

## STAFF REPORT

**DATE:** September 10, 2016

**TO:** City Council

**FROM:** Dirk Brazil, City Manager  
Kelly Stachowicz, Assistant City Manager  
Mike Webb, Assistant City Manager

**SUBJECT:** Council Goals 2016-2018

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### **Recommendation**

Review proposed Guiding Principles (Attachment 1), Goals/Objectives/Tasks (Attachment 3) for consideration for the 2016-2018 Council Goals.

### **Fiscal Impact**

No direct impact. Each item or issue included in the goals comes to Council under separate cover for decisions/action. Fiscal impacts would be discussed at that time.

### **Background and Analysis**

Each Council sets goals and objectives for a two-year period. From these goals and objectives come specific staff tasks, which are then included as part of work plans for the two years.

For the development of the 2016-2018 goals, staff has developed, utilizing the same eight goal areas from 2014-2016, a comprehensive listing of the objectives and tasks we believe to be critical for the near future. Staff is asking Council to review the materials presented and prepare to discuss at the Goal Setting Retreat on September 10. There are four levels of review Council should consider:

*Guiding Principles* (Attachment 1): Guiding principles have been suggested and included for each Goal. These principles are intended to provide the framework and foundation for the development of the goals, objectives and tasks. These should represent the underlying reasons why the goal is important.

*Goals:* There are eight goal areas, and they are unchanged from the 2014-2016 goals. These eight areas provide the primary areas of focus for all the services the City delivers.

1. Ensure fiscal resilience
2. Drive innovation and economic vitality
3. Pursue environmental sustainability
4. Build and promote a vibrant downtown
5. Promote community
6. Fund, maintain and improve infrastructure
7. Ensure a safe and healthy community
8. Foster positive workplace dynamics

*Objectives:* Within each goal area, there are several objectives. Each delineates a subject area within the goal. Staff has provided a summary sheet (Attachment 2) for Council to review the goals and objectives.

*Tasks:* Each Objective has one or more tasks (Attachment 3). Staff has attempted to make these tasks specific, measurable, and relevant to the Objective. The tasks do not cover every activity of staff but rather just those actions that are new, strategic in nature or in some cases high enough in priority to be called out (this is particularly true for some tasks that are “ongoing”). Most tasks have a point or points of contact; some have a timeline in which they will be completed. It should also be noted that the proposed task list is ambitious and fulfillment of some tasks may require additional budget considerations in the future.

For the retreat, staff asks Council to weigh in on the information provided – let staff know what you want to keep, change or add. Council will provide direction to staff at the retreat and staff will update and revise the information and return to Council at a Regular Meeting for Council to take action to approve the goals document. No specific Council action will be taken at the retreat.

In addition to the draft goals information, staff has also included current commission workplans (Attachment 4). This attachment is for Council’s reference only, as the activities of the commissions may assist you in the overall goal development.

The suggested Council Goals, Objectives and Tasks Matrix is meant to be a dynamic and flexible representation of the Council and City’s priorities for the period FY 2016-2018. It serves to illustrate the deliberate action by the City Manager in deploying staff to meet the Council goals and objectives in a given period using the available resources. As community needs and focus may change over time, the Council can use the Goals Matrix to determine and adjust priorities.

Once Council provides direction on September 10, staff will make revisions and flesh out timelines and other details and return to the Council no later than October for final adoption of the Goals, Objectives and Tasks Matrix.

#### **Attachments**

- 1) Guiding Principles
- 2) Goals and Objectives
- 3) Goals/Objectives/Tasks Matrix
- 4) Commission Workplans

# Guiding Principles

## 1. Fiscal Resilience

- Maintain a sustainable budget that buffers the city from national, state and county fluctuations.
- Seek increased cost efficiency in service delivery, while maintaining high quality city services.
- Develop a long-term financial plan and a budget process to fund city needs and services.
- Look at a variety of approaches to revenue while providing a balanced look at expenditures.

## 2. Economic Vitality

- Cultivate a diversified economy, workforce and tax base.
- Position Davis to capitalize on business opportunities
- Capitalize on the resources of a university town, including human capital.
- Promote appropriate partnerships with the private sector and the university community.

## 3. Sustainability

- Reduce the community's carbon footprint and achieve measurable GHG emission reductions.
- Increase water and energy efficiency of existing resources and explore alternatives.
- Conserve resources in an environmentally responsible manner.

## 4. Downtown Davis

- Consider downtown as a destination, for Davis residents, businesses, and visitors.
- Increase revenue potential in the downtown for private and public sectors.
- Support the downtown as a vital commercial center and reduce potential for blight.
- Consider densification and infill opportunities to enhance the downtown.

## 5. Promote Community

- Consider the long-term needs of the community.
- Actively seek input and feedback from the community.
- Strive to provide transparency and valuable information to citizens in a timely and respectful manner.
- Employ policies so the housing supply includes options for a wide range of demographics.

## **6. Infrastructure**

- Consider infrastructure maintenance, improvements and enhancements in conjunction with funding streams and available revenue, both long-term and short-term.
- Develop plans and funding strategies to address the long term needs of the community in planning for infrastructure.
- Provide a safe and efficient circulation system.

## **7. Safe and Healthy Community**

- Assure top quality fire, police, emergency and other services to promote the health, safety and well-being of all residents and neighborhoods.
- Create and maintain an environment that promotes safety and well-being.

## **8. Positive Workplace Dynamics**

- Ensure the city organization has human resources sufficient and skilled to provide necessary and desired services.

# Draft Council Goals/Objectives 2016-2018

## Goal 1 - Ensure Fiscal Resilience

- 1 - Ensure that fee structures are legally sound, related to policy goals and should clarify implicit and explicit subsidies.
- 2 – Sustain approved reserve amounts in all funds, including a 15% General Fund reserve, with 10% for unanticipated emergencies and up to 5% for one-time expenditures for capital needs as determined by Council.
- 3 – Ensure short- and long-term expenditures are balanced with revenue, through development of a fiscal resilience plan.
- 4 - Seek increased cost efficiency and transparency in service delivery, while maintaining high quality city services.
- 5 - Ensure labor contracts reflect long-term sustainability to support delivery of services.
- 6 - Work with other agencies/jurisdictions/third parties to consolidate common services where it is mutually beneficial and where resources can be maximized.
- 7 - Take actions to enhance and promote fiscal transparency.

## Goal 2 – Drive Innovation and Economic Vitality

- 1 – Provide a Robust Support Network for Business
- 2 – Recruit New Businesses and Investment & Focus on Key Segments of Local Economy: small business/start-ups, agriculture and food, life science and bio technology
- 3 – Support Tourism Development
- 4 – Cultivate Job Creation and Support Workforce Development
- 5 - 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.

## Goal 3 – Pursue Environmental Sustainability

- 1 - Reduce the community's carbon footprint and achieve measurable GHG emission reductions, including reduction of Vehicle Miles Traveled (VMT).
- 2 - Continue to pursue implementation of farmland protection and habitat conservation through acquisition of open space/easements.
- 3 - Conserve resources in an environmentally responsible manner; increase water and energy efficiency of existing resources and explore alternatives.
- 4 - Prioritize actions to implement Climate Action and Adaptation Plan and Resiliency across Council goals.
- 5 - Advance implementation of community choice energy plan.
- 6 – Manage City-owned parks, greenbelts and open spaces in an environmentally sensitive, holistic approach that focuses on operations designed to increase ecological function, reduces maintenance and operations costs, optimizes energy and water efficiency, and enhances habitat conservation.
- 7 - Evaluate water conservation strategies on greenbelts and in parks and include community participation.

## Goal 4 – Build and Promote a Vibrant Downtown

- 1 - Improve downtown for motor vehicle, bicycle and pedestrian travel.
- 2 – Improve public spaces and downtown amenities

- 3 - Enhance downtown ambiance
- 4 - Utilize City-owned property to support economic development goals.
- 5 - Advance densification and infill opportunities. Promote mixed use.

## **Goal 5 – Promote Community**

- 1 – Facilitate long-range community planning
- 2 - 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.
- 3 - Create community dialogue opportunities to seek input and feedback from the community.
- 4 - Foster sense of community and community pride.
- 5 - Develop a comprehensive Cultural Arts plan to enhance the existing arts program, ensure that Arts are integrated in the appropriate context within civic and community life, and develop a blueprint for its future growth.
- 6 – Increase, maintain and improve the supply of affordable housing.

## **Goal 6 – Fund, Maintain and Improve Infrastructure**

- 1 - Develop plans and funding strategies to address the long term needs of the community in planning for maintaining/enhancing city infrastructure and assets.
- 2 - Provide a safe and efficient circulation system.
- 3 - Address long-term maintenance and funding needs for parks, open spaces and wildlife habitat areas.
- 4 – Continue to pursue implementation and expansion of City greenbelt and open space connectivity network.

## **Goal 7 – Ensure a Safe and Healthy Community**

- 1 – Provide visible and sufficient public safety services throughout the community, based on cutting edge research and practices.
- 2 - Maintain efficient and highly trained public safety staff.
- 3 - Create and maintain a built environment that promotes safety and well-being.
- 4 - Utilize the five “e’s” (education, enforcement, engineering, evaluation and encouragement) to improve traffic safety.
- 5 - Pursue and promote policies that promote encourage safe and healthy lifestyles.
- 6 - Develop a comprehensive city social services strategy to pursue and promote policies that encourage a healthy community for all.
- 7 – Reduce the number of individuals who are homeless.

## **Goal 8 – Foster Positive Workplace Dynamics**

- 1 – Ensure Human Resources processes are effectively documented and structured, enabling staff to provide excellent customer service.
- 2 – Improve payroll processing and Human Resource systems.
- 3 – Attract and retain a competitive and diverse workforce.
- 4 – Provide classification and compensation information and analysis.
- 5 – Evaluate needs related to supervisory development and succession planning
- 6 – Evaluate risk management needs.
- 7 – Promote opportunities for enhanced workplace morale and sense of team

## Council Goals 2016-2018

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## Goal 1 - Ensure Fiscal Resilience

### ➤ Objective 1 - Ensure that fee structures are legally sound, related to policy goals and should clarify implicit and explicit subsidies.

Tasks	POC	Timeframe
A. 1. Complete User Fee study for parks and community services fees 2. Explore implementation of off-leash dog permit fees and commercial use permit for public spaces.	PCS (lead) Finance	<ul style="list-style-type: none"> <li>Community outreach summer 2016, to Council fall 2016, and implementation spring 2017</li> <li>Spring 2017</li> </ul>
B. Complete Development Impact fee study. <ul style="list-style-type: none"> <li>Identify potential issues such as infill development; adding an administrative fee, and possible blending of rate and facility needs.</li> </ul>	Finance (lead) PW CDSD	In conjunction with General Plan Update

### ➤ Objective 2 – Sustain approved reserve amounts in all funds, including a 15% General Fund reserve, with 10% for unanticipated emergencies and up to 5% for one-time expenditures for capital needs as determined by Council.

Tasks	POC	Timeframe
A. During mid-year budget review, determine amount available above 10% reserve appropriate for capital projects and specify amount(s) to go to particular projects.	Finance (lead) PW	Winter/Spring 2017
B. Review and analyze fund balances and establish clear and transparent reserve policies for other critical funds such as Water, Wastewater, Storm Drainage, Solid Waste, Transportation, Fleet, Building Facilities, and Parks.	Finance (lead) PW	2017
C. Review new reserve policy as part of annual review.		Spring 2017, with budget

### ➤ Objective 3 – Ensure short- and long-term expenditures are balanced with revenue, through development of a fiscal resilience plan.

