

## STAFF REPORT

**DATE:** May 21, 2019  
**TO:** City Council  
**FROM:** Kelly Stachowicz, Assistant City Manager  
**SUBJECT:** Council Goals 2019 and 2020

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### **Recommendation**

Approve objectives and tasks associated with the eight Council Goals (Attachment 1)

### **Fiscal Impact**

There is no fiscal impact associated with approving this recommendation. Individual tasks and objectives have different costs associated with them and are discussed in staff reports brought forward to the Council at the time that issue is discussed.

### **Background and Analysis**

In September of 2018, the City Council completed a goal setting exercise and agreed upon eight goal areas:

- Ensure fiscal resilience
- Drive a diverse and resilient economy
- Pursue environmental sustainability
- Fund, maintain and improve infrastructure
- Ensure a safe, healthy, equitable community
- Build and promote a vibrant city
- Foster excellence in city services
- Cultivate positive workplace dynamics

In addition to the eight goals, the City Council established a list of shorter-term projects, or Focus Items. The seven Focus Items are as follows:

1. Create inventory of space for economic development/innovation center.
2. Install lights at the dog park.
3. Develop a communications strategy proposal.
4. Prepare a draft homelessness strategy proposal.
5. Restripe safe routes to school.
6. Complete an economic analysis for a sports park.
7. Construct two downtown restrooms.

Attached is a document that lists each Focus Item, as well as several other objectives and action items with the eight goal areas. These objectives and action items utilize the 2016-2018 Goals as a starting basis. Additional items have been added based on staff input and the charts have been condensed to assist with focus. The Council may wish to add, delete, or change the charts at any time, as staff considers this to be a living document. Staff will also return to Council periodically to provide updates on progress in completing tasks.

### **Attachments**

1. Goals Document

# **2019 and 2020 Davis Goals**

**Goal 1: Ensure Fiscal Resilience**

**Goal 2 - Drive a Diverse and Resilient Economy**

**Goal 3 – Pursue Environmental Sustainability**

**Goal 4 – Fund, Maintain, and Improve the  
Infrastructure**

**Goal 5 – Ensure a Safe, Healthy, Equitable  
Community**

**Goal 6 – Build and Promote a Vibrant City**

**Goal 7 - Foster Excellence in City Services**

**Goal 8 – Cultivate Positive Workplace Dynamics**

# 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.**

- A. Complete an updated Fee Study for Storm Drainage, Flood Protection and Stormwater Quality Charges
- B. Complete User Fee study for parks and community services fees (commercial use permits) and bring forward to Council for discussion.
- C. Provide Council with options for implementation of appropriate fees, including off-leash dog permit fees and commercial use permit for public spaces.
- D. Complete Development Impact fee study. Identify potential issues such as infill development; adding an administrative fee, and possible blending of rate and facility needs.
- E. Address the expiration of the current sales tax measure, which expires in 2020, on March 2020 ballot.
- F. If terms are favorable, pursue a refinancing of existing debt of the former Redevelopment Agency.

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

- A. Flesh out avenues for short- and long-term cost containment options
- 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.
- C. When appropriate, examine other service delivery models, such as contracting.
- D. When appropriate, implement such as shared training, services or procurement with other jurisdictions.
- E. Complete labor negotiations for Fire Local 3494 and Fire Management, Davis Police Officers Association, and Police Management.
- F. Implement web-based building permits, including a self-serve kiosk in City Hall.
- G. Research and implement technical upgrades for Inspections and Resale.

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

A. Work with the Fiscal Subcommittee of the City Council to review, prioritize and bring forward their recommendations for full Council consideration.

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.

C. 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

D. Research and implement new software to assist and improve upon electronic playground inspection records

E. Include inventory services and management software program for 2017/2018 budget consideration and implement.

F. Review fee subsidies to determine appropriateness.

G. Review and keep current online information such as OpenGov, Coleman Fiscal Diagnostic, and MuniCast; and review of the budget document for improvements.

