

## STAFF REPORT

**DATE:** June 19, 2018  
**TO:** City Council  
**FROM:** Kelly Stachowicz, Assistant City Manager  
**SUBJECT:** Council Goals 2016-2018 –Update

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### **Recommendation**

Informational

### **Fiscal Impact**

There is no direct fiscal impact to this action. Achieving individual action items may result in a cost or a savings to the City, however, any fiscal implications are shared in detail at the time an action item is brought to Council for review.

### **Background and Analysis**

The City Council established eight Council Goals, along with associated Objectives and Tasks, on September 10, 2016. Staff updated the information based on Council input and provided a final version of the Council Goals on October 25, 2016 for Council approval. Staff has provided periodic updates since that time, and this is the final update for the two-year period, as the Goals are for the 2016-2018 Council session.

The Goals are as follows:

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

### **Attachments**

1. City Council Goals 2016-2018 Final Update June 2018

## 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	2017-2018	Measure H passed June 5, 2018. <b>COMPLETE</b>
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	Investment plan was approved by City Council on October 4, 2016. First investment update to Council on February 21, 2017 to review portfolio activity and socially responsible investment practices. Reports now provided quarterly. <b>COMPLETE</b>
C. Provide Council with options either to implement 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	Winter 2018	Contract with Consero Solutions in place to seek grants and assist with grant development. Analyst position in CMO also has grants management as responsibility. <b>COMPLETE</b>
D. Complete an updated Fee Study for Storm Drainage, Flood Protection and Stormwater Quality Charges	PW	2018-2019	Effort on hold pending completion of the South Davis drainage fee study
E. Complete an upgrade to the inventory of municipal real estate holdings/leases and cash flow.	CDS	Summer 2017	Anticipate moving forward with a citywide fee study in 2018-19 Lease cash flow, cell tower cash flow, and lease master tickler are on the shared drive. <b>COMPLETE</b>
F. 1. Complete User Fee study for parks and community services fees 2. Provide Council with options for implementation of appropriate fees, including off-leash dog permit fees and commercial use permit for public spaces.	PCS (lead) Finance	<ul style="list-style-type: none"> <li>Community outreach summer 2016, to Council fall 2016, and implementation spring 2017</li> <li>Spring 2017</li> <li>Winter 2019 for commercial use permits</li> </ul>	Parks user Fees were reviewed and approved by City Council on October 3, 2016. Implementation underway. Working on commercial use permits
G. Complete Development Impact fee study. <ul style="list-style-type: none"> <li>Identify potential issues such as infill development; adding an administrative fee, and possible blending of rate and facility needs.</li> </ul>	Finance PW CDS (lead)	Primary impact fee study update to be completed in conjunction with General Plan Update  Identification of appropriate fees (impact or supplemental) for larger apartment units to be considered as	

## Goal 1 - Ensure Fiscal Resilience

<p>H. Determine cannabis related fees and taxes: Develop and implement cannabis regulatory fees and determine specific Measure C amounts for cannabis business types.</p>	<p>CMO Finance CDS Police Fire</p>	<p>part of the Project Development Agreements Fall 2017</p>	<p>Council approved regulatory fees in September and October 2017 and tax amounts in July 2017. <b>COMPLETE</b></p>
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### ➤ Objective 2 - COST CONTAINMENT: Seek increased cost efficiency and containment in service delivery, while maintaining high quality city services.

Tasks	POC	Timeframe	Status Update
<p>A. Flesh out avenues for short- and long-term cost containment options</p>	<p>CMO FBC</p>	<p>2016-2017</p>	
<p>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.</p>	<p>Information Systems (lead) All Departments</p>	<p>2016-2018</p>	<p>Initial Business Process Review completed and presented to management staff and FBC. Next steps include information to Council and development/release of and RFP to secure a vendor for new or enhanced system.</p>
<p>C. When appropriate, examine other service delivery models, such as contracting.</p>	<p>All</p>	<p>Ongoing</p>	<p>HR revised dental plan to save money for the City and provide additional options for the employee. See below.</p>
<p>D. Evaluate Building Division processes to increase effectiveness and efficiency.</p>	<p>CDS</p>	<p>Ongoing</p>	
<ul style="list-style-type: none"> <li>Implement web-based building permits, including a self-serve kiosk in City Hall.</li> </ul>	<p>Information Systems (lead) CDS</p>	<p>Spring 2018</p>	<p>Utility bills' online upgrades to go live July 2018. Business licenses to go online July 2018. Building permits to go online fall 2018. Updated phones</p>
<ul style="list-style-type: none"> <li>Research and implement Tech Upgrades for Inspections and Resale.</li> </ul>	<p>Information Systems (lead) CDS</p>	<p>Winter 2018</p>	
<ul style="list-style-type: none"> <li>Finalize contracts with five consulting firms to provide plan review services on an as needed basis to respond to fluctuations in workloads.</li> </ul>	<p>CDS</p>	<p>Spring 2018</p>	<p><b>COMPLETE</b></p>
<p>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</p>	<p>PCS (lead) All departments</p>	<p>Spring 2017</p>	<p>PCS is currently using contract design services with positive results Arts is working with the UCD Design Department on a public art map</p>
<p>F. Complete labor negotiations for Fire, Fire Management, and Davis City Employees Association</p>	<p>Human Resources (lead) Finance</p>	<p>Negotiations underway</p>	<p>Fire – <b>COMPLETE</b> DCEA - Continuing</p>
<p>G. Begin labor negotiations with Program, Administrative and Support</p>	<p>Human Resources (lead)</p>	<p>2017</p>	<p>Police and Police Management –</p>

