
SECTION VIII. IMPLEMENTATION

This section of the General Plan includes goals, policies and actions that the City of Davis will follow in implementing the General Plan. These goals, policies and actions apply to all the various components of the Plan.

ON-GOING EVALUATION AND CHANGE

GOAL IMP 1. Maintain the General Plan and the City's overall planning process as a dynamic, responsive document.

Policy IMP 1.1 Identify and monitor unmet community needs; mobilize and develop resources to meet those needs.

Actions

- a. Identify an on-going process for developing and maintaining demographic data, service statistics and other indicators of community needs to assist in service planning.
- b. Develop a process for incorporating city administered program service statistics into program funding plans.
- c. Prioritize all capital projects in relation to one another in the Major Projects Financing Plan.
- d. Evaluate all City programs on a regular, periodic basis, not to exceed every 36 months.
- e. Modify and improve programs based on the periodic evaluations.

COMMUNITY PARTICIPATION

GOAL IMP 2. Promote progressive, innovative and effective citizen-based planning and participation.

Policy IMP 2.1 Continue to promote community review of the environmental and social impacts of new projects and developments.

Actions

- a. Provide procedures by which interested residents may appeal to the City for improvements in their area or by which they may express their approval or disapproval of proposed City or private projects.
- b. Strengthen the neighborhood noticing and participation program used for major public projects and private development projects. Through a public process, establish guidelines to address the type and extent of noticing to be provided for different types of public and private projects including but not limited to major roadway and intersection modifications, general plan amendments, zone changes and certain conditional use permits. The City should review the noticing and participation program annually for effectiveness, with a public hearing to allow for citizen input.
- c. Develop a method for documenting, distributing and maintaining interpretations of the municipal code, the General Plan, and program policies as each relate to development approval.
- d. Develop a neighborhood outreach/liaison program coordinated by the City to proactively address neighborhood issues.
- e. Promote effective and respectful exchange of ideas in the public forum.

Policy IMP 2.2 Continue to encourage volunteerism.

Actions

- a. Expand coordination and training activities for volunteers, and training city and community-based staff in effective recruitment and retention of volunteers.
 - b. Expand City volunteer recruitment activities.
 - c. Expand the City "in-kind" gifts program to include community-based social services organizations.
 - d. Assist in the creation of non-profit [501(c)(3)] cultural institutions and organizations founded for public benefit by, and under the control of, Davis residents.
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Policy IMP 2.3 Encourage mediation as an alternative to violence or antagonism.

Actions

- a. Continue to offer community mediation services.

FINANCING

Budget. During the last decade, there has been a profound and ongoing change in the structure of public finance. Due to the extreme budgetary problems at the federal and state levels, local governments have been required to assume responsibility for a broader range of programs with more traditional funding mechanisms, including property tax, being shifted to the state.

In May, 1996, the City Council received the preliminary budget for the 1996-97 fiscal year. The preliminary budget anticipates \$57.4 million in revenue and \$60 million in expenditures. Capital projects account for the nearly \$3 million difference, which will be paid from a reserve fund. The funds for these capital projects have been received in previous years through the construction tax, bond funds and other sources.

The preliminary budget is intended to provide renewed stability within the general fund after the development of the current 1995-96 budget required significant general fund expenditure reductions (\$1.4 million) and a reduction in staff positions not experienced since 1979 following the passage of Proposition 13. In 1995, the city had to respond to a budget shortfall of \$1.2 million as a result of state property tax shifts, rising expenditures and a struggling local economy. The city continues to suffer from stagnant sales and property tax levels, which hit peaks in the early 1990s and have not managed to recover. Davis remains near the bottom statewide in terms of sales tax per capita, half of nearby Woodland and Sacramento, and the city's share of property taxes has decreased \$1.4 million since 1992.

To meet ongoing financial challenges, the city will need to consider diversification of its economic base, exercise budgetary discipline, establish citywide priorities, and identify process improvements and cost saving measures.

Development Impact Fee Study and Capital Improvements Master Plan. As described in Section I, Introduction, the city's Development Impact Fee Study is a financial analysis of the cost of infrastructure requirements dictated by the new development envisioned by the City's General Plan. The Development Impact Fee Study is updated annually to reflect changes in actual and projected development in the community and to enhance the infrastructure descriptions, costs and allocations.

The Capital Improvements Master Plan is the city's master capital improvement program, which identifies funding sources for various projects in a manner that is consistent with the General Plan and city specific plans. The infrastructure projects

include street and other transportation facilities, core area, park and recreation, public safety, general city facilities and open space. The Capital Improvements Master Plan is updated annually to reflect changes in cash flow, project cost refinements and any necessary adjustments in project timing or funding.

GOAL IMP 3. Ensure Davis' financial solvency while also setting fees and taxes that are competitive with surrounding communities'.

Policy IMP 3.1 Annually review the Capital Improvements Master Plan to reflect community priority and realistic prospects for future growth.

