

STAFF REPORT

DATE: October 25, 2016
TO: City Council
FROM: Dirk Brazil, City Manager
Kelly Stachowicz, Assistant City Manager
SUBJECT: Council Goals 2016-2018

Recommendation

Approve the proposed 2016-2018 Principles (Attachment 1) and Goals and Objectives, along with related Tasks (Attachment 2).

Fiscal Impact

No direct fiscal impact. Individual tasks may have fiscal implications but information on those will come to the Council for action when the item is brought before Council for a decision.

Background and Analysis

In September, the City Council met in a goal setting retreat. From the retreat, the City Council reaffirmed eight Council Goals, with minor modifications, and provided direction and input to staff regarding principles, objectives and tasks related to each Goal. Staff has revised the Goals document according to Council input and has provided additional details, primarily in the way of timelines, to specific tasks.

The Council provided thorough direction at the retreat. Most changes/additions are ones Council requested. However, a few proposed changes merit attention. By Goal area, they include the following:

1. Ensure fiscal resilience

As per Council direction from the retreat, staff rearranged each of the Tasks into three Objectives:

- REVENUE - Ensure fair City tax rates and fees while investigating new and sustainable sources of revenue to strengthen the economic base and to provide the services desired by the community.
- COST CONTAINMENT - Seek increased cost efficiency and containment in service delivery, while maintaining high quality city services.
- TRANSPARENCY - Take actions to enhance and promote fiscal transparency.

2. Drive a diverse and resilient economy

- Goal #2 has been reworded to read as above and has been further revised to include additional specifics within tasks.

3. **Pursue environmental sustainability**
 - A Task has been included to look at waste from a systems approach.
4. **Build and promote a vibrant downtown**
 - Staff revised wording to include additional details related to form-based code, acknowledging that utilizing this tool may not be limited to the downtown area.
5. **Promote community**
 - The tasks that staff will be undertaking relative to the Bicycle Action Plan have been called out and/or added.
 - Staff has added an objective, with related tasks, to address City's relationship with UC Davis.
 - Staff has included in the section related to long-term planning and the General Plan update wording that the City will look at non-residential property and space needs, both for current zoning and for future needs.
6. **Fund, maintain and improve infrastructure**
 - Staff has added actions (or noted where the task already existed) to highlight work planned as part of the Bicycle Action Plan.
7. **Ensure a safe and healthy community**

No specific actions to note.
8. **Foster positive workplace dynamics**

No substantive changes.

As this is a working document, once Council ratifies the attached template, staff will continue to provide details and make progress toward completion of Tasks. Staff will also provide to Council any future recommendations to add or adjust Objectives or Tasks. Council may also, at any time, request changes to the Goals, Objectives and/or Tasks. The next Council update is currently scheduled for March 2017.

Attachments:

- 1) 2016-2018 Principles
- 2) 2016-2018 Goals, Objectives and Tasks

Guiding Principles – Council Goals 2016-2018

1. Fiscal Resilience

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

2. Economic Vitality

- Drive economic vitality and ensure resiliency in the local economy.
- Position Davis to capitalize both on existing assets and possible business opportunities
- Capitalize on the resources of a university town, including human capital, research opportunities and innovation.
- Promote appropriate partnerships with the private sector and the university community.
- Allow for appropriate space and designate land use to meet the long-term economic needs determined by the community.

3. Sustainability

- Reduce the community's carbon footprint and achieve measurable greenhouse gas emission reductions and increased community resiliency.
- Increase water and energy efficiency of existing resources and explore alternatives.
- Conserve, reuse and recycle resources, locally where possible, in a holistic environmentally responsible manner that considers a lifecycle and systems approach.
- Harness existing and emerging technologies to assist with greenhouse gas reductions.

4. Downtown Davis

- Promote and enhance 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

- Plan for the long-term needs of the community.
- Actively seek input and feedback from the community and encourage public participation in the civic process.
- 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.
- Provide a forum for peaceful and effective resolution of conflicts.

6. Infrastructure

- Prioritize 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 to maintain existing infrastructure and provide for new infrastructure where necessary.
- 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 a physical and social 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.
- Cultivate an appreciative work environment where employees are respected and valued and interactions among stakeholders (employees, community, commissions, City Council, etc.) are professional.

Council Goals 2016-2018

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Goal 1 - Ensure Fiscal Resilience

- **Objective 1 – REVENUE: Ensure fair City tax rates and fees while investigating new and sustainable sources of revenue to strengthen the economic base and to provide the services desired by the community.**

| Tasks | POC | Timeframe | Status Update |
|--|-----------------------------|---|---|
| A. Queue up parks maintenance tax discussion with enough time to consider all options prior to the expiration of the tax in June of 2018. | CMO/Budget | 2017 | |
| B. 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 | |
| C. Provide Council with options either to 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 | |
| D. Complete an updated Fee Study for Storm Drainage, Flood Protection and Stormwater Quality Charges | PW | June 2017 | Proposed contract approval and associated BA to Council by Jan. 2017. |
| E. Complete an upgrade to the inventory of municipal real estate holdings/leases and cash flow. | CDS | Summer 2017 | |
| F. 1. Complete User Fee study for parks and community services fees 2. Provide Council with options for implementation of appropriate fees, including off-lease dog permit fees and commercial use permit for public spaces. | PCS (lead) Finance | <ul style="list-style-type: none"> Community outreach summer 2016, to Council fall 2016, and implementation spring 2017 Spring 2017 | |
| G. Complete Development Impact fee study. <ul style="list-style-type: none"> Identify potential issues such as infill development: adding an administrative fee, and possible blending of rate and facility needs. | Finance (lead) PW CDS | In conjunction with General Plan Update | |

- **Objective 2 - COST CONTAINMENT: Seek increased cost efficiency and containment in service delivery, while maintaining high quality city services.**

| Tasks | POC | Timeframe | Status Update |
|---|---|-----------------------------|---------------|
| A. Flesh out avenues for short- and long-term cost containment options | CMO FBC | 2016-2017 | |
| B. Research 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 | 2016-2018 | |
| C. When appropriate, examine other service delivery models, such as contracting. | All | Ongoing | |
| D. Evaluate Building Division processes to increase effectiveness and efficiency. <ul style="list-style-type: none"> Implement web-based building permits, including a self-serve kiosk in City Hall. Research and implement Tech Upgrades for Inspections and Resale. | CDS Information Systems (lead) Information Systems (lead) | January 2017 Summer 2017 | |

