment contracts that are fiscally sustainable and competitive with other agencies.</p> <p>B. Continue cross-training of staff in areas outside their normal responsibilities, furthering efforts to be proactive in workload changes.</p>	<p>HR staff/Lead Negotiator/Department Heads</p> <p>HR/All Departments</p>	<p>Dec. 2015</p> <p>Ongoing</p>	<p>Negotiations complete and contracts approved for PASEA, DPOA, Management and Police Management.</p>
3	Maintain a positive, productive and collaborative relationship between Labor and Management.	<p>A. Communicate with labor groups on issues that concern employees.</p> <p>B. Solicit employee suggestions through conducting annual surveys with the Board of each bargaining group that addresses employee needs.</p>	<p>HR</p> <p>HR</p>	<p>Ongoing – beginning Winter 2015</p> <p>Ongoing – beginning Winter 2015</p>	<p>Underway.</p>
4	Maintain a clear strategic direction and policy guidance as a foundation for a creative and efficient work environment.	<p>A. Review employee job descriptions and update to clarify roles and responsibilities, authority levels and reassign tasks as needed.</p>	<p>HR staff/Department Heads/Employee Groups</p>	<p>FY2015/2016</p>	<p>Currently in the process of updating job descriptions</p>

		B. Look for opportunities to improve efficiency through delegation of decision-making authority.	HR staff/Department Heads/Employee Groups	FY2015/2016	
		C. Executive staff from each department to find opportunities to meet with employees from other departments to directly address work-related issues.	Department Heads	FY2015/2016	
		D. Schedule two (2) departments each FY to plan and hold a moderated strategic planning or team building event that involves representation from management, supervision and line-level personnel.	CMO	FY2015/2016	
		E. Review staffing to ensure appropriate staffing types and levels commiserate with the services the City provides.			

5	Maintain/improve employee morale	A. Sponsor an employee picnic every spring and an employee service awards/end-of-year celebration.	HR	May 2015	2015 events complete (as of 12/11/15)
		B. Establish and implement a program to recognize employee, supervisor and work team for outstanding performance.	All employees	Quarterly	
		C. Provide communication from management in both email and paper format.	All Management staff	Ongoing	Ongoing.
		D. Provide paycheck attachments quarterly update/newsletter to staff on key issues.	HR staff will attach quarterly pulse	Quarterly	Quarterly/as needed.
		E. Incorporate strategic use of technology, social media, the internet and other tools to inform and communicate with employees.	CMO/HR	Ongoing	
		F. Conduct an annual employee satisfaction survey.	HR	Fall/Winter 2015	
		G. Provide informational brown bag meetings/workshops for employees.	HR	Begin July 2015	Have completed some on retirement planning and investments. Have completed programs on identity theft, Employee Assistance Programs, stress issues.

		H. Look for opportunities to offer flexible schedules, work-from home schedules, gym memberships, improved ergonomic and better looking designs for old work stations/offices, new uniforms or varied dress options.	HR	Ongoing	
6	<u>Deliver HR services, programs, and communications that add value for our prospective employees, current employees, and retirees.</u>	<ul style="list-style-type: none"> A. <u>Expand Human Resources self service capabilities in regards to benefits and employee information.</u> B. <u>Define and communicate HR services and make them more easily available for administrative and professional staff</u> C. <u>Develop a comprehensive communications plan to market professional development opportunities</u> D. <u>Identify opportunities to develop online and distributed learning resources</u> 			
7		<u>Perform an annual best practices organizational review of at least one department or division.</u>			