H. Take steps necessary to move to a two-year budget process.

I. Review enterprise reserve fund policies.

J. Fully implement the OpenGov web-based platform to allow people to learn about City expenditures.

K. Update the format of the budget document to provide easier-to-find-and-digest information about City finances.

## Goal 2 - Drive a Diverse and Resilient Economy

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

- A. Identify process streamlining opportunities, and propose Municipal Code amendments to avoid unnecessary delays and costs for businesses and residents.
- B. Collaborate with CDS to increase consistency and transparency of City process to ease opportunity to new businesses and business growth
- C. Advocate for and attract new business to Davis by creating a marketing plan for economic development to raise awareness of resources available and community strengths

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

- A. Determine ways to maximize use of the USBHOF space.
- B. Evaluate feasibility of leasing former paratransit office in Depot building.
- C. Complete an assessment of citywide space needs to determine whether potential re-use of any of the properties could further economic development objectives.

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

- A. Create an inventory of space for economic development/innovation center. (COUNCIL FOCUS ITEM 2019)
- B. Address business needs by identifying potential for opportunities for business/commercial space
- C. Return to Council by fall with proposed Economic Development Strategy, including recommendations from the FED (Food and Economic Development) report.
- D. Engage the business community and downtown property owners in the review of the Draft Downtown Davis Plan.
- E. Continue to work with entrepreneur and technology business organizations to develop business and workspace facilities in downtown and throughout Davis.

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| F. Collaborate with UC Davis and others to explore the possibility of locating centers of excellence for industries that leverage UC research.   |
| G. Pursue strategic growth of business and investment through collaboration with the regional economic development group, Greater Sacramento Area Economic Council, Davis Chamber of Commerce, Davis Downtown and other organizations. |
| H. Support programming and infrastructure to attract visitors.   |
| I. Cultivate job creation.   |

# 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).**

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, UC Davis, etc.

B. Implement electric vehicle charging grant

➤ **Objective 2 - Conserve resources in an environmentally responsible manner; increase water and energy efficiency of existing resources, and identify alternatives.**

A. Investigate constraints and opportunities to support year-round open water habitat within West Area and Partansky stormwater detention basins.

B. 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.

- Present to Council the options of addressing the processing of the City's organic waste, which will include local options.
- Present to Council the reuse alternatives for recycled water from the WWTP

C. Obtain permit from the State Water Resources Control Board to reuse WWTP effluent for multiple purposes

D. Utilize city facilities for pilot/demonstration site(s) to highlight conservation best practices, such as the Russell Green Streets project..

➤ **Objective 3 – Initiate the Update to the Climate Action and Adaptation Plan and Resiliency across Council goals.**

A. Develop annual Sustainability work plan in alignment with CAAP and City Council Goals.

B. Identify grant opportunities to help fund ongoing existing City Sustainability work plan and CAAP.

C. Coordinate CAAP update with the General Plan Update

➤ **Objective 4 – Support Valley Clean Energy Alliance’s efforts to deliver clean energy options to utility customers.**

A. Explore implementation of programs to assist property owners in understanding the energy conservation opportunities for their property.

B. Facilitate expansion of residential and commercial solar and renewable energy generation in the Davis area.

➤ **Objective 5 - Evaluate water conservation strategies on greenbelts and in parks and include community participation.**

A. Develop planting and watering conservation strategy/plan, involving community volunteers where possible.

B. Replant traditional turf species with low stature native or near-native grass species, involving community volunteers where possible.

C. Implement Proposition 1 Grant for “Green Street Demonstration Area” at City Hall using water conservation and turf conversion grant funds.