Goal 1 - Ensure Fiscal Resilience

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| E. 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 | CDS PCS (lead) All departments | Spring 2017 | |
| F. Complete labor negotiations for Fire, Fire Management, and Davis City Employees Association | Human Resources (lead) Finance | Negotiations underway | |
| G. Begin labor negotiations with Program, Administrative and Support Employees Association, General Management, Davis Police Officers Association, and Police Management prior to conclusion of existing contracts (June 30, 2017) | Human Resources (lead) Finance | 2017 | |
| H. When appropriate, implement such as shared training, services or procurement with other jurisdictions. | CMO All Departments | Ongoing | |

➤ Objective 3 – TRANSPARENCY: Take actions to enhance and promote fiscal transparency.

| Tasks | POC | Timeframe | Status Update |
|--|-----------------------------|--|---|
| 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 | WW Rate study will come to CC in December with recommendations for reserve amounts. Stormwater and Solid Waste Rate studies will begin in 2017 and address reserve amounts as they advance in 2017. Other asset categories to be initiated later in FY 16/17. |
| C. Review new reserve policy as part of annual review. | | Spring 2017, with budget | |
| D. Develop an Asset Management Plan. Develop strategies to maximize use of assets, with an eye for economic development opportunities, including identification of opportunities to sell or lease City assets for revenue | CDS | Winter 2017 | Action pending State's review of property management plan |
| E. Research and implement new software to assist and improve upon electronic playground inspection records | PCS (lead) IS | Spring 2017 | |
| F. Research and implement new inventory services and management software for parks, greenbelts and facilities that our current system is able to integrate (Lucy, 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. Hold public workshops at City Council and Finance and Budget Commission. <ul style="list-style-type: none"> Investment Policy User Fees | Finance | Fees (Sept/Oct) Investment Policy (Oct/Nov) | |

Goal 1 - Ensure Fiscal Resilience

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| I. Review and keep current online information such as OpenGov, Coleman Fiscal Diagnostic, and MuniCast; and review of the budget document for improvements. | Finance | Ongoing | |
| J. Identify all deposit accounts and develop plan to utilize each account appropriately. | Finance | 2016-2017 | |

Goal 2 – Drive a Diverse and Resilient Economy

➤ Objective 1 – Provide a Robust Support Network for Business

| Tasks | POC | Timeframe | Status Update |
|--|---|---|--|
| A. Create and implement a program for outreach to current businesses <ul style="list-style-type: none"> Formalize partnerships with local organizations such as Davis Chamber, Davis Downtown, UC Davis and the Small Business Development Center Prepare and prioritize a list of key outreach opportunities and conduct joint visits to businesses Document and monitor information about business customer satisfaction in a database. Create protocols for follow-up and outcome tracking | ED ED ED | Newly established Economic Development Committee of the Chamber – will be ongoing Outreach plan completed by December 2016 Program to be developed along with outreach plan to be completed by December 2016. | |
| B. Collaborate with CDS to increase consistency and transparency of City process to ease opportunity to new businesses and business growth <ul style="list-style-type: none"> Adopt amendments to reduce process-related uncertainties for non-controversial planning entitlements. Draft and adopt zoning ordinance changes to make Final Planned Developments/Revised Final Planned Developments for “minor” projects an administrative review process. Provide opportunities for applicants and prospective applicants to engage with the development review team on a regular basis to obtain preliminary feedback on project related ideas and preliminary proposals. Draft and adopt Office/R&D Zoning District ordinance Investigate the creation of a Zoning Administrator role for project reviews and determine whether to proceed Create shared position of Business Ombudsperson with CDS to provide strong support for land owners, commercial brokers and applicants on business development | EC/ CDS ED CDS CDS CDS CDS CDS CDS CDS CDS CDS CDS CDS CDS | Outline of Plan to be completed by end of 2016 or early 2017 Fall 2017 Spring 2017 Winter 2016 Spring 2017 | |
| C. Reduce harm to business caused by unpleasant behaviors taking place in public space | Ad Hoc group of CMO, ED, PD, Social Services | In progress | |
| D. Create awareness of infrastructure necessary to support business success and collaborate in activities to add capacity <ul style="list-style-type: none"> Take steps to increase access to broadband by: <ul style="list-style-type: none"> Studying the feasibility of a citywide fiber optic network. The study should include: market analysis, development plan inclusion of | ED CDS PW | 2016-2018 | Creation of a GIS map layer of conduit related to Broadband is pending approval of funds and |

Goal 2 - Drive a Diverse and Resilient Economy

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| <ul style="list-style-type: none"> ○ engineering, construction, operation and business requirements, and review of business models and alternatives. ○ Completing inventory of City infrastructure and creating GIS mapping ○ Updating City policies and municipal codes to ensure inclusion of broadband infrastructure in public development and capital improvements projects. Ensure that language is included in the General Plan update. ○ Working collaboratively with neighboring jurisdictions and with the region to support increased access for all. | | | expected to begin in November 2016. |
| <ul style="list-style-type: none"> ● Increase cost-efficiency of electricity through support of development of Community Choice Energy (CCE) | ED support for sustainability | CCE Launch Fall 2017 or Spring 2018 | |
| E. Advocate for business in Davis by creating a marketing plan for economic development initiatives to raise awareness of services available and positive accomplishments | ED | January 2017 | |
| <ul style="list-style-type: none"> ● Improve economic development portion of the City web site and increase links to relevant partner sites | ED | Fall 2017 | |
| <ul style="list-style-type: none"> ● 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 | ED/CMO | Spring 2017 | |
| <ul style="list-style-type: none"> ● Attend community gatherings to make positive connections with constituents | ED | ongoing | |

➤ Objective 2 - Utilize City-owned property to support economic development goals.

| Tasks | POC | Timeframe | Status Update |
|---|--------------------------|------------------------------|--|
| A. Maintain vibrant tenants in Historic City Hall, Varsity Theater, Hunt Boyer and the US Bicycling Hall of Fame. Determine ways to maximize use of the USBHOF space. | CDS CMO – ED and Arts | Pending outcome of Goal # 4c | |
| 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. | ED | Ongoing | |
| E. Complete an assessment of the relocation of the PW Corporation Yard and potential re-use of the property for infill development. | PW CDS | Spring 2017 | Consultant scope being developed. Study expected to begin in October 2016. |
| F. Determine use for city-owned lot at Olive and Richards for parking. | PW | Winter 2017 | Will be considered after Council direction on the Richards/Olive Corridor Study. |