## Goal 1 - Ensure Fiscal Resilience

Employees Association, General Management, Davis Police Officers Association, and Police Management prior to conclusion of existing contracts (June 30, 2017)	Finance		<b>COMPLETE</b> PASEA and General Management – On agenda for Council 6-19-18
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	General Fund balances/reserve levels brought to Council during mid-year budget updates, with recommendations of how to address. <b>COMPLETE</b>
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	2018/19	URAC subcommittee reviewing information provided by PW and Finance. Fall 2018 full URAC consideration followed by FBC discussion. Consideration by Council late 2018.
C. Review new reserve policy as part of annual review.		Spring 2017, with budget	This was included in the mid-year budget update in April 2017. Will be included with 2018-19 budget as well. <b>COMPLETE</b>
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/PW	2018	Next steps: Review facility reuse potential after completion of City space needs assessment currently underway with PW (MkThink Report)  PW Space Use Assessment consultant has captured and compiled data on existing buildings. Scenario modelling underway with completion expected by August/September 2018 and presentation to Council in late summer for possible recommendations for action.

## Goal 1 - Ensure Fiscal Resilience

E. Research and implement new software to assist and improve upon electronic playground inspection records	PCS (lead) IS	Spring 2017	Will be incorporated into new work order software system, expected to be implemented fall 2018
F. Research and implement new inventory services and management software for parks, greenbelts and facilities that our current system is able to integrate (Lucity, RecTrac, tree inventory, etc)	PCS (lead) IS	Spring 2017	New inventory/work order system will be implemented July 1, 2018
G. Include inventory services and management software program for 2017/2018 budget consideration and implement.	PCS (lead) IS Finance	Spring 2017 Winter 2018 (implement)	See above for PCS
H. Hold public workshops at City Council and Finance and Budget Commission. <ul style="list-style-type: none"> <li>• Investment Policy</li> <li>• User Fees</li> </ul>	Finance	Fees (Sept/Oct) Investment Policy (Oct/Nov)	<p><b>COMPLETED</b> User fee presentations for all services except Parks &amp; Recreation were reviewed and approved in May 2016.</p> <p>Parks &amp; Recreation Fees were reviewed and approved in October 2016.</p> <p>The City Investment Policy was reviewed and updated in October 2016. Socially responsible investments completed fall 2017.</p>
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	Municipal Resource Group has developed a multi-year comprehensive fiscal forecast model for City. Model is in use as for recasting tool for City.
J. Identify all deposit accounts and develop plan to utilize each account appropriately.	Finance	Summer 2017	<p><b>COMPLETED</b> Accounts have been identified and included as part of budget document starting 17-18. Balances have been reviewed and used as appropriate during the budget allocation process.</p>
K. Review fee subsidies to determine appropriateness.	Finance		

## 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	ED	Ongoing	Reporting on EACQ business visit included in the weekly Council update
<ul style="list-style-type: none"> <li>Formalize partnerships with local organizations such as Davis Chamber, Davis Downtown, UC Davis and the Small Business Development Center</li> </ul>	ED	Ongoing	Partnerships are ongoing and productive
<ul style="list-style-type: none"> <li>Prepare and prioritize a list of key outreach opportunities and conduct joint visits to businesses</li> </ul>	ED	Ongoing	List prepared in Chamber ED Committee
<ul style="list-style-type: none"> <li>Document and monitor information about business customer satisfaction in a database. Create protocols for follow-up and outcome tracking</li> </ul>	ED	Pln progress	Bi-monthly outreach sessions began in December 2016 and include City Manager and Mayor are occurring regularly
B. Collaborate with CDS to increase consistency and transparency of City process to ease opportunity to new businesses and business growth	EC/CDS	Ongoing.	Additional bimonthly outreach of ED staff to local businesses with focus on downtown—occurring regularly
<ul style="list-style-type: none"> <li>Adopt amendments to reduce process-related uncertainties for non-controversial planning entitlements.</li> </ul>	ED CDS	Completion: Winter/Spring 2018	Part of staff team reviewing potential of CRM.
<ul style="list-style-type: none"> <li>Adopt reach codes for residential and nonresidential projects to address sustainability goals. Submit adopted reach codes to the Energy Commission for approval.</li> </ul>	CDS	Residential: Spring 2018 Nonresidential: Summer 2018	ED staff engaged with CD on consistent basis in support of business assistance
<ul style="list-style-type: none"> <li>Draft and adopt zoning ordinance changes to make Final Planned Developments/Revised Final Planned Developments for "minor" projects an administrative review process.</li> </ul>	CDS	Spring 2017 Completion Spring 2018	In process— Planning Commission to discuss administrative approval process June 2018 Residential reach code approved by City Council in September 2017 and in process Residential reach code approved by the Energy Commission for approval Nonresidential reach codes are under evaluation by staff and the NRC . A comparison of Nonresidential LEED Gold vs. CALGreen, Energy Code and DMC is currently in process. See 1st bullet in this section.