➤ **Objective 6 – Enhance open space areas.**

A. Complete habitat restoration project at North Davis Uplands.

B. Complete public accessibility improvements at South Fork Preserve.

C. Design, manufacture and install new open space signage.

D. Complete management plans for South Fork Preserve and Wildhorse Agriculture Buffer.



# Goal 4 - 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.**

A. Develop long-term Capital Improvements plan.

B. Develop city facility replacement and maintenance plan

C. Assess existing condition of city assets and infrastructure and develop long range replacement plans:

- Transportation
- Facilities
- Storm water
- Wastewater Collections System
- Water Production and Distribution
- Electrical/Telecommunications Conduit
- Parks, Park Facilities and Pools

D. Develop a long-term urban forestry management plan, including.

E. 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.

F. Complete a comprehensive corrosion control study to determine strategy to efficiently extend the life of our water distribution system.

G. Develop an outreach plan to improve dialogue with the community about the infrastructure needs, issues and associated fiscal implications.

H. 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.

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

A. Restripe safe routes to school. (COUNCIL FOCUS ITEM 2019)

B. Finalize funding for construction. Prepare construction documents for bidding.

C. Identify funding for synchronization of lights along main corridors, including Russell and Covell.

D. Prioritize and identify funding to improve bicycling comfort and safety by completing Fifth Street Lane Reduction to add bike lanes from L Street to Pole Line Road.

- E. Explore options for installation and storage of public recording devices in Davis Community Transit buses both for public and employee safety and security.
- F. Complete construction on the Ponte Verde/Tulip path extension (in process)
- G. Coordinate improvements to Russell Blvd. from A Street to Arlington in cooperation with UC Davis and other adjacent properties.
- H. Complete design for Birch Lane Walk Bike Audit improvements.
- I. Complete construction on the multi-use path improvements connecting The Cannery to F Street

- **Objective 3 - Address long-term maintenance and funding needs for parks, open spaces and wildlife habitat areas.**
- A. Identify sustainable funding sources for the urban forest budget to reduce general fund needs.
- B. Investigate and apply for grants applicable to wildlife habitat maintenance and management.

- **Objective 4 – Continue to pursue implementation and expansion of City greenbelt and open space connectivity network.**
- A. Draft, finalize and adopt Greenbelt Standards and General Plan Amendment as per recommended language in Parks and Recreation Facilities Master Plan Update 2012
- B. Develop pilot program to identify greenbelts and open space areas to increase access.
  - Identify and prioritize potential areas
  - Develop cost implications and identify funding sources
  - Implement pilot program
  - Assess and evaluate areas
- 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.

# Goal 5 – Ensure a Safe, Healthy, Equitable Community

## ➤ Objective 1 – Increase, maintain and improve the supply of affordable housing.

- A. Complete revisions to the City's tenant selection system for affordable housing units.
- B. Determine long-term plan for oversight, ownership and tenancy of Pacifico.
- C. Return to City Council for review of GAMAT affordable housing units
- D. Return to Council with Ordinance revisions for rental inclusionary requirements, Vertical Mixed Use, and Stacked Flat Condominiums.
- E. Work with developers to ensure the completion of Creekside.
- F. Work with developers to move the Sterling, Bretton Woods, and various newly approved student-oriented affordable housing forward.
- G. Determine method for single waitlist process for affordable rental units.
- H. Seek support with HCD and SACOG to allow affordable by-the-bed projects to count for the city's affordable RHNA requirements.
- I. Increase affordable housing options for students, including partnership with UC Davis in the development of affordable housing on campus.

## ➤ Objective 2 – Reduce the number of individuals who are homeless.

- A. Develop and adopt a Homelessness Strategic Plan ( COUNCIL FOCUS ITEM 2019)
- B. Explore the City's ability to open and operate a "respite center" for homeless individuals for temporary shelter.
- C. Further opportunities that result in moving individuals and families into permanent, supportive housing
- D. Pursue federal, state and private grants to expand the capacity of the City's continuum of homeless services.

➤ **Objective 3 - Promote policies and programs that encourage a healthy community for all.**

- A. Evaluate opportunities to expand upon the summer recreation program/camp offerings.
- B. Consider Yolo County's request for an Adult Residential Treatment facility and a Navigation Center at the Pacifico property.