Goal 2 - Drive a Diverse and Resilient Economy

➤ Objective 3 – Address the needs of new businesses and business types identified as desirable additions to our economic diversity and sustainability.

| Tasks | POC | Timeframe | Status Update |
|--|-----------|--|---------------|
| A. Address the need for commercial space. | CDS/ED | Part of GP & CASP update | |
| <ul style="list-style-type: none"> Identify potential for opportunities for infill projects | CDS/ED | Part of GP update. Infill discussion to Council late 2016. | |
| B. Update the dispersed innovation strategy. | CDS/ED | | |
| <ul style="list-style-type: none"> Consider proposals for development of innovation space | ED CDS | | |
| C. Support entrepreneurs and start-ups by: | ED | Ongoing | |
| <ul style="list-style-type: none"> Encourage and support development of additional incubators/business accelerators/maker spaces as demand requires through Formalize partnerships with Davis Roots, Area 52, Davis Angels Network, Small Business Development Center. Promote local networking opportunities for entrepreneurs such as JumpStart, Green Drinks, TEDx UC Davis, Technology Exchange | | | |
| D. 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"> Create a pitch deck for the City which can be easily customized for each new business presentation | ED | Spring 2017 | |
| <ul style="list-style-type: none"> Identify presenters from key business clusters comprised of leasers from the City, business community, business service organizations, and UC Davis who can participate in new business outreach | ED | ongoing | |
| <ul style="list-style-type: none"> Prepare business outreach materials that have consistent branding and messaging but with potential for customization based on the target audience | ED | Spring 2017 | |
| <ul style="list-style-type: none"> Maintain access to information on available commercial space | ED | Fall 2017 | |
| E. Create specialized outreach plans for foreign direct investment | ED | Winter 2016 | |
| <ul style="list-style-type: none"> Prepare a plan to include economic development as goal of our Sister City activities | CMO/ED | Spring 2017 | |

Goal 2 - Drive a Diverse and Resilient Economy

➤ Objective 4 – Maintain Strategic Partner Relationships

| Tasks | POC | Timeframe | Status Update |
|---|-----|--|---------------|
| A. 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 | ED | Plan created by Spring 2017 with work ongoing. | |
| B. Formalize partnerships with Davis Roots, Area 52, Davis Angels Network, Small Business Development Center. | ED | Plan created by Spring 2017 with work ongoing. | |
| C. Formalize collaboration 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 & Natural Resources | ED | Plan created by Spring 2017 with work ongoing. | |

➤ Objective 5 – Support Expansion of Tourism and Hospitality Industry

| Tasks | POC | Timeframe | Status Update |
|---|-----------|-----------|---------------|
| 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"> • Actively engage with Yolo County Visitors Bureau • Support development of increased sports facilities | ED PCS | ongoing | |

➤ Objective 6 – Cultivate Job Creation and Support Workforce Development

| Tasks | POC | Timeframe | Status Update |
|---|-----|-------------|---------------|
| A. Communicate employment opportunities created by business growth (Objective 2) through 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. Participate in the Yolo County Work Force Investment Board and regional collaborative programs of WIOA | ED | Spring 2017 | |

Goal 2 - Drive a Diverse and Resilient Economy

- **Objective 7 - 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 | Status Update |
|---|--------------------------------|----------------|---|
| A. Support growth and goals of Davis Arts Alliance. | CMO – Arts | 2016-2017 | Received CAC grant to work with strategic planning specialist to develop Strategic Program Plan and Alliance website. |
| 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 | Participating in state cultural district planning www.cac.ca.gov/initiatives/cultidistricts.php |
| C. Identify and complete pilot projects for public art, e.g. utility box murals. | CMO – Arts | 2017 (Phase 2) | |
| D. Review inventory of City-held public art, determine scheduled and future maintenance needs, and secure resources for long-term care and conservation. (See Goal 4 regarding Downtown Public Art) | CMO – Arts | 2016-2017 | Working on updating inventory, maintenance on damaged artwork: Solar Intersections, WatchTower, Solar Filling Station, G Street Ironwork |
| E. Identify additional opportunities for art on public utilities and city-owned properties, including parks, greenbelts and open space. | CMO – Arts (lead) PCS 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 | Pilot grant project in 2016 – Davis Manor neighborhood street mural project |

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 | Status Update |
|--|----------------------|-------------------------|--|
| A. 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 | Ongoing | |
| B. Complete Electric Vehicle Readiness Plan <ul style="list-style-type: none"> Based on results of EV Readiness Plan, identify priorities and funding for installation of charging stations at city facilities Draft Ordinance in compliance with AB 1236, permit streamlining for EV charging stations. | 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 | December 2017 | Note: City participation limited due to challenges faced by GUEP program administrators in executing this beta-test program. |
| D. Update GHG reduction requirements for new residential development projects. Pursue cost effectiveness study to facilitate zero net energy requirements/ordinance for new residential projects. | CDS - Building | Winter 2016/Spring 2017 | Building Official working with Natural Resources Commission and industry experts on scoping options. |
| E. Identify appropriate thresholds and develop GHG reduction requirements for non-residential and mixed-use development projects. | CDS – Sustainability | Spring 2017 | |

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

| Tasks | POC | Timeframe | Status Update |
|---|-------------|--------------------------------|---|
| 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 | Financial analysis and workshop completed. Update to acquisition and management plan underway. |
| B. Participate (staff) in review and completion of the County JPA Habitat Conservation Plan. | CDS PW | Pending adoption by County JPA | Review of draft plan and feedback to JPA completed |

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

| Tasks | POC | Timeframe | Status Update |
|---|-----|-----------|---------------|
| A. Continue to implement the City's Urban Water Management Plan and Integrated Water Resources Study. | PW | | |