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<ul style="list-style-type: none"> <li>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.</li> <li>Draft and adopt Office/R&amp;D Zoning District ordinance</li> </ul>	CDS	Winter 2016	Being implemented but has not been formalized into an "office hours" approach.
<ul style="list-style-type: none"> <li>Investigate the creation of a Zoning Administrator role for project reviews and determine whether to proceed</li> </ul>	CDS	Spring 2018 Completion: Spring 2019	May require contract planner services due to CDS workloads
<ul style="list-style-type: none"> <li>Create shared position of Business Ombudsperson with CDS to provide strong support for land owners, commercial brokers and applicants on business development</li> </ul>	CDS Planning Commission CMO - Clerk ED CDS	Spring 2018 Completion: Spring 2019  Ongoing.	To be completed in conjunction with second bullet above  Specific attention given to several key companies: La Mesa RV, Archer Daniels Midland, Sierra Energy Research Park.
C. Reduce harm to business caused by unpleasant behaviors taking place in public space	Ad Hoc group of CMO, ED, PD, Social Services	Ongoing	Part of staff group meeting with business and property owners
D. Create awareness of infrastructure necessary to support business success and collaborate in activities to add capacity		Ongoing	In process – we have been working with Planning during entitlement application process to ensure we either have existing adequate capacity in our infrastructure or we add a condition of approval to obtain it.
<ul style="list-style-type: none"> <li>Take steps to increase access to broadband by: <ul style="list-style-type: none"> <li>Studying the feasibility of a citywide fiber optic network. The study should include: market analysis, development plan inclusion of engineering, construction, operation and business requirements, and review of business models and alternatives.</li> <li>Completing inventory of City infrastructure and creating GIS mapping</li> <li>Updating City policies and municipal codes to ensure inclusion of broadband infrastructure in public development and capital improvements projects. Ensure that language is included in the General Plan update.</li> <li>Working collaboratively with neighboring jurisdictions and with the region to support increased access for all.</li> </ul> </li> </ul>	ED CDS PW	2016-2018	GIS conduit map completed  Feasibility report presented to City Council on April 3, 2018. BAT Force now undertaking a penetration study. To be conducted in fall and completed by the end of 2018.
<ul style="list-style-type: none"> <li>Increase cost-efficiency of electricity through support of development of Community Choice Energy (CCE)</li> </ul>	ED support for sustainability	CCE Launch Fall 2017 or Spring 2018	<b>COMPLETE</b>
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	Ongoing	
<ul style="list-style-type: none"> <li>Improve economic development portion of the City web site and increase links to relevant partner sites</li> </ul>	ED	Fall 2017	
<ul style="list-style-type: none"> <li>Collaborate with City Communications to create a plan to encourage</li> </ul>	ED/CMO	In progress	Launched monthly newspaper column.



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local and regional media coverage of news about issues of business and better utilize tools such as the City Facebook page and Davis Together			Focus on Business; published and then pushed out through social media
<ul style="list-style-type: none"> <li>Attend community gatherings to make positive connections with constituents</li> </ul>	ED	Ongoing	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	Ongoing	Historic City Hall – sold May 2018  Varsity Theater: Status quo, no issues, performing well.  Hunt Boyer: Opened May 2018 as an active City facility housing police, economic development, and promotions staff, as well as Valley Clean Energy Alliance  Third and B: Staff assessing space and configuration options.
B. Evaluate feasibility of leasing former paratransit office in Depot building.	CDS	Fall 2018 Submittal of multi-modal planning grant for depot site  Spring 2018 Implementation if awarded planning grant  Winter 2017	Evaluate as part of multi-modal planning effort for the depot site pursuant to grant scope of work . Broker being hired to do a commercial assessment of space
C. Upon State approval, implement RDA Successor Agency property management plan.	CDS		<b>COMPLETE</b> except for land under Mishka's Café. DOF rejected City's disposition plan for land under Mishka's Cafe. Currently, getting appraisal of land so that City can re-submit a revised disposition plan to DOF.
D. Support continued partnership with Davis Roots in Hunt Boyer Mansion.	ED	Ongoing	Hunt Boyer reuse plan complete. <b>COMPLETE</b>
E. Complete an assessment of the relocation of the PW Corporation Yard and potential re-use of the property for infill development.	PW CDS	Fall 2017	Scope of work being considered in conjunction with citywide space use assessment consultant
F. Determine use for city-owned lot at Olive and Richards for parking.	PW	Spring 2018	Lot designed and constructed for X-Permit parking. <b>COMPLETE</b>

## 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
	CDS/ED			
A. Address the need for commercial space. <ul style="list-style-type: none"> <li>Identify potential for opportunities for infill projects</li> </ul>	CDS/ED		Part of GP & CASP update 2017-2018	Part of Core Area planning project (See Goal 4, Objective 5, Task B) Applications for Office/R&D at Mace and Alhambra anticipated for public hearing summer 2018.
B. Update the dispersed innovation strategy. <ul style="list-style-type: none"> <li>Consider proposals for development of innovation space</li> </ul>	CDS/ED ED CDS		Ongoing	New ownership of University Research Park (previously Interland) has created new interest in development of innovation space. Meetings have started and will be regularly scheduled to partner on growth potential at this site. Planning applications submitted for mixed-use development, currently in review.
C. Support entrepreneurs and start-ups by: <ul style="list-style-type: none"> <li>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.</li> <li>Promote local networking opportunities for entrepreneurs such as JumpStart, Green Drinks, TEDx UC Davis, Technology Exchange</li> </ul>	ED		Ongoing	Supporting physical improvements at Area 52 Ongoing promotion and attendance at all entrepreneur events Working with a community group to support the development of TEDx Monthly participation in Greater Sac econ dev work group
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"> <li>Create a pitch deck for the City which can be easily customized for each new business presentation</li> <li>Identify presenters from key business clusters comprised of leaders from the City, business community, business service organizations, and UC Davis who can participate in new business outreach</li> </ul>	ED ED		Spring 2018 Stopped	Davis chosen to be receive assistance from Greater Sac on business retention program Staff received training to become Greater Sac Certified Champion Will be incorporated in to the communications plan Chamber Econ Dev Committee is not active at this time