Tasks	POC	Timeframe
A. Begin discussions in preparation for expiration of the current Parks Maintenance Tax (June 2018)	CMO/Budget	
B. Develop an Asset Management Plan. Develop strategies to maximize use of assets, including identification of opportunities to sell or lease City assets for revenue	CDSD	Winter 2017
C. Work with investment advisors PFM to develop appropriate investment plan and approve plan.	Finance/CMO	Draft plan to Finance and Budget Commission September 2016 Plan to City Council late Fall 2016
D. Explore avenues for short- and long-term cost containment options	CMO FBC	2016-2017
E. Explore and implement either contract or in-house fund development and/or grant writing services that can assist with the promotion and solicitation of private donations to assist in offsetting existing costs for City programs, services and facilities.	PCS	Summer 2017
F. Complete an updated Fee Study for Storm Drainage, Flood Protection and Stormwater Quality Charges	PW	June 2017



## Goal 1 - Ensure Fiscal Resilience

### ➤ Objective 4 - Seek increased cost efficiency and transparency in service delivery, while maintaining high quality city services.

Tasks	POC	Timeframe
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.	Information Systems (lead) All Departments	
B. When appropriate, examine other service delivery models, such as contracting.	All	
C. Evaluate Building Division processes to increase effectiveness and efficiency.	CDS	
a. Explore and implement web-based building permits, including a self-serve kiosk in City Hall.	Information Systems (lead) CDS	January 2017
b. Explore Tech Upgrades for Inspections and Resale.	Information Systems (lead) CDS	Summer 2017
D. Complete an upgrade to the inventory of municipal real estate holdings/leases and cash flow.	CDS	Summer 2017
E. Explore and implement new software to assist and improve upon electronic playground inspection records	PCS (lead) IS	Spring 2017
F. Explore new inventory services and management software for parks, greenbelts and facilities that our current system is able to integrate (Lucity, RecTrac, tree inventory, etc)	PCS (lead) IS	Spring 2017
G. Include inventory services and management software program for 2017/2018 budget consideration and implement.	PCS (lead) IS Finance	Spring 2017 Winter 2018 (implement)
H. Explore in-house graphic or contract design services that can assist with the promotion of City programs and services, and can assist in the design of the seasonal activity guide and art, bicycle and park maps	PCS (lead) All departments	Spring 2017

### ➤ Objective 5 - Ensure labor contracts reflect long-term sustainability to support delivery of services.

Tasks	POC	Timeframe
A. Complete labor negotiations for Fire, Fire Management, and Davis City Employees Association	Human Resources (lead) Finance	Negotiations underway
B. Begin labor negotiations with PASEA, General Management, DPOA, and Police Management prior to conclusion of existing contracts (June 30, 2017)	Human Resources (lead) Finance	2017

### ➤ Objective 6 - Work with other agencies/jurisdictions/third parties to consolidate common services where it is mutually beneficial and where resources can be maximized.

Tasks	POC	Timeframe
A. When appropriate, City can explore opportunities such as shared training, services or procurement with other jurisdictions.	CMO All Departments	Ongoing

## Goal 1 - Ensure Fiscal Resilience

### ➤ Objective 7 - Take actions to enhance and promote fiscal transparency.

Tasks	POC	Timeframe
A. Hold public workshops at City Council and Finance and Budget Commission. <ul style="list-style-type: none"> <li>• Investment Policy</li> <li>• User Fees</li> </ul>	Finance	Fees (Sept/Oct) Investment Policy (Oct/Nov)
B. Review and update online information such as OpenGov, Coleman Fiscal Diagnostic, and MuniCast; and review of the budget document for improvements.	Finance	
C. Identify all deposit accounts and develop plan to utilize each account appropriately.	Finance	2016-2017

## Goal 2 – Drive Innovation and Economic Vitality

### ➤ Objective 1 – Provide a Robust Support Network for Business

Tasks	POC	Timeframe
<p>A. Create and implement a business retention program.</p> <ul style="list-style-type: none"> <li>Actively partner with local organizations such as Davis Chamber, Davis Downtown, UC Davis and the Small Business Development Center</li> <li>Prepare and prioritize a list of key outreach opportunities and conduct joint visits to businesses</li> <li>Document and monitor information about business customer satisfaction in a database. Create protocols for follow-up and outcome tracking</li> </ul>	ED	Newly established Economic Development Committee of the Chamber – will be ongoing
<p>B. Reduce impediments to new businesses and business growth</p> <ul style="list-style-type: none"> <li>Explore ways to reduce harm to business caused by unpleasant behaviors taking place in public space</li> <li>Adopt amendments to reduce process-related uncertainties for non-controversial planning entitlements.</li> <li>Draft and adopt zoning ordinance changes to make Final Planned Developments/Revised Final Planned Developments for "minor" projects an administrative review process.</li> <li>Provide opportunities to engage with the development review team on a regular basis to obtain preliminary feedback on project related ideas and preliminary proposals.</li> <li>Draft and adopt Office/R&amp;D Zoning District ordinance</li> <li>Explore creation of a Zoning Administrator role for project reviews and determine whether to proceed</li> <li>Create shared position of Business Ombudsperson with CD to provide strong support for land owners, commercial brokers and applicants on business development</li> </ul>	ED ED Ad Hoc group of CMO, ED, PD, Social Services ED CDSD CDSD CDSD CDSD CDSD CDS Planning Commission CMO - Clerk ED CDSD	Outreach plan completed by December 2016 Program to be developed along with outreach plan to be completed by December 2016.  Fall 2017 Spring 2017 Winter 2016 Spring 2017 Spring 2017 Pilot project in progress. Plan for full implementation will be evaluated in Spring 2017
<p>C. Create awareness of infrastructure necessary to support business success and collaborate in activities to add capacity</p> <ul style="list-style-type: none"> <li>Take steps to increase access to broadband by: <ul style="list-style-type: none"> <li>Studying the feasibility of a citywide fiber optic network. The study should include: market analysis, development plan inclusion of engineering, construction, operation and business requirements, and review of business models and alternatives.</li> <li>Completing inventory of City infrastructure and creating GIS mapping</li> <li>Updating City policies and municipal codes to ensure inclusion of broadband infrastructure in public development and capital improvements projects. Ensure that language is updated in the upcoming revision to the General Plan.</li> <li>Working collaboratively with neighboring jurisdictions and with the region to support increased access for all.</li> </ul> </li> </ul>	ED CDSD PW	2016-2018

## Goal 2 - Drive Innovation and Economic Vitality

<ul style="list-style-type: none"> <li>Increase cost-efficiency of electricity through support of development of Community Choice Energy (CCE)</li> </ul>	ED support for sustainability	
D. Advocate for business in Davis by creating a marketing plan for economic development initiatives to raise awareness of services available and positive accomplishments		
<ul style="list-style-type: none"> <li>Improve economic development portion of the City web site and increase links to relevant partner sites</li> <li>Collaborate with City Communications to create a plan to encourage local and regional media coverage of news about issues of business and better utilize tools such as the City facebook page and Davis Together</li> <li>Attend community gatherings to make positive connections with constituents</li> </ul>	ED ED/CMO ED	Fall 2017 Spring 2017 ongoing

### ➤ Objective 2 – Recruit New Businesses and Investment & Focus on Key Segments of Local Economy: small business/start-ups, agriculture and food, life science and bio technology

Tasks	POC	Timeframe
A. Support entrepreneurs and start-ups		
<ul style="list-style-type: none"> <li>Enhance partnerships with Davis Roots, Area 52, Davis Angels Network, Small Business Development Center and encourage and support development of additional incubators/business accelerators/maker spaces as demand requires</li> <li>Actively collaborate with UC Davis, Venture Catalyst, Office of Research - Technology Management and Community Relations, Center for Entrepreneurship, Childs Family Institute for Innovation and World Food Center, University of California Agriculture &amp; Natural Resources</li> <li>Promote local networking opportunities for entrepreneurs such as JumpStart, Green Drinks, TEDx UC Davis, Technology Exchange</li> </ul>	ED ED ED	ongoing ongoing ongoing
B. Pursue strategic growth of business and investment through collaboration with the regional economic development group, Greater Sacramento Area Economic Council & other organizations		
<ul style="list-style-type: none"> <li>Create teams of presenters organized by business cluster and comprised of leasers from the City, business community, business service organizations, and UC Davis</li> <li>Prepare business outreach materials that have consistent branding and messaging but with potential for customization based on the target audience</li> <li>Maintain access to information on available commercial space</li> <li>Create specialized outreach plans for foreign direct investment</li> <li>Maintain strong relationships with key regional groups such as UC Davis, UC Davis Government and Community Relations, Valley Vision, Sacramento Metro Chamber, Sacramento Farm to Fork and AgStart</li> </ul>	ED ED ED ED ED	ongoing Spring 2017 Fall 2017 Winter 2016 ongoing
C. Support the dispersed innovation center strategy		
<ul style="list-style-type: none"> <li>Support consideration of proposals for development of innovation space</li> <li>Identify potential for redevelopment of City-owned sites and other opportunities for infill projects</li> </ul>	ED CDSD	

## Goal 2 - Drive Innovation and Economic Vitality

### ➤ Objective 3 – Support Tourism Development

Tasks	POC	Timeframe
A. Assist tourism business creation or growth – use Ombudsman services when appropriate	ED CDS	ongoing
B. Support programming to attract visitors <ul style="list-style-type: none"> <li>Actively engage with Yolo County Visitors Bureau</li> <li>Support development of increased sports facilities</li> </ul>	ED PCS	ongoing
C. Support enhancement of vibrant/clean/safe downtown (Goal #4)	ED in collaboration	ongoing

### ➤ Objective 4 – Cultivate Job Creation and Support Workforce Development

Tasks	POC	Timeframe
A. Communicate employment opportunities created by business growth (Objective 2) by creating outreach	ED	Spring 2017
B. Facilitate connections and sharing of information between businesses and local K-12 schools and institutions of higher education	ED	Spring 2017
C. Actively partner with UC Davis Internship and Career Center to facilitate placement opportunities with city depts.	ED HR	Spring 2017
D. Partner with Yolo County to provide job placements services	ED	Fall 2016
E. Participate in the Yolo County Work Force Investment Board and regional collaborative programs of WIOA	ED	Spring 2017

### ➤ Objective 5 - 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.

Tasks	POC	Timeframe
A. Support growth and goals of Davis Arts Alliance.	CMO – Arts	2016-2017
B. Identify parameters and formally establish an arts district (define through banners, maps, window decals, concrete imprints and other branding devices).	CMO – Arts	Winter 2017
C. Identify and complete pilot projects for public art, e.g. utility box murals.	CMO – Arts	2017 (Phase 2)
D. Inventory Downtown art collection, establish artwork ownership and future maintenance needs.	CMO – Arts	2016-2017
E. Identify additional opportunities for art on public utilities & city-owned properties, including parks, greenbelts & open space.	CMO – Arts (lead) PCS and PW	2017
F. Continue to grow annual grant program, providing opportunities for local artists and organizations to apply for local grant funding.	CMO – Arts	
G. Develop and support Centennial programming in partnership with local Arts Community (Music Day, Davis Arts Center Field Guide, Shrem Museum, etc)	CMO – Arts	2016-2017
H. Establish Creative Neighborhoods grant program to support small-scale participatory neighborhood-based arts projects.	CMO-Arts	2017-2018

### Goal 3 – Pursue Environmental Sustainability

- **Objective 1 - Reduce the community's carbon footprint and achieve measurable GHG emission reductions, including reduction of Vehicle Miles Traveled (VMT).**

Tasks	POC	Timeframe
A. 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	
B. Complete Electric Vehicle Readiness Plan <ul style="list-style-type: none"> <li>Based on results of EV Readiness Plan, identify priorities and funding for installation of charging stations at city facilities</li> <li>Draft Ordinance in compliance with AB 1236, permit streamlining for EV charging stations.</li> </ul>	CDS - Sustainability	December 2016 2017
C. 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	
D. Update GHG reduction requirements for new residential development projects.	CDS - Building	Winter 2017
E. Identify appropriate thresholds and develop GHG reduction requirements for non-residential and mixed-use development projects.	CDS - Sustainability	