Goal 3 – Pursue Environmental Sustainability

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|---|-------------------------|--|-----------------------------|---|
| 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 | | Summer 2018 | |
| 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 | | Fall 2016 | |
| E. Award construction contract to implement new wireless water meter technology (CIP 8187) | PW | | November 2016 | Contract language being finalized by City Attorney |
| F. Explore, quantify and prioritize ways to improve the long term environmental impacts and costs of our waste system and align them with the City's water conservation, renewable energy and other goals. <ul style="list-style-type: none"> Study the options of addressing the processing of the City's organic waste, which will include local options. Study the reuse alternatives for recycled water from the WWTP | PW (with URAC and NRC) | | Fall 2017 to Summer 2016 | Staff preparing RFPs (Organic Processing Options and Organics Program Assessment) to release early 2017. Study of Alternatives for Recycled Water underway December 2016. To Council Winter 2017. |
| G. Obtain permit from the State Water Resources Control Board to reuse WWTP effluent for multiple purposes | PW | | 2017 | Submit Notice of Intent January 2017 |
| H. Utilize city facilities for pilot/demonstration site(s) to highlight conservation best practices. <ul style="list-style-type: none"> Investigate energy efficiency lighting in parks, greenbelts, athletic fields and sports courts. Identify, prioritize and apply for grants and/or rebates for energy efficiency lighting | PCS | | 2016-2017 | |

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

| Tasks | POC | Timeframe | Status Update |
|---|-----------------------------|-----------|--|
| A. Develop annual Sustainability work plan in alignment with CAAP and City Council Goals. | CDS – Sustainability | 2017 | |
| B. Identify grant opportunities to help fund ongoing existing City Sustainability work plan and CAAP. | CMO CDS – Sustainability | Ongoing | |
| C. Coordinate CAAP update with the General Plan Update | CDS – Sustainability | 2017 | Researching best practices and options for integration into the General Plan update process for Council consideration. |

➤ Objective 5 - Advance implementation of Community Choice Energy (CCE) plan.

| Tasks | POC | Timeframe | Status Update |
|---|----------------------|-----------|---|
| A. Form JPA advisory committee to assist with Community Choice Energy implementation and make recommendations on CCE to City Council. | CDS – Sustainability | Fall 2016 | Davis representatives appointed. Pending integration of |

Goal 3 – Pursue Environmental Sustainability

| | | | | representatives for other JPA communities. |
|---|----------------------|--|--|---|
| <ul style="list-style-type: none"> Finalize CCE JPA formation recommendations and City Council Action Explore implementation of programs to assist property owners in understanding the energy conservation opportunities for their property. 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. | CDS – Sustainability | Fall 2016 | | |
| | CDS – Sustainability | Winter/Spring 2017 | | |
| | CDS – Sustainability | Ongoing | | |
| B. Return to City Council with implementation options for the Davis FREE plan. | CDS – Sustainability | Ongoing | | Integrated with CCE planning, EV Charging Plan, etc. |
| C. Facilitate expansion of residential and commercial solar and renewable energy generation in the Davis area. | CDS - Sustainability | 2016-2020 (Council solar goals – adopted 2016) | | Implementing with Cool Davis as part of Cool Davis Campaign |
| <ul style="list-style-type: none"> Work cooperatively with PVUSA on solar facility expansion and exploration of power purchase agreement. Identify additional commercial renewable energy generation opportunities. Work with local partners, such as Cool Davis, to identify ways to expand renewable energy generation, especially focused on GHG reduction. | CDS – Sustainability | 2017 | | Integrated with CCE planning |
| | CDS – Sustainability | 2017 | | Integrated with CCE planning |
| | CDS – Sustainability | 2016-2020 (Council solar goals – adopted 2016) | | Implementing with Cool Davis as part of Cool Davis Campaign |

➤ **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 | Status Update |
|--|------------------|--|---------------|
| A. Continue to support best management practices for integrated pest management and present new IPM policy to the City Council for adoption and implementation. Consider activity of neighboring jurisdictions. | PCS (lead) PW | Spring 2017 | |
| 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 | Spring 2017 Implementation July 1, 2017 | |
| C. Increase the use of drought tolerant, low maintenance native plants and native pollinators to promote beneficial insects. | | 2018 | |
| D. Limit new turf areas to active recreational use areas. | PCS PW CDS | 2018 | |
| E. Develop policy for consideration for non-potable water source for City property irrigation and new developments wherever possible. | PCS CDS | Fall 2018 | |
| F. Commission/Site public art in locations that provide opportunities for interpretation and enhancement of recreational use of open spaces | CMO - Arts | | |

Goal 3 – Pursue Environmental Sustainability

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

| Tasks | POC | Timeframe | Status Update |
|---|-----|---------------|--|
| A. Collect and summarize consumption data. | PW | Monthly | Posted and updated monthly here: http://water.cityofdavis.org/water-conservation/drought |
| B. Develop planting and watering conservation strategy/plan, involving community volunteers where possible. | PCS | December 2017 | Areas of emphasis with Adopt a Park volunteer program and community service clean up events. |
| C. Replant traditional turf species with low stature native or near-native grass species, involving community volunteers where possible. | PCS | | Signage being developed. |
| D. Continue pilot program of turf removal / modification. | PCS | | |
| E. 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 | Status Update |
|---|------------------------------|---|--|
| 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"> Increase bicycle parking availability by adding more long-term parking lockers or other secured racks Remove abandoned bikes on a regular basis. | PW | Lockers by April 2017 at Depot | |
| C. Improve conditions for pedestrians <ul style="list-style-type: none"> Create a plan for replacement and repair of sidewalks (cleaning addressed in Goal # 4, objective #4G) Adopt a minimum standard for sidewalk width in the downtown core to provide adequate space for comfortable pedestrian movement 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. Investigate opportunities for additional pedestrian-friendly thoroughfares in alleys and identify potential improvements for future funding and coordination with development. | PW | <ul style="list-style-type: none"> Sidewalk plan by December 2016. Sidewalk minimum width by June 2017. Encroachment Ordinance by December 2017. Pedestrian thorough-fares identified by June 2017. | |
| D. Fund and complete installation of downtown way-finding signs Phase 3 (monument signs) | PW (lead) CDS | Fall 2016 | |
| E. Complete Third Street Gateway improvement project between Central Park and campus, including installation of public art component. | PW | Summer 2018 | Bidding remaining underground drainage and wastewater utility work this winter with expected final phased surface improvements following in 2017-18. |
| F. Complete comprehensive review of downtown bus services and utilization | PW | 2017-2018 | |
| G. Implement a regional bikeshare program | PW | | |