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<ul style="list-style-type: none"> <li>Prepare business outreach materials that have consistent branding and messaging but with potential for customization based on the target audience</li> <li>Maintain access to information on available commercial space</li> </ul>	ED	Spring 2017	Will be part of the communications plan
E. Create specialized outreach plans for foreign direct investment	ED	Fall 2017 Summer 2017	Ongoing Meeting with new staff at the Nor Cal World Trade Organization Initial meetings held with Director of US Comm Services/Division of US Dept of Commerce
<ul style="list-style-type: none"> <li>Prepare a plan to include economic development as goal of our Sister City activities</li> </ul>	CMO/ED	Spring 2017	

### ➤ 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.	Regular monthly meetings with UC Davis Government and Community Relations Quarterly meetings with Valley Vision and active support for AgPlus On steering committee for Farm to Fork and meetings occur every other month These groups are not active at this time but staff remains in contact.
B. Formalize partnerships with Davis Roots, Area 52, Davis Angels Network, Small Business Development Center.	ED	Inactive	
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.	Not formal, but meetings held approximately once per month

### ➤ 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	Residence Inn applications approved

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<p>B. Support programming to attract visitors</p> <ul style="list-style-type: none"> <li>Actively engage with Yolo County Visitors Bureau</li> <li>Support development of increased sports facilities</li> </ul>	<p>ED PCS</p>	<p>Ongoing</p>	<p>Hyatt House applications approved; litigation being addressed; construction anticipated for Spring 2018</p> <p>1111 Richards Boulevard hotel approved; but now under revision.</p>
<p>Support for restructuring of Visit Yolo is underway</p> <p>On steering committee in pursuit of Countywide visitor assessment district—completed</p> <p>Sports Complex Task Force completed. Next steps presented to Council 2/7/17</p> <p>Task Force members met with community organizations on 8/8/17</p> <p>Task Force members met again on 9/7/17 to discuss next steps</p> <p>Will regroup with SPTF in June 2018 to see if they have met the criteria set by City Council in order to take next steps.</p>			

### > Objective 6 – Cultivate Job Creation and Support Workforce Development

Tasks	POC	Timeframe	Status Update
<p>A. Communicate employment opportunities created by business growth (Objective 2) through outreach</p>	<p>ED</p>	<p>Spring 2017</p>	
<p>B. Facilitate connections and sharing of information between businesses and local K-12 schools and institutions of higher education</p>	<p>ED</p>	<p>Spring 2017</p>	<p>Joined the operating board of Align Capital Region. The goal is to work with local industry to identify workforce readiness and engage educational sector in creating</p>

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C. Participate in the Yolo County Work Force Investment Board and regional collaborative programs of WIOA	ED	Spring 2017	curriculum. Participating in quarterly multijurisdictional meetings
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### ➤ 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	Ongoing	Strategic Program Planning report complete Alliance logo complete  Fiscal sponsorship secured through YoloArts  Website launched, and working on updates and revisions, membership growth with Interim Director Natalie Neilson.  Alliance roster up to 190 members
B. Identify parameters and formally establish an arts district (define through banners, maps, window decals, concrete imprints and other branding devices).	CMO – Arts	2019	Participated in state cultural district planning; did not apply for first round of cultural designation on suggestion of State Arts Council program staff <a href="http://www.cac.ca.gov/initiatives/cultidistricts.php">www.cac.ca.gov/initiatives/cultidistricts.php</a>  Coordinate in conjunction with results and recommendations of DPAC.
C. Identify and complete pilot projects for public art, e.g. utility box murals.	CMO – Arts	2018 (Phase 2)	RFP for 5-10 additional boxes. . Second phase will pilot vinyl treatment. Currently creating pool of artists.
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	2017-2018	Working on updating inventory, maintenance, and collections management. Work has been completed, with GIS, to develop a comprehensive digital inventory of all works in collection. Next step will be to backfill maintenance history, and background on artwork.
E. Identify additional opportunities for art on public utilities and city-owned properties, including parks, greenbelts and open space.	CMO – Arts (lead) PCS PW CDS – Open Space	Ongoing	Creative Placemaking grant to include artwork in Parks/Greenbelts/Open Spaces  Installed two temporary works in Walnut and Playfield parks in fall 2017. Exploring

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			<p>options for additional temporary work in Fall 2018.</p> <p>Through ACAF, supported temporary and pop-up work by 2 local artists in the North Davis greenbelt and in Walnut Park bike tunnel.</p> <p>Met with Consero to discuss potential multi-benefit projects and grant opportunities.</p>
<p>F. Continue to grow annual grant program, providing opportunities for local artists and organizations to apply for local grant funding.</p>	<p>CMO – Arts</p>	<p>2017-18</p>	<p>Increased grant funding for community arts to \$50,000 and created the Arts and Cultural Affairs Fund with a starting budget of \$125,000. Initial phase of ACAF has awarded funding to 17 unique projects.</p>
<p>G. Develop and support Centennial programming in partnership with local Arts Community (Music Day, Davis Arts Center Field Guide, Shrem Museum, etc)</p>	<p>CMO – Arts</p>	<p>2017-2018</p>	<p>Centennial planning <b>COMPLETE</b>, with outreach to local events and organizations</p> <p>Convened bookmaking workshops and assisted with the Davis Shakespeare-themed production</p>
<p>H. Establish Creative Neighborhoods grant program to support small-scale participatory neighborhood-based arts projects.</p>	<p>CMO-Arts</p>	<p>2017-2018</p>	<p>Final version of Davis Arts Center's 100 for 100 centennial book in production.</p> <p>Pilot grant project in 2016 – Davis Manor neighborhood street mural project.</p> <p>Awarded a CA Arts Council Artists Activating Communities grant for street murals in Senda Nueva (scheduled for fall 2018), and Chapman/Madrone (completed Fall 2017) neighborhoods.</p>