- **Objective 2 - Continue to pursue implementation of farmland protection and habitat conservation through acquisition of open space/easements.**

Tasks	POC	Timeframe
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 OSHC	Winter 2017
B. Participate (staff) in review and completion of the County JPA Habitat Conservation Plan.	CDS PW	

- **Objective 3 - Conserve resources in an environmentally responsible manner; increase water and energy efficiency of existing resources and explore alternatives.**

Tasks	POC	Timeframe
A. Continue to implement the City's Urban Water Management Plan and Integrated Water Resources Study.	PW	
B. Implement physical modification of West Area Pond to manage open water habitat using less supplemental water.	PW	Pending resource allocation
C. Continue to implement water conservation measurement/operations of parks and open space	PCS	
D. Implement management practices to Northstar Pond to create an annual maintenance plan and to control algae, reduce invasive plant species, enhance wildlife habitat, provide interpretation and improve public access.	PCS (lead) PW CDS	Spring 2017
E. Utilize city facilities for pilot/demonstration site(s) to highlight conservation best practices. <ul style="list-style-type: none"> <li>Explore energy efficiency lighting in parks, greenbelts, athletic fields and sports courts. Identify, prioritize and apply for grants and/or rebates for energy efficiency lighting</li> </ul>	PCS	2016-2017

### Goal 3 – Pursue Environmental Sustainability

➤ **Objective 4 - Prioritize actions to implement Climate Action and Adaptation Plan and Resiliency across Council goals.**

Tasks	POC	Timeframe
A. Develop annual Sustainability work plan in alignment with CAAP and City Council Goals.	CDDSD – Sustainability	
B. Identify grant opportunities to help fund ongoing existing City Sustainability work plan and CAAP.	CWO CDS – Sustainability	
C. Coordinate CAAP update with the General Plan Update		2017

➤ **Objective 5 - Advance implementation of community choice energy plan.**

Tasks	POC	Timeframe
A. Form JPA advisory committee to assist with Community Choice Energy implementation and make recommendations on CCE to City Council.	CDS – Sustainability	
<ul style="list-style-type: none"> <li>Finalize CCE JPA formation recommendations and City Council Action</li> <li>Explore implementation of programs to assist property owners in understanding the energy conservation opportunities for their property.</li> <li>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.</li> </ul>	CDDSD – Sustainability CDS – Sustainability	Fall 2016
B. Return to City Council with implementation options for the Davis FREE plan.	CDS – Sustainability	
C. Facilitate expansion of residential and commercial solar and renewable energy generation in the Davis area.		
<ul style="list-style-type: none"> <li>Work cooperatively with PVUSA on solar facility expansion and exploration of power purchase agreement.</li> <li>Identify additional commercial renewable energy generation opportunities.</li> <li>Work with local partners, such as Cool Davis, to identify ways to expand renewable energy generation, especially focused on GHG reduction.</li> </ul>	CDS – Sustainability CDS – Sustainability CDS – Sustainability	

➤ **Objective 6 – Manage City-owned parks, greenbelts and open spaces in an environmentally sensitive, holistic approach that focuses on operations designed to increase ecological function, reduces maintenance and operations costs, optimizes energy and water efficiency, and enhances habitat conservation.**

Tasks	POC	Timeframe
A. Continue to support best management practices for integrated pest management and present new IPM policy to the City Council for adoption and implementation.	PCS (lead) PW	Spring 2017 to 2018
B. Expand on "green park" approaches that follow the Pesticide Hazard and Exposure Reduction (PHAER) zones outlined in the City's Integrated Pest Management policy, using existing programs in Central Sycamore, Village and N Street parks as models	PCS	
C. Increase the use of drought tolerant, low maintenance native plants and native pollinators to promote beneficial insects.		

**Goal 3 – Pursue Environmental Sustainability**

D. Limit new turf areas to active recreational use areas.	PCS PW CDSD	
E. Develop policy for consideration for non-potable water source for City property irrigation and new developments wherever possible.	PCS CDSD	
F. Commission/Site public art in locations that provide opportunities for interpretation and enhancement of recreational use of open spaces	CMO - Arts	

➤ **Objective 7 - Evaluate water conservation strategies on greenbelts and in parks and include community participation.**

Tasks	POC	Timeframe
A. Collect and summarize consumption data.	PW	Monthly
B. Develop planting and watering conservation strategy/plan, involving community volunteers where possible.	PCS	December 2017
C. Replant traditional turf species with low stature native or near-native grass species, involving community volunteers where possible.	PCS	
D. Continue pilot program of turf removal / modification.	PCS	
E. Apply for grant funding through the DWR Water-Energy grant program.	PCS	Fall 2016
F. Apply for Proposition 1 Grant for "Green Street Demonstration Area" at City Hall using water conservation and turf conversion grant funds.	PCS	Fall 2016



### Goal 4 – Build and Promote a Vibrant Downtown

➤ **Objective 1 - Improve downtown for motor vehicle, bicycle and pedestrian travel.**

Tasks	POC	Timeframe
A. Continue to support increased parking availability. Implement City Council adopted Downtown Parking Task Force Recommendations.	PW – Transportation Planning	In-lieu fee evaluation project Summer/Fall 2016
B. Improve conditions for bicyclists. <ul style="list-style-type: none"> <li>• Increase bicycle parking availability by adding more long-term parking lockers or other secured racks</li> <li>• Remove abandoned bikes on a regular basis.</li> </ul>	PW	Lockers by April 2017 at Depot
C. Improve conditions for pedestrians <ul style="list-style-type: none"> <li>• Create a plan for replacement and repair of sidewalks (cleaning addressed in Goal # 4, objective #4G)</li> <li>• Adopt a minimum standard for sidewalk width in the downtown core to provide adequate space for comfortable pedestrian movement</li> <li>• Adopt an updated Encroachment Ordinance to set standards for use of public rights of way that will provide clear guidance supporting needs related to signage, bicycle parking, outdoor dining, benches, newsracks, landscaping and refuse receptacles while still maintaining adequate space for pedestrian travel.</li> <li>• Investigate opportunities for additional pedestrian-friendly thoroughfares in alleys and identify potential improvements for future funding and coordination with development.</li> </ul>	PW	<ul style="list-style-type: none"> <li>• Sidewalk plan by December 2016.</li> <li>• Sidewalk minimum width by June 2017.</li> <li>• Encroachment Ordinance by December 2017.</li> <li>• Pedestrian thorough-fares identified by June 2017.</li> </ul>
D. Fund and complete installation of downtown way-finding signs Phase 3 (monument signs)	PW (lead) CDSD	Fall 2016
E. Complete Third Street Gateway improvement project between Central Park and campus, including installation of public art component.	PW	Summer 2018

**Objective 2 – Improve public spaces and downtown amenities**

Tasks	POC	Timeframe
A. Provide a central city communication channel for all major City activities in the Downtown Core <ul style="list-style-type: none"> <li>• Continue strong partnerships with collaborative organizations Downtown Davis, Davis Chamber of Commerce, Yolo County Visitors Bureau, UC Davis</li> </ul>	ED	
B. Develop a multi-year plan for infrastructure maintenance and enhancements to minimize disruption to businesses and visitors.	PW	December 2016
C. Evaluate the community's receptiveness of existing on-street dining/parklets and develop guiding policy for consideration of additional sites	PW CDSD ED	Fall 2016
D. Coordinate with development projects and utility/roadway projects to identify opportunities for paving/landscaping enhancements. <ul style="list-style-type: none"> <li>• PG&amp;E pipeline mitigation 2<sup>nd</sup>/G streets, 1<sup>st</sup>/F streets</li> </ul>	PW CDSD PCS	Fall 2016
E. Implement downtown LED light retrofits	CDSD	Summer/Fall 2016
F. Create a standard of service for landscaping and irrigation systems (SEE INFRASTRUCTURE)	PCS	Fall 2016

## Goal 4 – Build and Promote a Vibrant Downtown

<ul style="list-style-type: none"> <li>Replace landscaping and irrigations systems as needed</li> <li>Create partnerships with downtown businesses to enhance public/private spaces</li> </ul>			
<p>G. Create and implement a standard of service for cleanliness</p> <ul style="list-style-type: none"> <li>Evaluate equipment, placement and process for trash collection and create a plan for improvements</li> <li>Increase safe removal of dangerous waste</li> <li>Increase opportunities for recycling &amp; composting</li> <li>Explore options for regular cleaning of sidewalks</li> <li>Replace, remove and/or relocate current trash and recycling bins to reduce trash overflow and increase recycling downtown</li> </ul>	PCS/PW FD/PW PCS/PW PCS/PW PCS/PW	Quarterly Evaluation	
H. Explore locations and options for provision of public restrooms.	ED/CDS		
I. Work with downtown partners to provide maps, brochures and information about special events	CMO	Ongoing	

## Objective 3 - Enhance downtown ambiance

Tasks	POC	Timeframe
<p>A. Develop a visual identity style guide and process for placement of:</p> <ul style="list-style-type: none"> <li>Banners</li> <li>Signage (wayfinding, business, temporary)</li> <li>Trash &amp; Recycling Receptacles</li> <li>Benches</li> <li>Public Art</li> </ul>	CMO – ED and Arts PW PCS	Spring 2017
B. Consider creation of gateway identification (Davis Arch or other concept) in combination with Richards Corridor improvement options analysis	PW CMO – ED and Arts	Tied to PW project timing
C. Define and identify geographic boundaries of Arts & Culture District (Goal#2 objective#7)	CMO – Arts and ED	
D. Evaluate and create plans & process to upgrade key areas of concern <ul style="list-style-type: none"> <li>Regal Theater area</li> <li>G Street (between 2nd &amp; 3rd Streets)</li> <li>E Street Plaza</li> </ul>	CMO – ED and Arts PW CDS	In progress
E. Explore ways to reduce crime and/or nuisance activities in the downtown.	Ad Hoc group of CMO (ED and Social Services), and PD	In progress
F. Support Entertainment Permitting Process and provide information to businesses and collaboration with Police Department on outreach	ED PD	
G. Produce traditional and new special events that celebrate holidays, commemorate special occasions and drive traffic	CMO and ED	
H. Explore potential for street closure event(s)	CMO – ED and Arts PW	

### Goal 4 – Build and Promote a Vibrant Downtown

➤ **Objective 4 - Utilize City-owned property to support economic development goals.**

Tasks	POC	Timeframe
A. Maintain vibrant tenants in Historic City Hall, Varsity Theater, Hunt Boyer and the US Bicycling Hall of Fame.	CDS CMO – ED and Arts	
B. Evaluate feasibility of leasing former paratransit office in Depot building.	CDS	Spring 2017
C. Upon State approval, implement RDA Successor Agency property management plan.	CDS	Winter 2017
D. Support continued partnership with Davis Roots in Hunt Boyer Mansion. SEE GOAL 2	CDS	
E. Complete an assessment of the relocation of the PW Corporation Yard and potential re-use of the property for infill development. SEE GOAL 2	PW CDS	Spring 2017
F. Review possibility for city-owned lot at Olive and Richards for parking. SEE GOAL 2	PW	Winter 2017

➤ **Objective 5 - Advance densification and infill opportunities. Promote mixed use.**

Tasks	POC	Timeframe
A. Conduct joint meeting between DJUSD and City to review recommendations from SACOG Technical Assistance Grant for DJUSD site concept project DJUSD Site Concept Project.	CDS	Fall 2016
B. Explore opportunities for updates to the Core Area Specific Plan in conjunction with the General Plan Update to include the potential for Form Based Code for downtown zoning.	CDS	2016-2017

## Goal 5 – Promote Community

### ➤ Objective 1 – Facilitate long-range community planning

Tasks	POC	Timeframe
A. Develop options for how to approach next General Plan Land Use Update (and other related General Plan Chapters)– including identification of timelines, community engagement options, costs and funding options. Present options to the Planning Commission and City Council for direction.	CDS	Fall 2016 for initial direction
B. Explore opportunities to increase affordable housing on campus.	CDS CMO	
C. 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.	CDS	Through Spring 2017
D. Survey community to determine long term needs, desires, and priorities, related to infrastructure needs	PW	Spring 2017
E. Complete update of infill development guidelines.	CDS/Parks/PW	
F. Develop greenbelt standards for infill development.	PCS/CDS/PW	