Objective 2 – Improve public spaces and downtown amenities

| Tasks | POC | Timeframe | Status Update |
|---|-----|---|---------------|
| A. Provide a central city communication channel for all major City activities in the Downtown Core. Projects include: <ul style="list-style-type: none"> Improve conditions around Regal Theater | ED | <ul style="list-style-type: none"> Phase 1 trash receptacles – Spring 2017. Phase 2 planters – Summer 2017 | |

Goal 4 – Build and Promote a Vibrant Downtown

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|---|---------------------------------------|---|--|
| <ul style="list-style-type: none"> • Create Health of Downtown Workshop • Improve condition of G Street Plaza • Continue strong partnerships with collaborative organizations Downtown Davis, Davis Chamber of Commerce, Yolo County Visitors Bureau, UC Davis | | <ul style="list-style-type: none"> • December 2016 • Conduct community outreach Spring 2017 • Monthly participation at Board meetings – Chamber, YCVB, DDDBA. Bi-monthly staff meetings: UC Davis Government and Community Relations | <p>Existing infrastructure needs are being mapped. Next step is to engage Core Area interests on potential enhancements (October), then develop final multi-year plan for potential funding consideration beginning in FY 17/18.</p> |
| <p>B. Develop a multi-year plan for infrastructure maintenance and enhancements to minimize disruption to businesses and visitors.</p> | PW | December 2016 | |
| <p>C. Evaluate the community's receptiveness of existing on-street dining/parklets and develop guiding policy for consideration of additional sites</p> | PW CDS ED | Fall 2016 | |
| <p>D. Coordinate with development projects and utility/roadway projects to identify opportunities for paving/landscaping enhancements.</p> <ul style="list-style-type: none"> • PG&E pipeline mitigation 2nd/G streets, 1st/F streets | PW CDS PCS CMO – ED and Arts | Fall 2016 | <p>Coordinating with PG&E and developing frontage improvement modifications on the south side of Second St. between G and H Streets following tree removal.</p> |
| <p>E. Implement downtown LED light retrofits</p> | CDS | Summer/Fall 2016 | Installation in process |
| <p>F. Create a standard of service for landscaping and irrigation systems (SEE INFRASTRUCTURE)</p> <ul style="list-style-type: none"> • Replace landscaping and irrigations systems as needed • Create partnerships with downtown businesses to enhance public/private spaces | PCS | Fall 2016 | |
| <p>G. Create and implement a standard of service for cleanliness</p> <ul style="list-style-type: none"> • Evaluate equipment, placement and process for trash collection and create a plan for improvements • Increase safe removal of dangerous waste • Increase opportunities for recycling & composting • Determine options for regular cleaning of sidewalks • Replace, remove and/or relocate current trash and recycling bins to reduce trash overflow and increase recycling downtown | PCS/PW/FD/ED | Quarterly Evaluation | <p>PCS/PW applied for a CalRecycle Grant IN 7/16. If awarded grant cycle 16/17 will be implemented Fall 2017. If awarded 17/18 will be implemented Fall 2018. Submitted CalRecycle Grant July 2016.</p> |
| <p>H. Determine locations and implement options for public restrooms.</p> | ED/CDS | | |
| <p>I. Work with downtown partners to provide maps, brochures and information about special events</p> | CMO | Ongoing | |

Goal 4 – Build and Promote a Vibrant Downtown

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|---|-------------------|--------------------|--|
| J. Inventory public art in Downtown core, establish artwork ownership, determine future maintenance needs and identify resources for long-term care and conservation. | CMO-Arts | 2016-2018 | Meeting with John Natsoulas in October 2016 to evaluate inventory. |
| K. Review recent case law and best practices and update signage regulations/policies related to (1) elections, (2) advertising, temporary and A-frame, and (3) enforcement of compliance issues | CMO- Clerk CDS | Winter/Spring 2017 | |

Objective 3 - Enhance downtown ambiance

| Tasks | POC | Timeframe | Status Update |
|---|---|--|---|
| A. Develop a visual identity style guide and process for placement of: <ul style="list-style-type: none"> Banners Signage (wayfinding, business, temporary) Trash & Recycling Receptacles Benches Public Art | 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. Evaluate and create plans & process to upgrade key areas of concern <ul style="list-style-type: none"> Regal Theater area G Street (between 2nd & 3rd Streets) E Street Plaza | CMO – ED and Arts PW CDS | In progress | Regal Theater project in evaluation stage. A plan for stakeholder outreach is being prepared for G Street Plaza & E Street Plaza projects |
| D. Reduce crime and/or nuisance activities in the downtown. | Ad Hoc group of CMO (ED and Social Services) and PD | In progress | |
| E. Support Entertainment Permitting Process and provide information to businesses and collaboration with Police Department on outreach | ED PD | Update to CC December 2016 Outreach to begin 2017 | |
| F. Produce traditional and new special events that celebrate holidays, commemorate special occasions and drive traffic | CMO and ED | | |
| G. Explore potential for street closure event(s), with consideration of Picnic Day and/or Centennial celebrations. | CMO – ED and Arts PW | Ongoing | |
| H. Complete and update to the Encroachment Ordinance addressing use of public right-of-way for display of store products, business and political signage and outdoor dining areas. | PW CDS ED | 2017 | |

Goal 4 – Build and Promote a Vibrant Downtown

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

| Tasks | POC | Timeframe | Status Update |
|---|-----|-----------|--|
| A. Conduct joint meeting between DJUSD and City to review recommendations from SACOG Technical Assistance Grant for the DJUSD site concept project. | CDS | Fall 2016 | Pending final report from SACOG Grant Team and setting joint meeting date |
| B. Identify opportunities for Core Area and other key area(s) for "form based" visioning and planning, in conjunction with the General Plan update. Opportunities include the consolidation and clarification of development policies and codes in the Core Area. | CDS | 2016-2018 | Also See General Plan Update. Staff developing process options for CASP/Zoning updates to be considered in conjunction with General Plan Update process options. |