### 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, UC Davis, etc.	CDS – Sustainability	Ongoing	CAAP Update needed to activate CEQA tiering and streamlining authorized under California Government Code Section 15183.5 (current CAAP adopted in 2010; no annual or 5-year update completed since that time); Active collaboration with local partner organizations in progress; City of Davis is founding partner in Yolo Resiliency Planning Group (YRPG); ad hoc regional collaboration to address climate vulnerabilities, adaptation, resilience
B. Complete Electric Vehicle Readiness Plan <ul style="list-style-type: none"> <li>Based on results of EV Readiness Plan, identify priorities and funding for installation of charging stations at city facilities</li> </ul>	CDS - Sustainability	Ongoing	2017 Plan Complete and adopted— implementation priorities and funding sources for municipal charging stations being identified
C. Update GHG reduction requirements for new residential development <ul style="list-style-type: none"> <li>Require PV to offset 80% of electricity use as an intermediate step to zero net energy for new residential projects</li> </ul>	CDS - Building	Spring 2018	City Council approved in September 2017  Reach Code (PV-Plus) approved by California Energy Commission for approval In process
D. Identify appropriate thresholds and develop GHG reduction requirements for non-residential and mixed-use development projects.	CDS – Sustainability	Winter 2018	
E. Plan for and identify funding for City Hall sustainability updates (energy and building management system, electric vehicle charging, windows, photovoltaics, landscaping, lighting, drainage, etc...)	CDS – Sustainability	2017-2018	Funding sources being researched  Indigo Architects and Capital Engineering consultant contracts to assess energy efficiency improvements completed. 1) Window inserts to double energy efficiency— pilot project for north and south windows , followed by all windows to be completed summer 2018; 2) HVAC upgrades, building management system and commissioning will be initiated next in

### Goal 3 – Pursue Environmental Sustainability

		coordination with Facilities
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#### ➤ 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	<b>COMPLETE</b> -- Strategic Plan for City's Open Space Program was approved by Open Space and Habitat Commission and City Council in March 2018.
B. Participate (staff) in review and completion of the County JPA Habitat Conservation Plan.	CDS PW	Winter/Spring 2018	<b>COMPLETE</b> — Yolo HCP/NCCP was approved by City Council in May 2018. Staff training for implementation underway in June/July 2018.

#### ➤ 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		UWMP implemented  Water Shortage Contingency Plan (WSCP) will be updated as soon as State decides permanent restrictions on end users. State finalized permanent restrictions in June 2018. Staff assessing and will modify WSCP for Council consideration in September 2018.
B. Implement physical modification of West Area Pond to manage open water habitat using less supplemental water.	PW	Pending resource allocation	Pending approval of resources to implement. Grant opportunities are being considered.
C. Continue to implement water conservation measurement/operations of parks and open space	PCS	Summer 2018	Ongoing
D. Implement management practices to Northstar Pond to create an	PCS (lead)	Spring 2019	IPM Guidance approved by Council and awaiting



### Goal 3 – Pursue Environmental Sustainability

annual maintenance plan and to control algae, reduce invasive plant species, enhance wildlife habitat, provide interpretation and improve public access.	PW CDS			the hiring of the IPM Coordinator to develop implementation plan.
E. Award construction contract to implement new wireless water meter technology (CIP 8187)	PW		November 2016	<b>Complete</b> - Contract was awarded in December 2016, work began after SRF approval of the project in Spring 2017. Final meter installations should be complete by September 2018.
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"> <li>Study the options of addressing the processing of the City's organic waste, which will include local options.</li> <li>Study the reuse alternatives for recycled water from the WWTP</li> </ul>	PW (with URAC and NRC)		Spring 2018 to Spring 2020	With sale of DWR to Recology, the process of studying long-term solid waste handling strategies was directed by Council. Staff has begun that assessment by working with URAC to develop guiding principles for Council consideration in the Fall of 2018. Solid waste rate study will be complete by July for Council consideration in September. Recycled water master plan being developed—anticipated completion by December 2018
G. Obtain permit from the State Water Resources Control Board to reuse WWTP effluent for multiple purposes	PW		2017	Submitted Notice of Intent in Fall 2017 with intent to obtain coverage under State General Permit for reclaimed water. State reviewed application, staff responded to comments received. Anticipate coverage by Fall 2018.
H. Utilize city facilities for pilot/demonstration site(s) to highlight conservation best practices. <ul style="list-style-type: none"> <li>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</li> </ul>	PCS		2017/18	Project to store recycled water at WWTP and deliver recycled water to the Yolo County Landfill to use for irrigation is being considered for early 2019 in order to apply for a grant to partially fund this improvement.
				No response from PG&E independent contractors after numerous attempts. Have quote from independent contractor for sports fields at Playfields, Chestnut, Redwood, Community Park and Walnut Parks.