### ➤ Objective 2 - 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.

Tasks	POC	Timeframe
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. <ul style="list-style-type: none"> <li>Develop a multi-dimensional Strategic Communication Plan and funding strategy.</li> <li>Utilize Davis Together (electronic Newsletter) with minimum twice monthly newsletters to share city information. Increase number of recipients.</li> <li>Fully implement and coordinate various electronic customer service models that result in timely feedback to the customer and regular Council review at all levels.</li> <li>Increase participants in city social media and electronic communication sites to improve outreach to the public contacts by 10% annually.</li> <li>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.</li> </ul>	CMO-Communications	
B. Complete Records Retention Schedule Update and Implementation. <ul style="list-style-type: none"> <li>Complete review of required financial disclosures for commissions.</li> <li>Develop comprehensive, cross-departmental notification and outreach</li> </ul>	CMO-Communications CMO-Communications CMO-Communications CMO-Communications CMO-Communications IS City Clerk City Clerk CDS	

## Goal 5 – Promote Community

policy and checklist for city and development projects	CMO	
C. Begin process to create citywide document/file management system	City Clerk (lead) IS	
D. Expand outreach to community related to noticing of public meetings, including but not limited to City Council meetings and pending Council actions.	City Clerk	Fall 2016
E. Look for ways to improve service delivery using technology, including increasing web-based services. (All departments.)	IS (lead) All departments	
F. 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.	PCS CMO	

### ➤ Objective 3 - Create community dialogue opportunities to seek input and feedback from the community.

Tasks	POC	Timeframe
A. Utilize online surveys to inform, educate, engage and interact; to enhance civic engagement; promote shared collaboration, decision making and foster community problem-solving.	CMO-Communications	
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), etc.	CMO-Communications/ED	
C. Explore additional ways to utilize Yolo Conflict Resolution Center to assist with community issues.	CMO	2016-2017
D. Coordinate and complete biennial Commission recruitments, interviews, appointments and commissioner training.	CMO - City Clerk	Fall 2016 Winter 2017
E. Provide staff liaison training related to commissions	CMO - City Clerk	Winter 2017
F. Review overall City satisfaction and unmet needs for parks and recreation programs, services and facilities	PCS	Spring 2017 through Fall 2018, pending resource allocation
<ul style="list-style-type: none"> <li>Complete needs assessment for Parks and Community Services</li> <li>Review current parks-related City ordinances and revise as needed.</li> <li>Explore best practices for ADA citywide accommodation services and recommend changes as needed.</li> </ul>		
G. Explore opportunities to establish a Citizens Planning Academy to assist community members in understanding the planning process.	CDSO	2016-2017

### ➤ Objective 4 - Foster sense of community and community pride.

Tasks	POC	Timeframe
A. Plan for and coordinate Davis Centennial recognition and activities	CMO (lead) All Departments	2016 Planning 2017 Centennial
B. Sponsor, manage and/or support events to foster a sense of place and pride within the community, including the following events: <ul style="list-style-type: none"> <li>Davis Neighbors Night Out (sponsor)</li> </ul>		October

## Goal 5 – Promote Community

<ul style="list-style-type: none"> <li>• Holiday Tree Lighting (sponsor)</li> <li>• Picnic Day (support)</li> <li>• Community Day of Service (sponsor)</li> <li>• May is Bike Month (sponsor)</li> <li>• July 4<sup>th</sup> Celebration (sponsor)</li> <li>• Davis Farmers' Market (support)</li> <li>• Pursue possible Music Day in 2017</li> </ul>	<p>December April April May July Year-Round TBD</p>
C. Provide opportunities for public engagement in the creation and celebration of public art.	CMO – Arts

➤ **Objective 5 - Develop a comprehensive Cultural Arts plan to enhance the existing arts program, ensure that Arts are integrated in the appropriate context within civic and community life, and develop a blueprint for future growth.**

Tasks	POC	Timeframe
A. Research funding opportunities and best practice models to support % for Arts Private Development ordinance	CMO – Arts	Fall 2016/Winter 2017
B. Create signature public arts programs that define and celebrate shared civic values, and communicate community goals of technology/sustainability	CMO – Arts	2016-2018
C. Work with DJUSD, County, and regional groups to develop increased Arts Education and access to the Arts for all Davis students.	CMO – Arts	2016-2018
D. Promote Arts integration through State/Federal STEAM (science technology engineering arts and math) initiatives with DJUSD and UCDD.	CMO – Arts	2016-2018
E. Develop local and regional partnerships, and expand opportunities for collaboration with artists and arts programs in other cities.	CMO – Arts	2016-2018

➤ **Objective 6 – Increase, maintain and improve the supply of affordable housing.**

Tasks	POC	Timeframe
A. Review affordable housing program to determine best methods for service delivery	CMO	Fall 2016
B. Work with development team to further the Creekside affordable housing proposal	CMO	2016-2018
C. Consider revisions to the City's tenant selection system for affordable housing units	CMO	Fall 2016
D. Work with developer to ensure timely buildout of BerryBridge Bungalows	CMO	2016-2017
E. Transfer ownership of Pacifico to Yolo County Housing and work with YCH to complete rehabilitation.	CMO	Fall 2016
F. Return to City Council for review of GAMAT affordable housing units	CMO	Winter 2017
G. Work with Cannery Lofts developers to ensure timely buildout.	CDDSD	2016-2017
H. Complete rehabilitation of Sojourner Truth	CMO	January 2017
I. 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.	CMO - Housing, Social Services & Grants Mgmt	

## Goal 6 – Fund, Maintain and Improve Infrastructure

- **Objective 1 - Develop plans and funding strategies to address the long term needs of the community in planning for maintaining/enhancing city infrastructure and assets.**

Tasks	POC	Timeframe
A. Develop long-term Capital Improvements plan.	PW CDS Finance	
B. Develop facility replacement and maintenance plan	PW Budget	
C. Assess existing condition of city assets and infrastructure and develop long range replacement plans:		
• Transportation	PW	2017
• Facilities	PW	
• Storm water	PW/PCS	2018
• Wastewater Collections System	PW	2018
• Water Production and Distribution	PW	2018
• Electrical/Telecommunications conduit	PW	2017
• Parks, Park Facilities and Pools	PCS	2016-2017 2016-2017
i. 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.		
ii. Further assess to address years 2-5 Davis specific facilities upgrades, utilizing information from the Sports Complex Task Force Report.		2017-2018
D. Develop a long-term urban forestry management plan, including.	PCS	2018
• Develop a Tree Master Plan		
• Develop a Tree Maintenance Plan		
• Develop a Best Practices for Urban Forestry		Fall 2017 2017-2018
• Revise and implement the Tree/Parking Lot Shade Ordinance		2016-2017
E. Based on report from Sports Complex Task Force, assist with development of community-based 501c3 to further the sports complex exploration. Support appropriate timing for economic analysis and create an RFP for feasibility study.	PCS	
F. Fully implement Lucy Asset Management software platform across all PW assets	PW	December 2017
G. Develop a comprehensive preventative maintenance schedule for all city assets and infrastructure, identifying desired levels of maintenance and funding needs necessary to achieve those levels.	PW	
H. Complete a comprehensive corrosion control study to determine strategy to efficiently extend the life of our water distribution system.	PW	
I. 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.	PW	
J. Maintain the Transportation Improvement Plan and utilize as the basis for transportation funding priorities.	PW	
K. Complete SCADA Master Plan to develop security and hardware/software protocols for utility infrastructure.	PW	
L. Evaluate and update the City's Capital Improvement Program budgeting and delivery process to improve efficiency.	PW	September 2017

**Goal 6 – Fund, Maintain and Improve Infrastructure**

ensure priority projects are budgeted and delivered cost effectively, and that appropriate cost controls and monitoring steps are identified.		
M. 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.	PCS	2017

➤ **Objective 2 - Provide a safe and efficient circulation system.**

Tasks	POC	Timeframe
A. Improve bike circulation and safety, with priority near schools and parks with wayfinding signage.	PW	
B. Adopt enhanced transportation striping guidelines that increases safety, avoids confusion and minimizes GHG emissions from motor vehicle.	PW	Fall 2016
C. Complete Richards Boulevard/Olive Drive Corridor improvements study.	PW	December 2016
D. Complete PSR for Richards Interchange Improvements, identify funding for construction. Advance design work for Richards Interchange Improvements, identify funding for construction.	PW	Fall 2016
E. Review possible synchronization of lights along main corridors, including Richards, Russell and Covell.	PW	2018
F. Prioritize and identify funding to improve bicycling comfort and safety by completing the following infrastructure enhancements: <ul style="list-style-type: none"> <li>• Fifth Street Lane Reduction to add bike lanes from L Street to Pole Line Rd.</li> <li>• Add buffered bike lanes on Cowell Blvd from Research Park Drive to Pole Line Rd.</li> <li>• Add bicycle markings on Birch Lane and Hamel Street near elementary schools per Walk Bike Audit recommendations</li> <li>• Extend Sycamore Lane cycle track to Colby Avenue</li> <li>• Continue shared lane markings on First Street onto G Street to Third Street.</li> </ul>	PW PW PW PW	Pending resources and pavement rehabilitation schedule Pending resources and pavement rehabilitation schedule
G. Explore options for installation and storage of public recording devices in Davis Community Transit buses both for public and employee safety and security.	PCS IS	2016-2017

➤ **Objective 3 - Address long-term maintenance and funding needs for parks, open spaces and wildlife habitat areas.**

Tasks	POC	Timeframe
A. Explore sustainable funding sources for the urban forest budget to reduce general fund needs.	PCS	In process
B. Investigate and apply for grants applicable to wildlife habitat maintenance and management.	PW/CDS/PCS	In process
C. Reapply for Displaced Farm Workers Grant to continue projects	PCS	2016-2017
D. Establish an internal working group that meets regularly to discuss ways to better coordinate and improve the maintenance of the City's open spaces/wildlife habitat areas	CDSD PW PCS	2016
E. Develop maintenance/management plans for two of the City's key open spaces/wildlife habitat areas: the South Fork Preserve and the Wildhorse Ag Buffer	CDSD	2017



### Goal 6 – Fund, Maintain and Improve Infrastructure

F. Complete low-cost public accessibility improvements to South Fork Preserve; investigate and apply for grants focused on making significant public accessibility improvements to South Fork Preserve.	CDSD	Fall 2016 and Ongoing
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➤ **Objective 4 – Continue to pursue implementation and expansion of City greenbelt and open space connectivity network.**

Tasks	POC	Timeframe
A. Draft, finalize and adopt Greenbelt Standards and General Plan Amendment as per recommended language in Parks and Recreation Facilities Master Plan Update 2012	PCS CDSD	Fall 2017
B. Develop pilot program to identify greenbelts and open space areas to increase access. <ul style="list-style-type: none"> <li>• Identify and prioritize potential areas</li> <li>• Develop cost implications and identify funding sources</li> <li>• Implement pilot program</li> <li>• Assess and evaluate areas</li> </ul>	PCS (lead) PW CDSD	Summer 2017
C. Explore opportunities for increased community access for bicycle community, dog walking, walking/jogging, enjoying nature and wildlife viewing, providing access to undeveloped natural areas and agricultural transition areas.	PCS (lead) PW CDSD	

## Goal 7 – Ensure a Safe and Healthy Community

### ➤ Objective 1 – Provide visible and sufficient public safety services throughout the community, based on cutting edge research and practices.