Goal 5- Promote Community

➤ Objective 1 – Facilitate long-range community planning

| Tasks | POC | Timeframe | Status Update |
|--|--------------|--|---|
| A. Develop options for how to approach next General – including identification of timelines, community engagement options, costs and funding options. Present options to City Council for direction. | CDS | Fall 2016 for initial direction | Staff preparing options for Council consideration |
| B. Increase affordable housing options for students, including potential partnership with UC Davis in the development of affordable housing on campus. | CDS CMO | Ongoing | |
| C. Ensure adequate commercial (non-residential) space and property available to meet community's desired economic development needs, looking both at current and future zoning and land use. | CMO/CDS | Part of General Plan update | |
| D. 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 recommend possible mitigation measures. | CDS | Through Spring 2017 Preliminary City Comment letter from City to UC Davis anticipated Fall 2016 | City Council Subcommittee and City Staff engaged in meetings with UC Davis representatives. |
| E. Survey community to determine long term needs, desires, and priorities, related to infrastructure needs | PW | Spring 2017 | |
| F. Complete update of Infill Development Principles. | CDS/Parks/PW | Fall 2016 for Planning Commission and City Council review | Draft underway |
| G. Develop greenbelt standards for infill development. | PCS/CDS/PW | Spring 2018 | Staff considering for incorporation into General Plan Update |

➤ 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 | Status Update |
|--|--|------------------------------|---------------|
| 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"> Develop a multi-dimensional Strategic Communication Plan and funding strategy. Utilize Davis Together (electronic Newsletter) with minimum twice monthly newsletters to share city information. Increase number of recipients. | CMO-Communications CMO-Communications | Winter 2017 Twice Monthly | |

Goal 5- Promote Community

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| <ul style="list-style-type: none"> Fully implement and coordinate various electronic customer service models that result in timely feedback to the customer and regular Council review at all levels. Increase participants in city social media and electronic communication sites to improve outreach to the public contacts by 10% annually. Provide easily accessible up-to-date City information and services 24/7 to residents, businesses and visitors using various e-platforms. Use interactive technology (social media) to integrate news, videos and photos in featured content. | CMO-Communications | Campaign to increase users January 2017. March 2017 review. Ongoing | |
| <ul style="list-style-type: none"> Complete Records Retention Schedule Update and Implementation. Complete review of required financial disclosures for commissions. Develop comprehensive, cross-departmental notification and outreach policy and checklist for city and development projects | CMO-Communications IS | | |
| <ul style="list-style-type: none"> Begin process to create citywide document/file management system | City Clerk | Winter 2017 Spring 2017 | Initial draft underway |
| <ul style="list-style-type: none"> Expand outreach to community related to noticing of public meetings, including but not limited to City Council meetings and pending Council actions. | City Clerk (lead) IS | Spring 2017/Summer 2017 | |
| <ul style="list-style-type: none"> Look for ways to improve service delivery using technology, including increasing web-based services. (All departments.) | City Clerk | Fall 2016 | |
| <ul style="list-style-type: none"> 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. | IS (lead) All departments PCS CMO | Ongoing 2017/2018 | |

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

| Tasks | POC | Timeframe | Status Update |
|---|-----------------------|---|---|
| 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 | As needed, with goal of one survey per quarter | |
| 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 | City Hall at the Market – Monthly Electronic newsletter – 2x month Other outreach as needed | |
| C. Where appropriate, utilize Yolo Conflict Resolution Center to assist with community issues. | CMO | 2016-2017 | PD bringing contract with YCRC to Council October 2016 for Youth Restorative Justice work |
| D. Coordinate and complete biennial Commission recruitments, interviews, appointments and commissioner training. | CMO - City Clerk | Fall 2016 Winter 2017 | |

Goal 5- Promote Community

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| 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"> Complete needs assessment for Parks and Community Services Review current parks-related City ordinances and revise as needed. Research best practices for ADA citywide accommodation services and recommend changes as needed. | | | |
| G. Explore opportunities to establish a Citizens Planning Academy to assist community members in understanding the planning process. | CDS | 2017 | |

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

| Tasks | POC | Timeframe | Status Update |
|--|-------------------------------|---|---------------|
| A. Plan for and coordinate Davis Centennial recognition and activities. Develop and promote calendar of key dates for related events and activities. Bring draft plan to Council for review and input. | 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"> Davis Neighbors Night Out (sponsor) Holiday Tree Lighting (sponsor) Picnic Day (support) Community Day of Service (sponsor) May is Bike Month (sponsor) July 4th Celebration (sponsor) Davis Farmers' Market (support) Pursue possible Music Day in 2017 | | <ul style="list-style-type: none"> October December April April May July Year-Round TBD | |
| 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 | Status Update |
|--|------------|-----------------------|---|
| A. Research funding opportunities and best practice models to support % for Arts Private Development ordinance | CMO – Arts | Fall 2016/Winter 2017 | Subcommittee established May 2016 |
| B. Create signature public arts programs that define and celebrate shared civic values, and communicate community goals of technology/sustainability | CMO – Arts | 2016-2018 | Research phase |
| 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 | Working with local/county arts education advocates and YoloArts |

Goal 5- Promote Community

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| D. Promote Arts integration through State/Federal STEAM (science technology engineering arts and math) initiatives with DJUSD and UCD. | CMO – Arts | 2016-2018 | Working with local/county arts education advocates and YoloArts. |
| E. Develop local and regional partnerships, and expand opportunities for collaboration with artists and arts programs in other cities. | CMO – Arts | 2016-2018 | |
| F. Research citywide cultural plans for models and best practices | CMO – Arts | 2016-2017 | Reviewing plans for other cities, discussions with planners. |

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

| Tasks | POC | Timeframe | Status Update |
|--|--|--------------|---------------|
| A. Review affordable housing program to determine best methods for service delivery and to determine scope of affordable housing program in post-redvelopment realm. | 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 | Winter 2017 | |
| 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. | CDS CMO | 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 | | |
| J. Bring to the Council a near-term funding plan to meet affordable housing obligations and priorities. | CMO | Winter 2017 | |

➤ Objective 7 – Partner with UC Davis to further the interests of both communities.

| Tasks | POC | Timeframe | Status Update |
|--|---------|----------------------------|---------------|
| A. Participate in discussions and provide input on UC Davis’ Long Range Development Plan (See 6.1c) | CMO/CDS | Present through 2017 | |
| B. Develop and implement a City/UC Davis 2x2 (or similar) meeting | CMO | Implement by December 2016 | |
| C. Work with UC Davis on infrastructure needs that affect both communities, to communicate mutual needs and to plan proactively. | CMO/PW | | |

Goal 5- Promote Community

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| D. Continue to seek shared services or service delivery efficiencies to better serve the community. | CMO | Ongoing | |
| E. Formalize partnerships with UC Davis Internship and Career Center to facilitate placement opportunities with City Departments | ED HR | Spring 2017 | |