#### ➤ 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	2018	In progress
B. Identify grant opportunities to help fund ongoing existing City Sustainability	CMO	Ongoing	Working with Consero Solutions to identify

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work plan and CAAP.	CDS – Sustainability CDS – Sustainability	2018	multiple grant opportunities Comprehensive draft CAAP update scope of work completed in coordination with GP requirements and to bring city into compliance with upcoming state standards; investigating potential funding sources for implementation Reviewing options for integration into the General Plan update process for Council consideration
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#### ➤ 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	Spring 2018	<b>Complete</b> —three Davis representatives serving on nine member Community Advisory Committee
B. Facilitate and support launch of Valley Clean Energy Alliance (VCEA)	CDS – Sustainability	Spring 2018	<b>Complete</b> – Launch June 2018
<ul style="list-style-type: none"> <li>Finalize CCE JPA formation recommendations and City Council Action</li> <li>Explore implementation of programs to assist property owners in understanding the energy conservation opportunities for their property.</li> <li>Integrate the findings from the Davis FREE (Future Renewable Energy and Efficiency) study into the City’s efforts to reduce local energy use and the production of local renewable energy.</li> </ul>	CDS – Sustainability	Fall 2016 Ongoing	<b>Complete</b> Integrated with CCE planning, EV Charging Plan, etc.
C. Use Davis FREE plan to support implementation of Sustainability related plans/programs such as VCEA, Davis EV Charging Plan.	CDS – Sustainability	Ongoing	Davis FREE informing residential energy efficiency/HVAC pilot project using city permit data currently being implemented in collaboration with Cool Davis as part of Cool Davis Campaign
D. Facilitate expansion of residential and commercial solar and renewable energy generation in the Davis area.	CDS – Sustainability	Ongoing	Integrated with CCE planning, EV Charging Plan, etc.
<ul style="list-style-type: none"> <li>Work cooperatively with PVUSA on solar facility expansion and exploration of power purchase agreement.</li> <li>Identify additional commercial renewable energy generation opportunities.</li> <li>Work with local partners, such as Cool Davis, to identify ways to expand renewable energy generation, especially focused on GHG reduction.</li> </ul>	CDS - Sustainability	2016-2020 (Council solar goals – adopted 2016)	Implementing with Cool Davis as part of Cool Davis Campaign Received national 2017 “SolSMART” Gold Award Under review
	CDS – Sustainability	2018	
	CDS – Sustainability	2018	Integrated with CCE planning
	CDS – Sustainability	2016-2020 (Council solar goals – adopted 2016)	Implementing with Cool Davis as part of Cool Davis Campaign

### Goal 3 – Pursue Environmental Sustainability

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

Tasks	POC	Timeframe	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.	PW (lead) PCS CDS- Open Space	Winter 2017	<b>Complete</b> – Revised IPM Policy approved by City Council in November 2017. New IPM Specialist anticipated by August 2018. Formation of Technical Advisory Committee to follow.
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	PW PCS	Spring 2017 Implementation July 1, 2017	Adopted IPM Policy will guide development of new processes and “green park” initiatives.
C. Increase the use of drought tolerant, low maintenance native plants and native pollinators to promote beneficial insects.	PCS CDS	Ongoing	CDS open space staff is working on this in City open space areas Habitat restoration project underway on three acres at F. and Anderson. Native plantings being nurtured in Wildhorse Ag Buffer, Putah Creek Parkway, & South Fork Preserve. Open Space staff licensed several open space sites to a honey company for placement of bee hives  PCS has changed plant pallet at the Davis Arts Center, Train Depot, Northstar and Cannery Parks this fiscal year. Future plants will be installed at City Hall with the Russeil Blvd. Green Street demonstration project.
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 including potential source for recycled water. Evaluate compliance strategies for AB2288 (recycled water for irrigation in new developments).	PCS CDS	Fall 2018	Well 11 at Community Park design and water analysis is completed.
F. Commission/Site public art in locations that provide opportunities for interpretation and enhancement of recreational use of open spaces	CMO – Arts CDS – Open Space	2017-2018 and Ongoing	Looking into artists and opportunities to place temporary or permanent artwork in Open Spaces to enhance environmental health and user appreciation. Sacred Grove program in North Davis greenbelt in April 2018, LUMENRoute in Walnut Park bike tunnel in May 2018

### 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: <a href="http://water.cityofdavis.org/water-conservation/drought">http://water.cityofdavis.org/water-conservation/drought</a>
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. Northstar community planting completed on April 28, 2018. Day of Service – Community Gardens completed on May 19, 2018.
C. Replant traditional turf species with low stature native or near-native grass species, involving community volunteers where possible.	PCS		Interns being used for Urban Forestry to mulch and water young trees throughout city. Signage being developed.
D. Continue pilot program of turf removal / modification.	PCS		In progress
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	Awarded project, in design stage. Construction to begin 2019 and estimated completion early 2020