Standards

- a. The City shall not add to the Capital Improvements Master Plan without identifiable sources of funding.
- b. If costs for projects in the Capital Improvements Master Plan rise at a rate greater than inflation, then projects in the Capital Improvements should be decreased in scope, delayed or deleted, or additional funding sources for them should be identified, in order to make up the resulting funding shortfall.
- c. The City shall establish adequate maintenance funding for any lands to be managed by the City. If the City cannot sustain the maintenance burden, it may consider working with other organizations or individuals to provide that service or to receive ownership.

Actions

- d. Maintain and continue to update and improve the City's unified infrastructure financing system.
 - e. Review Development Impact Fee Study nexus assumptions for non-residential uses. Consider the trade-offs between fee reductions to encourage economic development versus the resulting loss in city income.
 - f. Identify and take advantage of opportunities to leverage planned City expenditures to realize multiple community objectives. For example, needed drainage facilities can be designed to include habitat or open space, thereby fulfilling multiple goals.
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Policy IMP 3.2 Ensure that City fees and taxes are competitive with those of surrounding communities when weighed against the services provided.

Actions

- a. Revise the City's tax and fee structure to be as competitive as possible on a regional basis.
- b. Work on a regional basis to share and/or contract for infrastructure capacity.

Policy IMP 3.3 Require that the costs of mitigation and service provision for development projects be borne by those projects.

Standards

- a. Capital improvements, or portions thereof, that extend services to new users shall be financed by new development.
- b. Capital improvements, or portions thereof, that enhance the level of service for existing residents shall be financed by existing development.
- c. Costs for capital improvements and related development fees and on-going operations and maintenance shall be allocated in proportion to burden incurred or benefit received, based on the service demand generated .
- d. Non-residential development shall pay its fair share to help meet the community's recreational, social, and cultural needs, as well as its infrastructure requirements.

STREAMLINING

GOAL IMP 4. Continue to develop a more economical and service-oriented approach for all City departments.

Policy IMP 4.1 Streamline the permit-approval process to the extent feasible.

Actions

- a. Review current Planning and Building, Public Works and other departmental project management and processing in order to make the project approval process more efficient and streamlined.
- b. Investigate a “one-stop” approval process for non-discretionary applications which require actions from multiple departments. The purpose would be to avoid unnecessary and confusing processing steps..
- c. Provide developers in advance with full information needed to reduce the length of time and cost of approval of development.
- d. Continue outreach efforts to inform architects, contractors, and builders of City standards and requirements.
- e. Develop mechanisms in the Planning and Public Works Departments to allow for early and expedient evaluation of alternative designs proposed by private applicants to meet City standards.
- f. Consider expanding the use of third-party project reviewers and plan checkers to reduce permit processing time.
- g. Establish and apply maximum time limits for permit processing.
- h. Review and incorporate private sector methods of achieving greater efficiency and reduced cost in the provision of City services.

Policy IMP 4.2 Make City services as responsive as possible to community needs.

Action

- a. Develop methodologies to gauge the demands for and effectiveness of City services.

INTER-DEPARTMENTAL AND INTER-AGENCY COOPERATION**GOAL IMP 5. Increase coordination of existing services to ensure broader access for all Davis residents.**

Policy IMP 5.1 Foster collaboration and partnership among city departments and between the city and other agencies and jurisdictions in service delivery.

Actions

- a. Continue to hold regular meetings of city department heads to coordinate programs and actions.
- b. Assist in the expansion of Davis residents' understanding and utilization of Yolo-Link.
- c. Ensure that the schools have access to Yolo-Link and other services at school sites.

GOAL IMP 6. Form strong cooperative partnerships with surrounding cities, the school district, UC Davis, local community colleges and Yolo and Solano Counties regarding community planning, business enterprises, technological developments, arts, culture, and education.

Policy IMP 6.1 Maintain and strengthen the City's collaborative relationship with the school district, University of California, and Yolo and Solano counties and regional service providers.

Actions

- a. Continue to work to improve cooperation, communication and consolidation of services between the City and the University.
 - b. Encourage inter-organizational representation in the long-term planning efforts of each agency, especially in relationships between the City, UC Davis, Yolo County, surrounding cities and DJUSD.
 - c. Maximize joint-use facilities and open space use with UC Davis and the Davis Joint Unified School District.
 - d. Seek to schedule meetings on a regular basis with UC Davis administration, DJUSD administration, the counties and surrounding
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cities to engage in regional problem solving and plan joint programs and joint use facilities.

- e. Maintain and expand partnerships with Yolo County to provide health, mental health, substance abuse and social services in Davis.

STANDARDS FOR FUTURE STUDIES

GOAL IMP 7. Strive for accuracy and completeness in city studies.

Policy IMP 7.1 Set clear standards for future city studies.

Standards

- a. Any studies of individual projects that serve as a basis for project approval shall be directed or conducted by the City of Davis and made available for public review.

Actions

- b. To the extent appropriate, use consistent methodologies in city studies, with standardized sampling methods and definitions of variables.
- c. Analyze and mitigate for cumulative (not just project-by-project) impacts created by new projects.