➤ **Objective 4 – Provide visible and sufficient public safety services throughout the community, based on cutting edge research and practices.**

- A. Begin work on development of a new three-year Police Department 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.
- C. Measure effectiveness of new alternative complaint resolution process for resolving citizen complaints through informal mediation.
- D. 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.
- E. Identify potential sites for fire station replacement facilities.
- F. Cultivate internal and external public/private partnerships to support Fire Department services.
- G. Increase community fire safety education programs.
- H. Evaluate feasibility and prepare recommendations for consideration to change 9-1-1 dispatch from Davis to Yolo County dispatch.
- I. Implement upgraded public safety radio system.
- J. Implement recommendations related to police oversight:
  - Appoint and begin the newly created Police Accountability Commission.
  - Appoint and work with the enhanced Independent Police Auditor position.
- K. Complete Fire Department strategic plan.
- L. Evaluate fire staffing levels.

➤ **Objective 5 - Maintain efficient and highly trained public safety staff.**

- A. Continue emphasis on de-escalation strategies and interpersonal communication skills for sworn staff as an alternative to using force.
- 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.

- C. Develop and implement strategies to reduce the chance for biased policing.
- D. Develop Emergency Operation Center training review and a citywide exercise that meets regional goals.
- E. Work with mental health organizations and community experts to create a Davis Police Department Crisis Intervention Team, using national models for guidance.
- F. Develop written policies and procedures to address transient camps.

➤ **Objective 6 - Create and maintain a built environment that promotes safety and well-being.**

- A. Incorporate lighting into the Toad Hollow dog park. (COUNCIL FOCUS ITEM 2019)
- B. Incorporate Crime Prevention through Environmental Design (CPTED) principles into the land development and construction, plan and review processes.
  - Provide training to key staff.
  - Integrate application of these principles into City Development Review Team process.
- C. Develop routine standards to be implemented at parks on a daily/weekly maintenance, ensuring consistency of maintenance at all parks.
- D. Perform an assessment of the City lighting assets to identify underlit areas that would create potential safety concerns for the community.
- E. Perform regular night time surveys to identify public lighting that is not functioning and initiate repairs as appropriate.
- F. Continue to refine the Renter Resources Program, provide information on renter rights and landlord resources, and fully implement inspection component of program.

➤ **Objective 7 - Utilize the five “e’s” (education, enforcement, engineering, evaluation and encouragement) to improve traffic safety.**

- A. During the months of September and/or October, conduct community and student outreach to educate bicyclists on bicycle safety and laws.
- 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.
- C. Conduct two DUI checkpoint operations in the City each year.
- D. Increase the ratio of non-probationary patrol officers with current radar/LIDAR certifications to 100% through a biennial refresher training schedule.
- E. Continue bike light focused safety program in the Fall to educate community members on the importance of using appropriate lights and reflectors at night.

F. Establish a citation diversion program for bicyclists

➤ **Objective 8 - Pursue and promote policies that promote encourage safe and healthy lifestyles.**

**A. Complete Sports Park Economic Analysis (COUNCIL FOCUS ITEM 2019)**

B. Ensure safe and accessible routes to schools located in Davis.

- Transition Safe Routes to School Program from a grant-funded to a locally-funded program.

C. 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.

# Goal 6 - Build and Promote a Vibrant City

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

- A. Complete Downtown Plan efforts.
- B. Begin General Plan Update efforts.
- C. Survey community to determine long term needs, desires, and priorities.
- D. Amend current ADU requirements to be consistent with SB 1069, AB 2299, and AB 2406 in order to remove impediments to build accessory dwelling units on single-family lots.