Tasks	POC	Timeframe
A. Develop and adopt a 3-year strategic plan for the Police Department, working collaboratively with the community.	PD	2016-2017 One community meeting already held, 4 planned for September. Staff retreat planned for Nov 2016 to complete plan.
B. 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 Human Relations Commission	As needed
C. Hold informal coffee conversations in different parts of the community to discuss issues of community/neighborhood crime and equity concern.	PD	At least Quarterly
D. Host annual "Public Safety Day" open house to showcase educate the community on the programs, equipment, and functions of the Police Department.	PD	Annually, in the spring
E. Measure effectiveness of new alternative complaint resolution process for resolving citizen complaints through informal mediation.	PD	June 2017
F. Participate at High School and Jr. High School educational forums on topics such as drug/alcohol abuse, truancy, violence reduction, and bullying.	PD	
G. Hold the Citizen Academy program and conduct at least one session each year.	PD	Annual
H. Nurture the City Volunteer program and broaden the use of PD Volunteers (VIPs) to provide expanded services and/or restore discontinued services.	PD	
I. 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	Quarterly
J. Work collaboratively with the Davis Joint Unified School District and UC Davis on drug/alcohol abuse and prevention programs and mental health/wellness programs	PD (lead) CMO – Social Services	2016-2017
K. Provide recommendations for fire station replacement/improvement.	FD (lead) CMO	Winter 2017
L. Cultivate partnerships with other organizations to support department services.	FD	
M. Develop and implement a comprehensive branding, marketing, and social media plan to increase department visibility and risk reduction.	FD	
N. Fully develop and utilize the external website to provide meaningful tools and information for citizens.	FD	
O. Develop and offer community education and training programs designed to inform citizens of the challenges and opportunities regarding fire and emergency services.	FD	
P. Complete a Standards of Cover study and a station relocation study for fire service.	FD	Fall 2016-Spring 2017
Q. Prepare recommendations for the creation of emergency response corridors based utilizing GPS-based preemption devices.	FD	December 2016
R. Review and reformulate if necessary emergency operations center practices, policies, and procedures, ensuring that all staff receive appropriate training and direction.	FD	Summer – Fall 2017

## Goal 7 – Ensure a Safe and Healthy Community

### ➤ Objective 2 - Maintain efficient and highly trained public safety staff.

Tasks	POC	Timeframe
A. Continue emphasis on de-escalation strategies and interpersonal communication skills ("Tactical Communications" or "TacCom") for sworn staff as an alternative to using force.	PD	
B. Maintain 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	
C. 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	December 2016
D. 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.	PD (lead) CMO – Social Services	2016-2017 NHC expanding program in September 2016. Update to Council planned for fall 2016.
E. Emphasize and train the principles 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	
F. Develop a comprehensive training plan meeting regional goals of standardization while addressing local needs.	FD	February 2017

### ➤ Objective 3 - Create and maintain a built environment that promotes safety and well-being.

Tasks	POC	Timeframe
A. Bring Renters Ordinance forward for Council consideration	CMO CDSD	
B. Incorporate Crime Prevention through Environmental Design (CPTED) principles into the land development and construction, plan and review processes. <ul style="list-style-type: none"> <li>• Provide training to key Police, Public Works, and Community Development staff, as needed.</li> <li>• Integrate the application of these principles into the City Development Review Team process.</li> </ul>	PD/PW/CDS PD/PW/CDS	
C. Develop routine standards to be implemented at parks on a daily/weekly maintenance, ensuring consistency of maintenance at all parks.	PCS	
D. Perform an assessment of the City lighting assets to identify underlit areas that would create potential safety concerns for the community. Perform regular night time surveys to identify public lighting that is not functioning and initiate repairs as appropriate	PW	December 2017 Quarterly

### ➤ Objective 4 - Utilize the five "e's" (education, enforcement, engineering, evaluation and encouragement) to improve traffic safety.

Tasks	POC	Timeframe
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.	PD CMO	

**Goal 7 – Ensure a Safe and Healthy Community**

B. 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.	PW PD	
C. Conduct two DUI checkpoint operations in the City each year.	PD	
D. Increase the ratio of non-probationary patrol officers with current radar/LIDAR certifications to 100% through a biennial refresher training schedule.	PD	Summer 2017

➤ **Objective 5 - Pursue and promote policies that promote encourage safe and healthy lifestyles.**

Tasks	POC	Timeframe
A. Ensure safe and accessible routes to schools located in Davis. <ul style="list-style-type: none"> <li>• Implement Safe Routes to School Walk Bike Audit recommendations (infrastructure and programmatic elements)</li> <li>• Continue to pursue partnership opportunities with DJUSD</li> <li>• Implement Safe Routes to School program and Scope of Work for Active Transportation Program/Cycle 1 Grant</li> <li>• Consider development of future funding stream for safe routes to schools activities when grant funds end in two years.</li> </ul>	PW  PD CMO PW	   Summer 2017 2016-2018
B. Conduct at least three school-specific bicycle rodeos for elementary school-aged students each year.	PD CMO PW	
C. Monitor implementation of healthy kids' beverages ordinance		
D. Provide and enhance opportunities for outdoor fitness and exercise, such as fitness courses, active fitness equipment, disc golf, game courts such as multi-use courts, basketball, pickleball, gaga courts, and walking, jogging and biking trails.	CMO – Social Services PCS	

➤ **Objective 6 - Develop a comprehensive city social services strategy to pursue and promote policies that encourage a healthy community for all.**

Tasks	POC	Timeframe
A. Develop a Social Services Strategic Plan, in collaboration with public and private service providers, focusing on vulnerable populations. <ul style="list-style-type: none"> <li>• Complete a SWOT analysis, receiving input from partners</li> <li>• Convene community-wide discussions to discuss analysis, develop priorities and system to measure performance</li> <li>• Complete a draft strategy</li> <li>• Solicit input from Social Services Commission, Human Relations Commission and Senior Citizens Commission</li> <li>• Present draft social services strategy and recommendations to Council.</li> </ul>	CMO – Social Services	2016-2017
B. Complete annual CDBG/HOME Grant processes and review processes to ensure adequate continuation of grant administration	CMO – Social Services	

## Goal 7 – Ensure a Safe and Healthy Community

### ➤ Objective 7 – Reduce the number of individuals who are homeless.

Tasks	POC	Timeframe
A. Adopt a model that results in moving individuals and families into permanent housing <ul style="list-style-type: none"> <li>• Examine outcomes from transitional and bridge housing</li> <li>• Seek out technical assistance from HUD</li> <li>• Pursue outside funding to support the model(s) selected</li> <li>• Explore alternative forms of housing</li> </ul>	CMO – Social Services	
B. Continue New Pathways pilot program to transition vulnerable individuals to permanent housing <ul style="list-style-type: none"> <li>• Collaborate with the County, Yolo County Housing, and nonprofit providers to serve four homeless individuals with housing and support services</li> <li>• Review outcome measures related to attainment of permanent housing and increased income</li> <li>• Adjust program initiative, if indicated, to increase outcomes</li> </ul>	CMO – Social Services	
C. Pursue “JOBS” initiative. <ul style="list-style-type: none"> <li>• Collaborate with the faith community, the County, and the Chamber of Commerce to pilot a program to give homeless individuals an opportunity to work.</li> <li>• With the group, explore opportunities for the public to contribute to this initiative by using “donation” parking meters</li> </ul>	CMO – Social Services	
D. Develop written policies and procedures to address programs with transient camps.	PD CMO – Social Services	

## Goal 8 – Foster Positive Workplace Dynamics

### ➤ Objective 1 – Ensure Human Resources processes are effectively documented and structured, enabling staff to provide excellent customer service.

Tasks	POC	Timeframe
A. Develop desk manuals to document current processes	HR	December 2016
B. Review and complete update of Employee Handbook	HR	March 2107
C. Survey internal customers regarding support needs	HR	2X annually – January and June

### ➤ Objective 2 – Improve payroll processing and Human Resource systems.

Tasks	POC	Timeframe
A. Update online timecard process to improve effectiveness and efficiency	HR	December 2016
B. Develop user manual	HR	March 2017
C. Implement continuous internal auditing process; audit one HR process per quarter.	HR	March 2017
D. Evaluate additional system needs such as leave tracking, ACA compliance	HR	June 2017

### ➤ Objective 3 – Attract and retain a competitive and diverse workforce.

Tasks	POC	Timeframe
A. Update and map recruitment process based on best practices, legal compliance and creative outreach.	HR	November 2016
B. Maximize online application system; train on and implement system features to improve application process, application review and candidate screening	HR	December 2016
C. Obtain training on best management practices for all supervisory staff	HR (lead)	Ongoing
D. Strengthen new hire orientation process to include online delivery	HR	December 2017
E. Evaluate effectiveness of social media options for recruitment	HR	June 2017

### ➤ Objective 4 – Provide classification and compensation information and analysis.

Tasks	POC	Timeframe
A. Develop classification and compensation policy, including timelines/parameters for re-classifications	HR	January 2017
B. Meet with departments regarding long-range organizational structure needs	HR (lead) All departments	PW 2016-2017 PCS 2017-2018
C. Evaluate job classifications and update as needed	HR (lead) All departments	PW 2016-2017 PCS 2017-2018

## Goal 8 – Foster Positive Workplace Dynamics

### ➤ Objective 5 – Evaluate needs related to supervisory development and succession planning

Tasks	POC	Timeframe
A. Conduct needs assessment for supervisory training and career development	HR (lead) All departments	March 2017
B. Meet with departments to evaluate succession planning issues.	HR (lead) All departments	2017
C. Conduct/facilitate supervisory training, utilizing best management practices where possible.	HR	Ongoing

### ➤ Objective 6 – Evaluate risk management needs.

Tasks	POC	Timeframe
A. Evaluate workers compensation claims and process.	HR	January 2017
B. Evaluate Injury Illness Prevention program	HR	March 2017
C. Re-activate/strengthen citywide safety committee process	HR (lead)	March 2017

### ➤ Objective 7 – Promote opportunities for enhanced workplace morale and sense of team

Tasks	POC	Timeframe
A. Continue employee annual picnic	HR (lead)	Annual, each spring
B. Continue annual year-end employee recognition event	HR/CMO	Annual, each December
C. Create an Employee Recognition Committee	HR (lead)	March 2017
D. Continue and grow employee wellness initiatives (FF, cooking classes, CPR classes, etc.)	HR	Ongoing
E. Increase HR visibility throughout the organization.	HR	Attend staff meetings, site visits monthly
F. Assess work environments for ergonomics, comfort, practicality, effectiveness. Develop plans to address problems or concerns.	HR (lead)	Work with all departments to assess work spaces in 2016-2017.
G. Improve human resource communications through better access to forms and information via online systems	HR	December 2017

## **Commission Work Plans**

The attached commission work plans and long range calendars are intended to provide City Council with an overview of commission activities and focus areas in order to consider their alignment with Council Goals.