Goal 6 – Fund, Maintain, and Improve the 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 | Status Update |
|--|----------------------|-----------|-------------------|
| A. Develop long-term Capital Improvements plan. | PW CDS Finance | 2016-2017 | |
| B. Develop facility replacement and maintenance plan | PW Finance | 2017 | |
| 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 | Pending resources |
| • Parks, Park Facilities and Pools | PCS | 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. | | 2017-2018 | |
| ii. Further assess to address years 2-5 Davis specific facilities upgrades, utilizing information from the Sports Complex Task Force Report. | | | |
| iii. Assess Community Pool enhancement | | 2016/2017 | |
| 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 | |
| • Revise and implement the Tree/Parking Lot Shade Ordinance | | 2017-2018 | |
| E. Based on report from Sports Complex Task Force, support the development of community-led 501c3 to further the sports complex exploration. Support appropriate timing for economic analysis and create an RFP for feasibility study. | PCS | 2016-2017 | |

Goal 6 – Fund, Maintain, and Improve the Infrastructure

| F. Fully implement Lucy Asset Management software platform across all PW assets | PW | December 2017 | Work is underway to acquire the specific asset modules and populate them with existing assets. Some assets are further developed than others, but progress is being made in all asset categories as resources permit. |
|---|-----|---|---|
| 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 | Ongoing and annually review with Council. | |
| 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, ensure priority projects are budgeted and delivered cost effectively, and that appropriate cost controls and monitoring steps are identified. | PW | September 2017 | |
| M. Develop an outreach plan to improve dialogue with the community about the infrastructure needs, issues and associated fiscal implications. | PW | Ongoing | |
| N. 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 | 2017/2018 | |

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

| Tasks | POC | Timeframe | Status Update |
|---|-----|---------------|------------------------|
| A. Improve bike circulation and safety, with priority near schools and parks with wayfinding signage. (A Bicycle Action Plan project) | PW | | |
| B. Adopt enhanced transportation striping guidelines that increases safety, avoids confusion and minimizes GHG emissions from motor vehicle. | PW | Fall 2016 | Completed October 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. (A Bicycle Action Plan project) | PW | Fall 2016 | |

Goal 6 – Fund, Maintain, and Improve the Infrastructure

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| <p>E. Identify funding for synchronization of lights along main corridors, including Russell and Covell.</p> | PW | 2018 | <p>COMPLETED along Richards Blvd. other corridors pending allocation of resources to upgrade signal controllers to allow coordination and other vehicle detection enhancements.</p> |
| <p>F. Prioritize and identify funding to improve bicycling comfort and safety by completing the following infrastructure enhancements:</p> <ul style="list-style-type: none"> • Fifth Street Lane Reduction to add bike lanes from L Street to Pole Line Rd. (A Bicycle Action Plan project) | PW | Pending resources and pavement rehabilitation schedule | <p>Design completed. Potential lane reduction would follow completion of water pipeline work on Fifth Street and future repaving of the street...</p> |
| <ul style="list-style-type: none"> • Add buffered bike lanes on Cowell Blvd from Research Park Drive to Pole Line Rd. | PW | Pending resources and pavement rehabilitation schedule | <p>Adding buffered bike lanes would follow pavement rehab. work in the future.</p> |
| <ul style="list-style-type: none"> • Add bicycle markings on Birch Lane and Hamel Street near elementary schools per Walk Bike Audit recommendations | PW | | |
| <ul style="list-style-type: none"> • Extend Sycamore Lane cycle track to Colby Avenue | PW | | |
| <ul style="list-style-type: none"> • Continue shared lane markings on First Street onto G Street to Third Street. | PW | | |
| <p>G. Explore options for installation and storage of public recording devices in Davis Community Transit buses both for public and employee safety and security.</p> | PCS IS | 2017/2018 | |
| <p>H. Launch Regional Bike Share Program (A Bicycle Action Plan project)</p> | PW | 2017 | |
| <p>I. Construct the Ponte Verde/Tulip path extension (A Walk Bike Audit and Bicycle Action Plan project)</p> | PW | 2018 | |
| <p>J. Construct Fourteenth St/Villanova Dr. improvements (A Walk Bike Audit and Bicycle Action Plan project)</p> | PW | 2018 | |
| <p>K. Construct H Street and H Street Tunnel improvements (A Walk Bike Audit, Bicycle Action Plan and East Covell Corridor Plan project)</p> | PW | 2018 | |
| <p>L. Complete the planning and preliminary design for the Anderson Road corridor improvements between Russell and Covell (A Walk Bike Audit project)</p> | PW | 2018 | |
| <p>M. Construct improvements to Russell Blvd. from A Street to Arlington to add bike lanes and improve the Eisenhower and Arlington intersections (A Walk Bike Audit and Bicycle Action Plan project)</p> | PW | 2018 | |
| <p>N. Construct a multi-use path on the north side of Covell from J Street to Pole Line Road (An East Covell Corridor Plan project)</p> | PW | 2018 | |
| <p>O. Construct the multi-use path improvements connecting The Cannery to F Street</p> | PW | 2018 | |

Goal 6 – Fund, Maintain, and Improve the Infrastructure

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

| Tasks | POC | Timeframe | Status Update |
|---|------------------|-----------------------|---------------|
| A. Identify 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 | CDS 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 | CDS | 2017 | |
| 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. | CDS | Fall 2016 and Ongoing | |

➤ Objective 4 – Continue to pursue implementation and expansion of City greenbelt and open space connectivity network.

| Tasks | POC | Timeframe | Status Update |
|--|-------------------------|-------------|---------------|
| 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 CDS | Fall 2017 | |
| B. Develop pilot program to identify greenbelts and open space areas to increase access. <ul style="list-style-type: none"> Identify and prioritize potential areas Develop cost implications and identify funding sources Implement pilot program Assess and evaluate areas | PCS (lead) PW CDS | Summer 2017 | |
| C. Identify 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 CDS | Spring 2018 | |