## Goal 4 – Build and Promote a Vibrant Downtown

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

Tasks	POC	Timeframe	Status Update
<p>A. Continue to support increased parking availability. Implement City Council adopted Downtown Parking Task Force Recommendations.</p>	PW – Transportation Planning	<p>In-lieu fee evaluation project Winter/Spring 2017</p> <p>Tiered Fine Citations: Delayed. Parking Guidance System: Summer-Fall 2018. Paid Parking in SE Quadrant of downtown: Winter/Spring 2019. Develop Richards/Olive Parking Lot: Spring 2018.</p>	<p>Downtown Parking Guidance system awarded for construction in May 2018. Installation completion expected in November 2018.</p> <p>Richards/Olive Parking Lot construction complete in May 2018.</p> <p>Paid parking implementation planning in progress. Expect to bring before Council in early Fall 2018.</p>
<p>B. Improve conditions for bicyclists.</p> <ul style="list-style-type: none"> <li>• Increase bicycle parking availability by adding more long-term parking lockers or other secured racks</li> <li>• Remove abandoned bikes on a regular basis.</li> </ul>	PW	<p>Downtown Bike Parking Strategy: Winter 2018.</p>	<p>Downtown bike parking inventory <b>complete</b>. Additional Depot bike lockers installed in 2017/18 Winter.</p>
<p>C. Improve conditions for pedestrians</p> <ul style="list-style-type: none"> <li>• Create a plan for replacement and repair of sidewalks (cleaning addressed in Goal # 4, objective #4G)</li> <li>• Adopt a minimum standard for sidewalk width in the downtown core to provide adequate space for comfortable pedestrian movement</li> <li>• Adopt an updated Encroachment Ordinance to set standards for use of public rights of way that will provide clear guidance supporting needs related to signage, bicycle parking, outdoor dining, benches, newsracks, landscaping and refuse receptacles while still maintaining adequate space for pedestrian travel.</li> <li>• Investigate opportunities for additional pedestrian-friendly thoroughfares in alleys and identify potential improvements for future funding and coordination with development.</li> </ul>	PW	<p>• Sidewalk plan pending funding. • Sidewalk minimum width to come out of Core Area Specific Plan (CASP) update by 2020. • Encroachment Ordinance update pending CASP completion in 2020. • Pedestrian thoroughfares being considered as development and CIP projects provide opportunities. Ongoing..</p>	<p>Pedestrian Master Plan not selected for funding in FY 2017/18</p> <p>Sidewalk standards, the Encroachment Ordinance and ped-friendly thoroughfares to be informed by CASP.</p>
D. Fund and complete installation of downtown way-finding signs Phase 3 (monument signs)	PW (lead) CDS	Fall 2016	<b>COMPLETE</b>
E. Complete Third Street Gateway improvement project between Central Park and campus, including installation of public art component.	PW	Summer/Fall 2018	Streetscape construction in progress and expected to be completed by November 2018.

## Goal 4 – Build and Promote a Vibrant Downtown

F. Complete comprehensive review of downtown bus services and utilization	PW	2017-2018	Currently unfunded
G. Implement a regional bikeshare program	PW	2017-2018	Phase 1 of regional bike share launched in May 2018. Phase 2 expected to launch in July 2018.

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

Tasks	POC	Timeframe	Status Update
<p>A. Provide a central city communication channel for all major City activities in the Downtown Core. Projects include:</p> <ul style="list-style-type: none"> <li>• Improve conditions around Regal Theater</li> <li>• Create Health of Downtown Workshop</li> <li>• Improve condition of G Street Plaza</li> <li>• Continue strong partnerships with collaborative organizations Downtown Davis, Davis Chamber of Commerce, Yolo County Visitors Bureau, UC Davis</li> </ul>	ED CMO - Arts	<p>Regal Theater: Phase 1: Replace planters; plant new landscaping – Completed</p> <p>Phase 2: Improvements to lighting and breezeway/garbage enclosure – Summer/Fall 2018</p> <p>Health of Downtown: December 2016: Conduct community outreach Spring 2017</p> <p>Monthly participation at Board meetings – Chamber, YCVB, DDBA. Bi-monthly staff meetings: UC Davis Government and Community Relations</p> <p>City utility rehabilitation by 2019</p> <p>Pavement rehabilitation to begin in 2020</p> <p>Sidewalk/curb and gutter pending Core Area Specific Plan completion in 2019/20</p> <p>Fall 2016</p>	<p>Regal Theater: Amendment to REA executed with owner in June 2018. Improvements to occur in 2018: New lights in garage, new garbage enclosures, repaved breezeway, repainted tubes. Planters already removed; new bamboo planted. Health of Downtown workshop held in February 2017</p> <p>Engineering firm retained to provide recommendation for G Street Plaza</p> <p>Active participation with all partner organizations/facilitating quarterly 2x2 meetings</p> <p>Installed temporary art and bright lighting along First Street to activate space in October 2017.</p> <p>Phase 2 of Temporary art getting installed in summer 2018. Temporary public art lighting installation in conjunction with new Hallmark in summer/fall 2018.</p>
<p>B. Develop a multi-year plan for infrastructure maintenance and enhancements to minimize disruption to businesses and visitors.</p>	PW		<p>Work assessing City underground utility needs is progressing with multi-year plan for maintenance and pavement needs expected in Spring 2018</p> <p>Back of curb planning on hold pending Core Area Specific Plan effort</p>
<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		<p>Update was presented to Council in 2016. Further uses will be addressed in context of the</p>