Attached are the following commission work plans/goal outlines:

- Bicycling, Transportation, and Street Safety Commission
- Finance and Budget Commission
- Historical Resources Management Commission
- Human Relations Commission
- Natural Resources Commission
- Open Space and Habitat Commission
- Recreation and Park Commission
- Senior Citizen Commission
- Social Services Commission
- Tree Commission
- Utility Rate Advisory Committee



**BICYCLING, TRANSPORTATION, AND STREET SAFETY COMMISSION (BTSSC) WORK PLAN  
(FY 16/17 through FY 17/18)**

COUNCIL		COMMISSION			
Council Goal	Council Objective	Council Task	Transportation Project/Program	Commission Role	Targeted Completion
Goal 3 - Pursue Environmental Sustainability	Reduce the community's carbon footprint and achieve measurable GHG emission reductions, including reduction of Vehicle Miles Traveled (VMT).	NA	Regional bike share coordination. Establish Cyclovia event.	Action	Spring 2017
	Improve downtown as a bicycle and pedestrian friendly destination for residents and visitors.	Implement City Council adopted Downtown Parking Task Force Recommendations. Complete the 3rd Street Improvements. Adopt enhanced transportation striping guidelines that increases safety, avoids confusion and minimizes GHG emissions from motor vehicle. Complete Richards/Olive Boulevard Corridor Plan.	Downtown Parking Management Plan Implementation (CIP 8252). Third Street Improvements (CIP 8164). Street Design Standards.	Advisory	Summer 2018 Fall 2017
Goal 4 - Build and Promote a Vibrant Downtown	Provide a safe and efficient circulation system	Complete Richards/Olive Boulevard Corridor Project.	Richards/Olive Drive Corridor Plan.		Fall 2016
		Complete Bike/Ped Wayfinding Project.	Bike and Pedestrian Wayfinding project (CIP 8258).	Action	Summer 2017
		NA	Design & Construct E. Covell Blvd Bicycle Path (betw. J Street & L Street). Design & Construct Cannery Grade-Separated Crossing.		Summer 2018 TBD
		NA	Implement Walk Bike Audit Report High Priority Projects. Construct L Street Improvements (CIP 8256). Complete design for Mace Blvd Improvements (CIP 8257).	Advisory	Summer 2018 Fall 2016
Goal 6 - Fund, Maintain and Improve Infrastructure	Sustain existing infrastructure, identifying areas where improvements are necessary.	NA	Complete design and construct Covell/L Street Improvements (CIP 8270). 2017 SACOG Regional Funding program coordination. Design & Construct H Street Improvements / H Street Tunnel.	Complete	Summer 2017
		NA	Reconstruct Fifth Street at Maintenance Holes. Design Russell Blvd Bike Path (Arthur to City Limits). Establish bike education classes: 1) Bike with Confidence, and 2) Bike maintenance classes. Establish bike citation diversion program. Establish Traffic Calming Program.	Action	Summer 2018 Winter 2017 Summer 2017
Goal 7 - Ensure a Safe and Healthy Community	Utilize the three "e's" (education, enforcement and engineering) to improve traffic safety.	NA		NA	Summer 2017

***Finance & Budget Commission 2016-17 Work Plan Concepts.***

***The following work-plan concepts have been embraced buy the Finance and Budget commission for Fiscal Year 2016-17. These concepts will break out into various sub-committees throughout the year to take on different aspects of each area.***

- 1.) Optimization of City Assets and Resources – This subcommittee could look at such topics as:
  - Park utilization
  - Utilization of city administrative buildings
  - The potential for chargebacks or other mitigation for calls to the fire department by assisted-living communities
  - Revenue enhancement ideas, including:
    - i. 3<sup>rd</sup> and B/US Bicycling Hall of Fame: maximizing the potential use of the city building and museum operations
    - ii. Concessions such as food trucks at sporting and other public events
    - iii. Using city vacant land near downtown for paid parking
    - iv. Other opportunities to develop or redevelop city-owned land
  
- 2.) In-Depth Financial Review – This subcommittee already has some work underway in concert with our guiding principles of transparency and accountability in the city budget process. These ongoing projects are:
  - 20-year budget projection: Create 20-year budget projection with help of intern. Projection would be built on assessment of existing operating budget revenues and expenditures reflected in projection plus newly developed estimates of unfunded liabilities
  - Overhead allocation: Continue to explore if the full cost of city services is clear and drives the appropriate actions (e.g. do we include a full allocation of overhead)
  
- 3.) Economic Development – As Nishi and MRIC workload decreases, this sub could turn its attention to the UC Davis Long Range Development Plan. This could include researching what other UC cities have received in fiscal mitigation for campus expansion and what fiscal analysis the City of Davis should conduct to facilitate discussions with the campus over the LRDP.
  
- 4.) IT Transformation Project: This subcommittee is already at work on concepts relating to a new city information system. This subcommittee could further take on the task of examining whether an opportunity exists for the City of Davis to employ so-called “lean sigma six” concepts for continuous improvement of city business processes. Subcommittee to also address transparency and efficiency issues. The sub could research what progress other cities have made using such an approach.

**The current sub-committees in place are:**

- 1) *Revenue Committee (exclude Economic Development) – Michelle Weiss, Dan Carson and Alzada Knickerbocker*
- 2) *Long Term Budget (20 year model) – Matt Williams and Jeff Miller*
- 3) *Efficiency and Fund Balance (reduce costs and improve services) – Raymond Salomon and Matt Williams*
- 4) *Infrastructure and Information System (Mini-RFI IT Transformation) – Jeff Miller and Bill Wood*

**Finance and Budget Commission  
Long-Range Calendar  
(Planning Purposes Only)**

<b>Month / Meeting</b>	<b>FBC Discussions</b>
September '16	Investment Plan & Policy Review Recreation & Park Fees Subcommittee/Work Plan Reports
October '16	Pension & Retiree Medical Actuarial Review Subcommittee Reports
November '16	Cost Allocation Plan Review Administrative Services Budget Overview Subcommittee Reports
December '16	Police Department Budget Overview Fire Department Budget Overview FY 16/17 1 <sup>st</sup> Quarter Budget Report – Informational Item Subcommittee Reports
January '17	Public Works Budget Overview Capital Improvement Budget Overview Subcommittee Reports
February '17	Parks & Recreation Budget Overview Baseline Budget Model Assumptions-Expenditures Subcommittee Reports
March '17	Baseline Budget Model Assumptions-Revenues Subcommittee Reports
April '17	FY 17/18 Mid-Year Budget Report Subcommittee Reports
May '17	FY 17/18 Budget Preview Subcommittee Reports
June '17	FY 17/18 Proposed Budget Review Subcommittee Reports
July '17	FBC 2017/18 Work Plan Subcommittee Reports
August '17	Summer Recess – No meeting

**2016-2018 GOALS  
HRMC WORK PLAN**

<b>Goals</b>	<b>Discussion</b>	<b>Action</b>	<b>Work Plan Time Frame</b>
1. Funding Mechanism for Historical Resources projects	There is at present no sustained or identified source of funds for historical projects. Therefore, funding for each need identified by the HRMC must be met on an ad hoc basis.	<p>A subcommittee of the HRMC should estimate the dollars required to complete a project. The subcommittee should meet with appropriate city staff to explain the need for and benefit of the project and the estimated cost. If city staff favors the project, the subcommittee should request that staff identify a source of funds in the city budget.</p> <p>When the project's funding then comes before the City Council, the HRMC chair and members of the subcommittee should appear at the City Council meeting to explain the need for and benefit of the project to the City and people of Davis.</p>	Proposed Ordinance Amendment:  2016
2. The 100th anniversary of Davis' incorporation	HRMC should participate in 2016 in the planning for the celebration in 2017 of the 100 <sup>th</sup> anniversary of the incorporation of Davis as a city.	Subcommittee of Rifkin and Herbert to work with Bob Bowen	2017
3. 50th anniversary of bike lanes in Davis	HRMC should propose signs and pursue funding for signage for the four original bike lanes.		2016-17
4. DPR 523 documentation for Davis Conservation	Survey and document DPR 523 for properties in the Overlay District that had not been surveyed.	Commissioner Clementi has assigned areas to Commissioners and Commissioners will bring areas of	2016-2018

**2016-2018 GOALS  
HRMC WORK PLAN**

Overlay District Survey By HRMC			concern to full Commission for discussion until project is complete.	
5. Nomination of bike lanes to the national register	Vice-chairperson Beason will look into having Sacramento State University students help with this goal.		Vice-chairperson to report to commission efforts until complete	2017
6. DPR 523 documentation for architecturally significant properties in the 2015 survey areas	The 2015 Citywide historical resources survey identified architecturally significant properties that require further evaluation for potential designation. The project is to complete individual DPR 523 for each of the 19 houses and 1 church that are located outside existing districts that appear eligible based on architecture; 3 individual resources were documented, 2 were found eligible.		Appoint a Subcommittee to review and assign review and next steps until project is to complete	2017
7. Review and compile all properties within the City eligible for designation	Review the Conservation Overlay district inventory for properties already identified as potentially eligible for designation in the 2003 survey and recently updated by the Commission (for consideration of recommendation to City Council for designation).		Appoint a Subcommittee to review and assign review and next steps until project is to complete	2017
8. Formally recommend approval of identified properties with the City deemed by HRMC eligible for designation	Commission holds public hearing(s) to recommend to the City Council approval of the recommended designations.		Set date for public hearing	2018
9. Compile and commission appropriated documentation of historic districts	The 2015 survey inventory identified 14 subdivisions as eligible for designations as districts (2 Elmwood, 12 University Estates.) Determine if additional work is required to designate the district, and if not, set up hearing		Set hearing date for designation.	2018

**2016-2018 GOALS  
HRMC WORK PLAN**

within the City for formal approval by City Council	dates prior to recommendation to Council for designation		
10. Complete Landmark signage	Use funds from Goal #1 to pay for the Landmark signs.		2016-17
11. Create Windows Replacement Standards for Designated Resources and Contributors	Appoint HRMC Subcommittee to create windows replacement guidelines for the full Commission adoption and staff implementation	Commissioner Lowry is appointed a subcommittee of one.	
12. Overlay Zoning District and Design Guidelines for College Park	Appoint HRMC Subcommittee to work, including contacting City staff upper management, to create an overlay district and design guidelines for College Park historic district.	Commissioner Lowry is appointed a subcommittee of one.	
13. Continue to Complete DPR 523 forms for the identified potential historical resources citywide (as part of the 2015 citywide survey)	Ongoing work performed as needed.		Ongoing

**2016-2018 GOALS  
HRMC WORK PLAN**

**Some Background based on Historical Constant Brunzell’s Estimation of Next Steps**

- II. Survey of previously un-surveyed age-eligible properties in central Davis
- a. Initial research to determine how many of the roughly 272 never-surveyed properties in the Conservation District are age-eligible
  - b. Research into land-use history of each property identified
  - c. Determination of eligibility based on architecture and history of property
  - d. Individual DPR 523 form documenting results for each property
- III. DPR 523 documentation of architecturally significant properties in current survey area.  
This scope is for documentation of 19 houses and 1 church that are located outside existing districts that appear eligible based on architecture. If staff, commissioners, or members of the public know of properties that may be eligible based on association with history or with an important person, such properties can be added to this list. This scope does not include documentation of the several properties within Elmwood and University Estates that may be individually eligible.
- a. Research into land-use history of each property identified
  - b. Determination of eligibility based on architecture and history of property
  - c. Individual DPR 523 form documenting results for each property

While field survey was underway, consultant and volunteers were also undertaking research. Areas of focus included the post-1940 historic context of Davis; the development history of the specific neighborhoods in the survey area; and biographical information regarding Davis civic leaders, builders, developers, and architects. Important sources included previous historic context statements, Davis histories, local newspapers, maps and aerial photographs, and unpublished documents from developers’ private papers.

Brunzell Historical produced a context statement based on the information collected during research and field survey. The 55-page document includes sections on methodology, guidelines for evaluation, associated property types, and narrative history of Davis.

Additional deliverables include:

- 37 DPR 523 historic district forms documenting neighborhoods found ineligible for listing
- 2 DPR 523 historic district forms documenting neighborhoods found eligible for listing
- 3 DPR 523 forms documenting individual resources

**Human Relations Commission Workplan 2015**

November 2015 (3<sup>rd</sup> Week)  
Breaking the Silence 2016 Forum Prep  
MLK Day 2016 Prep  
Circle Process (Chat with the Chief)

December 2015 (3<sup>rd</sup> Week)  
Breaking the Silence 2016 Forum Prep?  
MLK Day 2016 Prep

January 2016  
Jan 18 - MLK Day  
Chavez Day Prep  
Huynh Awards – Application Process Review and Approval  
Breaking the Silence Prep?  
Bias Training

February 2016  
Breaking the Silence Forum?  
Chavez Day Prep  
Davis Pride Prep

March 2016  
Cesar Chavez Day Event  
Chavez Day Prep  
Huynh Awards Selection  
Juneteenth Prep?