## ➤ Objective 2 - Improve downtown for motor vehicle, bicycle and pedestrian travel.

- A. Determine implementation of paid parking in the downtown.
- B. Improve conditions for bicyclists through improved bike parking options and regular removal of abandoned bicycles.
- C. Improve conditions for pedestrians
  - Create a plan for replacement and repair of sidewalks
  - Adopt a minimum standard for sidewalk width in the downtown core
  - Adopt an updated Encroachment Ordinance to set standards for use of public rights of way
  - Investigate opportunities for additional pedestrian-friendly thoroughfares in alleys.
- D. Complete Third Street Gateway improvement project between Central Park and campus, including installation of public art component.
- E. Determine how City will address the issue of e-scooters.
- F. Complete comprehensive review of downtown bus services and utilization

## ➤ Objective 3 – Improve public spaces and downtown amenities

- A. Complete two public restrooms. (COUNCIL FOCUS ITEM 2019)
- B. Develop a multi-year plan for infrastructure maintenance and enhancements to minimize disruption to businesses and visitors.
- C. Determine options for regular cleaning of sidewalks
- D. Review recent case law and best practices and update signage regulations/policies related to advertising, temporary and A-frame signage

➤ **Objective 4 - Enhance downtown ambiance**

- A. Enhance the banner program.
- B. Consider creation of gateway identification (Davis Arch or other concept) in combination with Richards Corridor improvement options analysis
- C. Complete improvements to
  - Regal Theater area
  - G Street (between 2nd & 3rd Streets)
  - Centennial Plaza
- D. Work with CaliRice Festival producers to host a three-day long festival in downtown Davis.

➤ **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.**

- A. Identify parameters and formally establish an arts district.
- B. Site public art in locations that promote opportunities for community engagement, environmental interpretation, and enhancement of recreational use of parks and open space.
- C. Provide opportunities for public engagement in the creation and celebration of public art.
- D. 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.
- E. Determine future maintenance needs and identify resources for long-term care and conservation of city arts inventory.
- F. Establish protocol for public art inclusion in citywide public/private development.
- G. Research funding opportunities and best practice models to support % for Arts Private Development ordinance.



# Goal 7 - Foster Excellence in City Services

➤ **Objective 1 - Strive to provide transparency, valuable information to citizens in a timely, efficient, effective and respectful manner and actively seek input and feedback from the community.**

A. **Develop a multi-dimensional Strategic Communication Plan and funding strategy. (COUNCIL FOCUS ITEM 2019)**

B. Evaluate all forms of communications, including in person, written, and electronic, and make improvements as necessary.

C. Continue a focus on improving communications concerning construction projects

D. Coordinate various electronic customer service models that result in timely feedback to the customer.

E. Look for ways to improve service delivery using technology, including increasing web-based services.

- Begin comprehensive GIS study to ensure maximum utilization of GIS tools citywide.

➤ **Objective 2 - Create community dialogue opportunities to seek input and feedback from the community.**

A. Utilize surveys to inform, educate, engage and interact; to enhance civic engagement; promote shared collaboration, decision making and foster community problem-solving.

B. Engage new and diverse audiences.

C. Empower Davis residents, businesses and local partners to engage and interact with elected officials and City staff through a variety of means.

➤ **Objective 3 – Develop a comprehensive customer service program.**

A. Create a baseline understanding of the community's perception of customer service delivery with the resident satisfaction survey.

B. Prepare a program for staff training to address customer service.

C. Develop expectations

➤ **Objective 4 – Work with regional partners to seek service improvements.**

A. Continue efforts with Yolo County and Yolo cities to explore a joint powers authority for the provision of animal services.

# Goal 8 – Cultivate Positive Workplace Dynamics

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

A. Review and complete update of Employee Handbook

B. Survey internal customers regarding support needs

➤ **Objective 2 – Attract and retain a competitive and diverse workforce.**

A. Obtain training on best management practices for all supervisory staff

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

A. Create an Employee Recognition Committee

B. Assess work environments for ergonomics, comfort, practicality, effectiveness. Develop plans to address problems or concerns.

C. Support efforts of the committee for the Officer Corona memorial.

D. Foster a work environment that supports internal and external customer service.

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

A. Complete citywide classification study.

B. Begin compensation study upon completion of classification study.

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

A. Conduct needs assessment for supervisory training and career development

B. Meet with departments to evaluate succession planning issues.

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

A. Evaluate Injury Illness Prevention program

B. Re-activate/strengthen citywide safety committee process