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 | Status Update |
|---|------------------------------------|---|---|
| A. Develop and adopt a 3-year strategic plan for the Police Department, working collaboratively with the community. | PD | January 2017 expected completion Community and PD staff meetings. Staff retreat planned for Nov 2016 to complete plan. As needed | Future department tasks may be added upon conclusion of strategic 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 | | |
| 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 | Chamber of Commerce has hosted PD for monthly coffee chats. In 2017 we will expand and do Taco Tuesday with a COP and Soda with a COP for evening discussions |
| 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 | Ongoing | |
| G. Hold the Citizen Academy program and conduct at least one session each year. | PD | Annually, in the spring | |
| H. Nurture the City Volunteer program and broaden the use of PD Volunteers (VIPs) to provide expanded services and/or restore discontinued services. | PD | Ongoing | |
| 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 | Ongoing | |
| M. Develop and implement a comprehensive branding, marketing, and social media plan to increase department visibility and risk reduction. | FD | 2017 | |
| N. Fully develop and utilize the external website to provide meaningful tools and information for citizens. | FD | 2017 | |

Goal 7 – Ensure a Safe and Healthy Community

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| O. Develop and offer community education and training programs designed to inform citizens of the challenges and opportunities regarding fire and emergency services. | FD | 2017 | |
| 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 | |

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

| Tasks | POC | Timeframe | Status Update |
|--|------------------------------------|---|---|
| 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 | On-going | included in all force training |
| 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 | On-going | 3 CSO's were hired and taking part in program to recruit youths so they can get education and go to academy |
| 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 | Training for all personnel is occurring now through December 2016. Training will be on-going as new employees are hired. |
| 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 October 25, 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 | On-going | |
| 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 | Status Update |
|--|-----|-----------|---------------|
| A. Bring Renters Ordinance forward for Council consideration | CMO | | |

Goal 7 – Ensure a Safe and Healthy Community

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| | | CDS | |
| 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"> Provide training to key Police, Public Works, and Community Development staff, as needed. Integrate the application of these principles into the City Development Review Team process. | 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 | Spring 2017 |
| D. Perform an assessment of the City lighting assets to identify underlit areas that would create potential safety concerns for the community. | | PW | December 2017 |
| E. Perform regular night time surveys to identify public lighting that is not functioning and initiate repairs as appropriate. | | | Quarterly |

➤ **Objective 4 - Utilize the five “e’s” (education, enforcement, engineering, evaluation and encouragement) to improve traffic safety.**

| Tasks | POC | Timeframe | Status Update |
|---|-----------------|------------------------------|--------------------------------|
| 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 PW | Occurring Sept –Oct 2016 | |
| 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. | PD | On-going | |
| C. Conduct two DUI checkpoint operations in the City each year. | PD | On-going | |
| 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 | |
| E. Implement a bike light focused safety program in the Fall of each year to educate community members on the importance of using appropriate lights and reflectors at night. | PW | Annually in October/November | Pending approval of resources. |
| F. Establish a citation diversion program for bicyclists | PD | | |
| G. Establish a Bicycle Ambassador Program | PW | | |

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

| Tasks | POC | Timeframe | Status Update |
|---|-----|-----------|---------------|
| A. Ensure safe and accessible routes to schools located in Davis. | PW | | |

Goal 7 – Ensure a Safe and Healthy Community

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| <ul style="list-style-type: none"> Continue to pursue partnership opportunities with DJUSD Implement Safe Routes to School program and Scope of Work for Active Transportation Program/Cycle 1 Grant Consider development of future funding stream for safe routes to schools activities when grant funds end in two years. | | | |
| B. Conduct at least three school-specific bicycle rodeos for elementary school-aged students each year. | PD CMO PW | By end of 16/17 school year | |
| C. Monitor implementation of healthy kids' beverages ordinance | CMO – Social Services | Summer 2017 | |
| 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, pickle ball, gaga courts, and walking, jogging and biking trails. | PCS | 2016-2018 | |

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

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

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

| Tasks | POC | Timeframe | Status Update |
|--|-----------------------|-----------|---------------|
| A. Adopt a model that results in moving individuals and families into permanent housing <ul style="list-style-type: none"> Examine outcomes from transitional and bridge housing Seek out technical assistance from HUD Pursue outside funding to support the model(s) selected Explore alternative forms of housing | CMO – Social Services | 2017 | |

Goal 7 – Ensure a Safe and Healthy Community

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| <p>B. Continue New Pathways pilot program to transition vulnerable individuals to permanent housing</p> <ul style="list-style-type: none"> • Collaborate with the County, Yolo County Housing, and nonprofit providers to serve four homeless individuals with housing and support services • Review outcome measures related to attainment of permanent housing and increased income and bring update to Council • Adjust program initiative, if indicated, to increase outcomes | <p>CMO – Social Services</p> | <p>In process. Update to Council expected Winter 2017.</p> |
| <p>C. Pursue "JOBS" initiative.</p> <ul style="list-style-type: none"> • Collaborate with the faith community, the County, and the Chamber of Commerce to pilot a program to give homeless individuals an opportunity to work. • With the group, explore opportunities for the public to contribute to this initiative by using "donation" parking meters | <p>CMO – Social Services</p> | <p>In process.</p> |
| <p>D. Develop written policies and procedures to address programs with transient camps.</p> | <p>PD CMO – Social Services</p> | <p>In process. Finalize by December 2016</p> |

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 | Status Update |
|---|-----|--------------------------------|---------------|
| 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 – Attract and retain a competitive and diverse workforce.

| Tasks | POC | Timeframe | Status Update |
|--|-----------|---------------|---------------|
| 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 | |

➤ Objective 3 – Promote opportunities for enhanced workplace morale and sense of team

| Tasks | POC | Timeframe | Status Update |
|--|-----------|---|---------------|
| 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 | |

➤ Objective 4 – Improve payroll processing and Human Resource systems.

| Tasks | POC | Timeframe | Status Update |
|--|-----|---------------|---------------|
| 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 | |

Goal 8 – Foster Positive Workplace Dynamics

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| E. Evaluate effectiveness of social media options for recruitment | HR | June 2017 | Status Update |
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➤ **Objective 5 – Provide classification and compensation information and analysis.**

| Tasks | POC | Timeframe | Status Update |
|---|------------------------------|-------------------------------|---------------|
| A. Develop classification and compensation policy, including timeliness/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 | |

➤ **Objective 6 – Evaluate needs related to supervisory development and succession planning**

| Tasks | POC | Timeframe | Status Update |
|---|------------------------------|------------|---------------|
| 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 7 – Evaluate risk management needs.**

| Tasks | POC | Timeframe | Status Update |
|---|-----------|--------------|---------------|
| 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 | |