April 2016  
Davis Pride?  
Juneteenth Prep?

May 2016  
Davis Pride?  
Huynh Awards  
Juneteenth Prep?



2015 Goals: Human Relations Commission:

1. Promote understanding and equality through events and special activities to the community. **(OUTREACH)**
2. Provide educational and informational resources that promote understanding and equality to the community. **(RESOURCES)**
3. Respond to the City Council’s request for policy recommendations and/or proactively recommend policy to the City Council on issues related to diversity and discrimination. **(POLICY)**

<u>Main Goal/Status</u>	<u>Projects</u>	<u>Specific Objectives/Tasks</u>	<u>Timeline</u>
OUTREACH	MLK Jr Day Celebration – Monday, January 18)	Raise awareness in the greater community, particularly among youth, of civil rights issues. Program, including speaker and special features (ie film, other live presentations, etc.) Increase number of African American/Blacks who attend the event.	Oct – Dec (planning) Jan (event)
OUTREACH	Breaking the Silence of Racism Forum – Saturday, February 28	Acknowledge racism and discrimination in community. Seek methods to address and reduce.	July – Feb (planning) Feb (event)
OUTREACH	Cesar Chavez Day Celebration –Sat March 28?	Raise awareness in the greater community, particularly among youth, of civil rights issues. Program, including speaker and special features (ie film, other live presentations, etc.)	Jan - March (planning) Mar (event)
OUTREACH	Davis Pride?	Davis Phoenix Coalition is sponsoring and would like Human Relations Commission to participate	Jan – determine participation Feb-Apr (planning) May (event)
OUTREACH	Thong Hy Huynh Awards and	Acknowledge community leaders in human rights and relations. By highlighting local leaders, bring to light	Jan – May (preparation) May (awards)

	Reception – May	local human rights issues. 1. Determine categories, review nomination guidelines, prepare nomination forms 2. Nomination period 3. Review nominations and choose winners 4. Prepare Awards and reception	
OUTREACH	Juneteenth Sunday, June 14	Co-sponsor event with Yolo County and other community partners?	Jan – June (planning)
RESOURCES	Breaking the Silence - State/National Issues	Preparations to address state/national issues	Ongoing
RESOURCES	Police Mediation Efforts	New police mediation initiative will be implemented in 2015.	Rollout Jan/Feb. Ongoing
POLICY	Year of Justice?	Celebration of Abraham group requesting the Commission recommend a proclamation to City Council to designate 2015 as a Year of Justice	2015
POLICY	Police-Community Relations	Engage in facilitated police-community dialogue	January 2015 Other?
EVENTS/ RESOURCES/ POLICY	Asian-Pacific	Holdover from 2014: Consider whether to sponsor anything specific to the Asian Pacific Islander minority.	?

## NRC 2015/16 Goals

### NRC General Functions:

1. Advise the City Council on the preservation, management and enhancement of the City's natural resources;
2. Investigate, review and make recommendations to the City Council relating to maintaining the quality and quantity of the City's water supply and promoting water conservation;
3. Investigate, review and make recommendations to the City Council pertaining to the degradation of air quality in the Yolo-Solano-Sacramento region;
4. Investigate, review and recommend to the City Council ways to implement the Yolo County Solid Waste Plan and improve city-wide recycling efforts;
5. Advise the City Council on ways to promote the use of renewable sources of energy;
6. Advise City Council on environmental matters relating to global warming and toxic and hazardous substances;
7. Report to the City Council, other City commissions and departments recommendations for legislation and other actions that would limit actual or potential threats to the natural resources of the region;

Natural Resource Commission 2015/16 Goals/Projects <sup>1</sup>	Relevant Functions							Actions	Sub-Committee/ Working Group
	Natural Resources	Water	Air Quality	Solid Waste	Ag Land	Energy	Toxics/Haz		
<b>WATER</b> <ul style="list-style-type: none"> <li>● Park Irrigation Conversion</li> <li>● Greywater implementation</li> <li>● Drought – water resources shortage</li> <li>● Drought – residential landscape</li> <li>● Water outreach</li> </ul>								<ul style="list-style-type: none"> <li>● Support development of the Urban Water Management Plan Update.</li> <li>● Investigate and propose incentives for landscape water conservation and revisit the City's water conservation Ordinance.</li> <li>● Investigate opportunities for additional storm water infiltration</li> <li>● Park irrigation conversion - monitor and receive updates</li> <li>● Greywater implementation – investigate barriers to implementation and potential effects on sewer rates.</li> <li>● Drought - water resources shortage - monitor and receive updates - specifically, receive update on measures that could kick in later in the season if a shortage develops</li> <li>● Water resources outreach - receive update from staff/consultants and monitor community experiences</li> </ul>	Water – Matt , Steve, John
<b>ENERGY</b> <ul style="list-style-type: none"> <li>● Improve residential energy</li> </ul>								<ul style="list-style-type: none"> <li>● Investigate residential energy performance and options.</li> <li>● Investigate performance standards for new residential</li> </ul>	Energy –

Footnotes show links with City Council principles and goals: S – Sustainability; CSE – Community Strength and Effectiveness; etc.

Natural Resource Commission 2015/16 Goals/Projects <sup>1</sup>	Relevant Functions							Actions	Sub-Committee/ Working Group
	Natural Resources	Water	Air Quality	Solid Waste	Ag Land	Energy	Toxics/Haz		
<ul style="list-style-type: none"> <li>performance</li> <li>ZNE New Construction</li> <li>Energy Service Options</li> <li>Promote Community EE and RE</li> </ul>								<ul style="list-style-type: none"> <li>construction.</li> <li>Monitor and Assist with the GUEP</li> <li>Monitor and participate in energy services options investigation for the City</li> </ul>	Kristen, Mark, Michelle
<b>HAZARDOUS MATERIALS</b> <ul style="list-style-type: none"> <li>Haz Material Sites follow up</li> </ul>								<ul style="list-style-type: none"> <li>Subcommittee will provide annual report.</li> <li>Receive annual IPM report to the NRC</li> </ul>	Haz – Allan, Steve
<b>SOLID WASTE</b> <ul style="list-style-type: none"> <li>Implementation of solid waste plan</li> <li>Recycling downtown + parks</li> <li>Outreach – Solid Waste</li> </ul>								<ul style="list-style-type: none"> <li>Monitor and participate in implementation of the Integrated waste management plan.</li> <li>Bring back compostable ordinance when a composting program is available to take the materials.</li> <li>Investigate options for a ban on polystyrene.</li> <li>Monitor and make suggestions for problem locations for recycling such as parks, downtown, shopping centers, etc.</li> <li>As funds become available, will recommend increased recycling downtown.</li> <li>Monitor implementation of the mandatory recycling/contamination ordinance.</li> </ul>	Solid waste – Allan, Michelle
<b>INNOVATION RESEARCH PARKS</b> <ul style="list-style-type: none"> <li>Monitor project proposals</li> </ul>								<ul style="list-style-type: none"> <li>Monitor Innovation Research Park planning and implementation with a particular focus on water, energy, and solid waste issues.</li> </ul>	Commission

sub-committee Assignments: 2015/16 NRC Subcommittees (revised 5/16):

1. Water – Matt, Steve, John
2. Energy – Kristin, Mark, Michelle
3. Haz – Alan, Steve, Anya
4. Solid Waste – Allan, Michelle
5. GHG – Anya, John, Mark

## **The Open Space and Habitat Commission 2016-2018 Work Plan**

The Open Space and Habitat Commission (the “Commission”) has yet to finalize its 2016-2018 Work Plan. Earlier this year, the Commission decided that it didn’t make sense to finalize its 2016-2018 Work Plan until the update to the 2002 Acquisition and Management Plan was completed, based on community feedback received during the recent public outreach effort that culminated in a public workshop on March 9, 2016. Over the summer, a report summarizing the workshop results was finalized and staff prepared a draft update to the 2002 Acquisition and Management Plan (now called the Open Space Program Strategic Plan). This update will likely be discussed at the Commission in October and November of this year.

Another reason for the delay in approving the Commission’s 2016-2018 Work Plan is that there are currently two vacancies on the Commission, one regular position and one alternate position. Three additional seats will be available in January. Earlier this year, the Commission discussed this turnover and decided that it may not make sense to finalize its 2016-2018 Work Plan before the new Commission is seated and begins its work in January 2017.

Currently, the Commission has seven working groups: (1) Grant Guidelines – Restoration Projects; (2) Community Farms; (3) Native Pollinators, (4) Public Forum; (5) Open Space Website; (6) Open Space Signage; and (7) Acquisitions. These working groups will likely change to reflect the priorities of the new Commission and the modified goals and objectives in the updated 2002 Acquisition and Management Plan/Strategic Plan.

The following summarizes the Commission’s current 2015-2017 Work Plan, and how the Commission’s goals and objectives relate to the City Council’s current goals:

### **City Council Goal 3: Pursue Environmental Sustainability**

#### **Objective 2: Continue to pursue implementation of farmland protection and habitat conservation through acquisition of open space/easements**

**Task 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

This task is nearly complete. The Commission’s Public Forum Working Group has been working on this task over the last 18 months. In 2015-2016, the Commission focused its efforts on (1) understanding what Measure O open space parcel tax dollars had been spent on over the last 15 years and (2) completing a public outreach effort designed to (i) educate Davis residents about Measure O and what the open space parcel tax dollars have purchased over the last 15 years, and (ii) solicit input about what the community would like Measure O dollars to be spent on over the next 15 years. Staff presented a summary of what Measure O dollars had been spent

on over the last 15 years to the Commission in the fall of 2015 and to the City Council in December 2015.

The community outreach effort (focus groups, on-line survey, and public workshop) concluded in the spring of 2016. Over the summer, staff has been working with the working group (and the City's outreach consultant) to summarize the results from the outreach effort in a written report and translate those results into actionable items for the updated Acquisition and Management Plan. In 2016-2017, the Commission will focus its efforts on (1) reviewing and finalizing the draft of the updated Acquisition and Management Plan (renamed the Open Space Program Strategic Plan) and (2) making recommendations to the City Council about future acquisition priorities and future expenditures of Measure O open space funds, based on this Strategic Plan.

**Task 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

This task is ongoing. The Commission currently has an ongoing working group that reviews possible open space acquisitions (either fee title or conservation easement acquisitions), on an as-needed basis, and works with the Yolo Land Trust, the Solano Land Trust and the Yolo Habitat Conservancy to learn about possible acquisitions. The Yolo Land Trust and the Solano Land Trust are invited to every Commission meeting. Over the last 18 months, the Commission has discussed one possible acquisition. Over the summer, staff has been working with a broker on this possible acquisition and discussed it with the City Council in closed session in August 2016.

**Task C:** Staff participation in review and completion of administrative drafts of the County JPA Habitat Conservation Plan

This task has been completed. City staff did review and comment on the administrative drafts of the Yolo Habitat Conservation Plan/Natural Communities Conservation Plan (the "Yolo HCP/NCCP") and discussed these comments with the Commission in 2015-2016. The Commission also was given an opportunity to review and comment on the administrative drafts of the Yolo HCP/NCCP.

**Task D:** Complete cooperative funding agreement with County JPA on Habitat Conservation Plan

This task has been completed. On December 7, 2015, the Commission reviewed, discussed, and approved a final draft resolution prepared by City staff which authorized the formation of a non-binding partnership between the City of Davis and the Yolo Habitat Conservancy (the "Conservancy") related to the implementation of the Yolo HCP/NCCP within the Davis Planning Area, consistent with local policies, and authorized staff to work with the Conservancy to implement this partnership. The City Council approved the same resolution a week later. In the resolution, the City agreed to a non-binding commitment (i.e., a goal) to spend up to \$10 million in City open space acquisition dollars over 50 years, if funding is available, to acquire and/or

permanently protect habitat lands within the Davis Planning Area that are consistent with the Yolo HCP/NCCP under certain specific conditions.

## **City Council Goal 6: Fund, Maintain and Improve Infrastructure**

### **Objective 5: Address long-term maintenance and funding needs for parks, open spaces and wildlife habitat areas**

**Task B:** Investigate and apply for grants applicable to wildlife habitat maintenance and management

This task is ongoing. Investigating and applying for grants applicable to wildlife habitat maintenance and management is currently not part of the Commission's work plan. However, staff regularly reports to the Commission about staff's efforts to investigate and apply for relevant grants, with the help of Consero Solutions, the City's grants consultant.

## **Other Current Commission Goals/Objectives/Tasks**

### **Community Farm**

- Develop community farms policies and incentives
- Develop community farm first project site

### **Native Pollinators**

- Information:
  - Inform homeowners on how to support native pollinators
  - Conduct public events about native pollinators
- Projects:
  - Map important habitat areas; Identify best opportunities for improving habitat
  - Improve pollinator habitat on open-space lands
  - Plan and create hedgerow habitat corridor across agricultural landscape

### **Restoration Projects**

- Grant Guidelines for Restoration Projects
  - Develop evaluation criteria for selecting and funding restoration projects using Measure O funds
  - Achieve approval of criteria from the Commission and City Council
- Habitat Restoration Project
  - Identify priority area for restoration with Measure O funds
  - Develop and implement restoration project

### **Open Space Maintenance**

- Adopt an open space program
  - Hold neighborhood meetings to identify major stewardship needs for each semi-natural open-space area (trash, invasives, access, recreation, habitat, etc.);
  - Hold neighborhood meetings to solicit volunteer help from local groups to organize and conduct community environmental stewardship events (clean-up days)
  
- Develop Management Plans for each City-owned open space
  - Identify priorities for areas needing management plans
  - Secure Measure O funding to develop management plans
  - Work with city staff and contractor to develop and finalize management plans

### **Wildlife Plan**

- Develop a systematic wildlife plan for City (multiple species)

### **Biological Monitoring System**

- Develop an open space biological monitoring system with UCD

### **Signage for Open Space Areas**

- Develop standard look for directional and location signs
- Work with Public Works to create and install signs

### **Open Space Website**

- Refine initial content for site with Commission; work with City staff to post content
- Regularly maintain and improve site

### **North Davis Ditch**

- Provide information about project to public



2016 SENIOR CITIZEN COMMISSION WORK PLAN

Policy Area	Policy Goals	Work Plan Actions and Objectives	Approval Process	SCC	Staff	Calendar
<b>Policy A - Administration and Regional Coordination</b>	1. Provide ongoing leadership for the Commission.	* Elect Chair and Vice Chair annually.	Commission Action	<input checked="" type="checkbox"/>		November
	2. Provide ongoing training for the Commission.	* Attend trainings as requested. * Annual Brown Act Training with Attorney when available * Comprehensive orientation of new commissioners including handbook, past projects, relationship to Council and roles and responsibilities		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Ongoing
	3. Set Commission goals and Work Plan with annual updates to Davis City Council.	* Plan, develop and review Commission Goals, Work Plan and Work Plan Calendar annually. Subcommittee will generate written and oral report to be presented to Davis City Council.	Commission to provide recommendations for Davis City Council approval	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Annually
	4. Meet jointly with Social Services Commission (SSC).	* Conduct joint meeting(s) with the SSC to review policy areas of mutual interest.	Commission to provide joint recommendations for Davis City Council approval as needed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	As Needed
	5. Participate in local and regional committees.	* Appoint official representatives to ongoing committees, including YCCAAS, and Unitrans Advisory.	Commission Action	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	As Needed
<b>Policy B - Community Awareness and Public Education</b>	1. Attend public functions related to the Senior Center and/or Commission.	* Attend functions as requested and/or interested.	As Needed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	As Needed
	2. Continue receiving feedback and queries from residents and groups during Public Comment.	* Record feedback for future use. * Evaluate requests for action for referral to other commissions, to staff, or place on future commission agendas for further consideration.	As Needed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	As Needed



2016 SENIOR CITIZEN COMMISSION WORK PLAN

	5. Help seniors do business in Davis.	*Increase awareness of available senior discounts. *Advocate for accessible and convenient senior services, e.g. restrooms, parking, etc.	As Needed	<input checked="" type="checkbox"/>		Ongoing
<b>Policy D - Information Systems and Database Feasibility</b>	1. Advocate for comprehensive and relevant information on senior population.	*Monitor and evaluate relevant information to determine senior needs and trends.	Commission to provide recommendations for Davis City Council approval	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	As Needed
<b>Policy E - Senior Transit</b>	1. Enhance options for older adult driver safety.	*Support the Senior Center's work on transit resources. *Actively participate and make recommendations on comprehensive transportation needs.	Commission to provide recommendations to and the Davis City Council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Ongoing
	2. Encourage transit alternatives.	* Assist in facilitating the cities Travel Training program in conjunction with the Davis Senior Center.	Commission to provide recommendations for Davis City Council approval	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	As Needed
<b>Policy F - Senior Housing</b>	1. Focus on new housing options for older adults.	* Evaluate new housing options for impacts on older adults. *Encourage developers to consider senior needs prior to development of housing proposals	As Needed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	As Needed
	2. Conduct outreach and public education related to senior housing.	* Assist in supporting dissemination of information on general housing considerations, downsizing, leases, etc.	As Needed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	As Needed

2016 SENIOR CITIZEN COMMISSION WORK PLAN

	<p>3. Respond to residents needs in senior housing communities.</p> <p>4. Encourage compliance with the Senior Housing Guidelines and Universal Access Ordinance</p>	<p>* Monitor issues such as health, safety, affordability housing, and fairness</p> <p>* Review new housing proposals in light of approved Senior Housing Guidelines.</p>	As Needed	<input checked="" type="checkbox"/>	As Needed
<p><b>Policy G -</b> Emergency Preparedness</p>	<p>1. Review City's efforts related to emergency preparedness.</p>	<p>*Continue to monitor City's efforts related to emergency preparedness, emphasizing senior needs.</p> <p>*Review, develop, and disseminate a crisis prevention plan checklist, e.g. AARP Crisis Booklet</p> <p>*Promote neighborhood support programs.</p> <p>*Investigate and promote an Opt-in list for emergency preparedness.</p>	As Needed	<input checked="" type="checkbox"/>	As Needed
<p><b>Policy H -</b> Legislative Advocacy</p>	<p>1. Monitor and respond to priority legislative issues as needed.</p>	<p>* Monitor legislative efforts of local and regional agencies/organizations.</p>		<input checked="" type="checkbox"/>	As Needed



**DRAFT SOCIAL SERVICES COMMISSION 2016 WORKPLAN**

Name of Commission: Social Services Commission Year: 2016-17

<u>Goals (Relevant Council Goals and Commission-Specific Goals)</u>	<u>Work Plan/Actions</u>	<u>Timeline/Status</u>
<p><b>1. Goal 5: Promote Community:</b> <i>Increase, maintain and improve the supply of affordable housing in a post-Redevelopment environment.</i></p>	<p>Review affordable housing plans, including features of accessibility, for new subdivisions against the city's requirements, in addition to completing periodic reviews and updates to the Affordable Housing Ordinance, assessing its ongoing effectiveness in relation to market fluctuations.</p>	<p>Commission education, context and background provided on an annual basis, reviews provided on an as needed basis</p>
<p><b>2. Goal 6: Fund, Maintain and Improve Infrastructure</b></p>	<p>Continue to review and evaluate applications for the city's ADA infrastructure improvements using CDBG Public Facilities Grant funds.</p>	<p>Applicant presentations/funding deliberations- March 2017</p>
<p><b>3. Goal 7: Ensure a Safe and Healthy Community:</b> <i>Pursue and promote policies that promote encourage healthy lifestyles..</i></p>	<p>Work with community partners to promote healthy conflict resolution and restorative practices</p>	<p>Ongoing</p>

<u>Goals (Relevant Council Goals and Commission-Specific Goals)</u>	<u>Work Plan/Actions</u>	<u>Timeline/Status</u>
<p><b>4. Goal 7: Ensure a Safe and Healthy Community:</b> <i>Develop comprehensive city social services strategy, in collaboration with public and private service providers, focusing on vulnerable populations.</i></p>	<p>Through broad-based outreach, develop comprehensive city social services strategy.</p>	<p>Reassessing available staff time. Considering one or two large strategy meetings in Fall/Winter with local service providers as a means for creating the plan.</p>
<p><b>5. Goal 7: Ensure a Safe and Healthy Community</b> <i>Develop comprehensive city social services strategy, in collaboration with public and private service providers, focusing on vulnerable populations.</i></p>	<p>Receive presentations and pursue information regarding specialty need areas (e.g. Healthcare reform, mental health services, low-income students, etc.) and assess opportunities for community education and partnerships.</p>	<p>Monthly</p>
<p><b>6. Goal 7: Ensure a Safe and Healthy Community:</b> <i>Continue to administer CDBG and HOME grants for Social Services organizations providing essential services to underserved populations</i></p>	<p>Complete annual CDBG/HOME Grant process</p>	<p>Applicant presentations/funding deliberations-March 2017</p>
<p><b>7. Goal 7: Ensure a Safe and Healthy Community</b></p>	<p>Respond to community social service issues as they arise or as directed by the City Council.</p>	<p>To be determined based on specific issue.</p>



**DRAFT TREE COMMISSION 2016 WORK PLAN**

Name of Commission: Tree Commission      Staff: Rob Cain      Year: 2016

<u>Goals (Relevant Council Goals and Commission-Specific Goals)</u>	<u>Work Plan/Actions</u>	<u>Timeline/Status</u>
Municipal Code Chapter 37 review	Review Chapter 37 Tree Planting Preservation and Planting Ordinance Update ordinance and specifications to current standards	Review first draft of ordinance update by subcommittee. Continue review and updates through 2016. Draft ordinance and specifications for internal city review June 2016 Draft ordinance for Council review Fall 2018
Publish educational articles about Urban Forestry	Assign topics and outreach Create subcommittee for publication formatting	TBD
Update Landmark Tree program	Update, input into Lucity inventory and map existing Landmark Trees. Publish Landmark Tree list on web Encourage nomination of Landmark Trees	Tree nominations throughout the year March-complete inventory update of existing trees. May-draft mapping plan

<p><b>Improve urban forest promotion</b></p>	<p><b>Use social media and other PR outlets to increase awareness of the urban forest.</b></p> <p><b>Recognize volunteer efforts</b></p>	<p><b>TBD</b></p>
<p><b>Community forest tour</b></p>	<p><b>Tree Commission and urban forest issues</b></p>	<p><b>Spring and Fall</b></p>



# UTILITY RATE ADVISORY COMMITTEE DRAFT WORKPLAN

<u>Goals (Relevant Council Goals, Objectives and/or Tasks)</u>	<u>Work Plan/Actions</u>	<u>Timeline/Status</u>
Ensure Fiscal Resilience Fund, Maintain and Improve Infrastructure	Review Enterprise funds cost of service assumptions and compare to actual financial data. Storm Water, Wastewater, Water and Solid Waste will be reviewed.	Semi-annual review of each Fund, beginning in 2017.
Pursue Environmental Sustainability	Review Consumer Choice Energy effort and, when appropriate, participate in effort to develop and recommend rate structure.	Review of progress ongoing. Rate review - TBD
Drive Innovation and Economic Vitality	Review Broadband Taskforce effort and provide feedback when appropriate.	Ongoing
Ensure Fiscal Resilience Pursue Environmental Sustainability	Review Solid Waste program rates after implementation of organics collection.	Mid-2017
Drive Innovation and Economic Vitality	Review emerging technologies other agencies are implementing and how ratepayers are affected.	Ongoing
Ensure Fiscal Resilience Pursue Environmental Sustainability	Review water conservation regulations and how regulations and methods of water conservation impact rates, including the potential to incentivize water conservation.	TBD – as regulations are updated.