## Goal 4 – Build and Promote a Vibrant Downtown

<p>D. Coordinate with development projects and utility/roadway projects to identify opportunities for paving/landscaping enhancements.</p> <ul style="list-style-type: none"> <li>PG&amp;E pipeline mitigation 2<sup>nd</sup>/G streets, 1<sup>st</sup>/F streets</li> </ul>	<p>ED PW CDS PCS CMO – ED and Arts</p>	<p>Ongoing</p>	<p>Downtown as a whole and likely to be informed by the Core Area Specific Plan Tree removal completed Coordinating with business owners developing frontage improvement modifications on the south side of Second St. between G and H Streets Construction will begin in July and should be completed by August 2018 Rebid occurred in conjunction with Tim Spencer Alley and work will begin July 2018</p>
<p>E. Implement downtown LED light retrofits</p>	<p>CDS PCS</p>	<p>Summer/Fall 2016 Fall 2016</p>	<p><b>COMPLETE</b> Still in progress of installing new calsensors.</p>
<p>F. Create a standard of service for landscaping and irrigation systems (SEE INFRASTRUCTURE)</p> <ul style="list-style-type: none"> <li>Replace landscaping and irrigations systems as needed</li> <li>Create partnerships with downtown businesses to enhance public/private spaces</li> </ul>	<p>PCS/PW/FD/ED</p>	<p>Quarterly Evaluation</p>	<p>Awarded the CalRecycle Grant and currently planning implementation of placement of new receptacles. Pilot containers expected June 2017. Recycle units ordered; anticipate Phase One installation to be completed by September 2017 and Phase Two installation to be completed by December 2017 Pilot project with Pathways for Employment to clean several sites with public art, including chalk wall-started in June 2018.</p>
<p>G. Create and implement a standard of service for cleanliness</p> <ul style="list-style-type: none"> <li>Evaluate equipment, placement and process for trash collection and create a plan for improvements</li> <li>Increase safe removal of dangerous waste</li> <li>Increase opportunities for recycling &amp; composting</li> <li>Determine options for regular cleaning of sidewalks</li> <li>Replace, remove and/or relocate current trash and recycling bins to reduce trash overflow and increase recycling downtown</li> </ul>	<p>ED/CDS/PW</p>	<p>Spring 2018</p>	<p>First phase recycling units installed December 2017 with outstanding results. Second phase units to be installed downtown, Central Park, community park and greenbelts late summer. Council chose two locations, G St Plaza and E St Plaza. Work on designing installation is occurring.</p>
<p>H. Determine locations and implement options for public restrooms.</p>	<p>CMO</p>	<p>Ongoing</p>	
<p>I. Work with downtown partners to provide maps, brochures and information about special events</p>	<p>CMO-Arts</p>	<p>2017-2018</p>	<p>Received legal guidance from BBK on arts ownership and maintenance in downtown and with privately held art</p>
<p>J. Inventory public art in Downtown core, establish artwork ownership, determine future maintenance needs and identify resources for long-term care and conservation.</p>			



## Goal 4 – Build and Promote a Vibrant Downtown

				Relocation of some temporary artwork in permanent locations. Inventory completed (spring 2018) in conjunction with GIS mapping. In process with particular emphasis on auto dealers
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"> <li>• Banners</li> <li>• Signage (wayfinding, business, temporary)</li> <li>• Trash &amp; Recycling Receptacles</li> <li>• Benches</li> <li>• Public Art</li> </ul>	CMO – ED and Arts PW PCS	Spring 2018	1 <sup>st</sup> phase of Cal Recycle (Trash cans and recycling units) installed downtown December 2017. 2 <sup>nd</sup> phase to be installed late summer 2018.  Discussing business signage with DD and COC and working on developing updated guidance.  New banners will be installed in June in front of Vets Theater
B. Consider creation of gateway identification (Davis Arch or other concept) in combination with Richards Corridor improvement options analysis	PW CMO – ED and Arts	November 2016	<b>Completed</b> - This concept was presented to Council in November and was prioritized within context of the list of projects for this corridor. Implementation pending approval of resources in a future FY.
C. Evaluate and create plans & process to upgrade key areas of concern <ul style="list-style-type: none"> <li>• Regal Theater area</li> <li>• G Street (between 2nd &amp; 3rd Streets)</li> <li>• E Street Plaza</li> </ul>	CMO – ED and Arts PW CDS	In progress	All actively in progress. Regal mosaic benches adopted into Public arts collection in January 2017. Implemented public arts project in October 2017 in partnership with Yolo Hospice, which will launch into Phase 2 in summer 2018.  Staff worked with Regal and completed upgrades (upgrade of planters, updated lighting, new garbage enclosures, repaving of breezeway)  G Street and E Street Plaza will both be getting Public Restrooms.
D. Reduce crime and/or nuisance activities in the downtown.	Ad Hoc group of CMO (ED and Social	In progress	Noted in Goal #2, Objective 2, Item C.



## Goal 4 – Build and Promote a Vibrant Downtown

	Services) and PD		Completed
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	<b>Completed</b>
F. Produce traditional and new special events that celebrate holidays, commemorate special occasions and drive traffic	CMO and ED		Summer on the Green at Davis Commons slated for a 2 <sup>nd</sup> season in 2018. 6 weeks of live music and art-making to drive traffic to Downtown.  Collaborating with UCD Design on a number of pop-up student programs that take place in public spaces in Downtown.
G. Explore potential for street closure event(s), with consideration of Picnic Day and/or Centennial celebrations.	CMO – ED and Arts PW	Ongoing	Idea of Open Street celebration in conjunction with completion of Third Street Improvement Project.
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	2020	No progress to date due to limited staff availability and Core Area Specific Plan taking priority for many relevant issues

### ➤ Objective 4 - 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	Spring 2017	Staff conversations between City and DJUSD continue but no plans for joint meeting at this time.
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	Core Area Planning project is underway

## 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 Plan Update – including identification of timelines, community engagement options, costs and funding options. Present options to City Council for direction.	CDS	Council direction on January 10, 2017	Council directed proceeding with Core Area Planning project, now underway
B. Increase affordable housing options for students, including potential partnership with UC Davis in the development of affordable housing on campus.	CDS CMO	Ongoing	Nishi Student Housing proposal approved by voters June 2018. Litigation to be addressed  City Council LRDP Subcommittee in discussions with UC Davis – primary focus at this time is on UC Davis LRDP.  Housing proposals in the City under review, including Lincoln 40 (approved, in litigation), Davis Live (in review), and Plaza 2555 (in review).  Sterling Apartments approved; demolition/construction beginning September 2017
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.  City Council Resolution adopted Dec, 2016  LRDP Scoping Comment letter submitted Jan. 2017. LRDP DEIR Comment Letter submitted May 2018. UC actions on LRDP being monitored by staff
E. Survey community to determine long term needs, desires, and priorities, related to infrastructure needs	PW	2017-19	Considering survey tools/resources and requesting funding to support survey goals in FY 17-18  Survey Monkey tool being use for

## Goal 5- Promote Community

				survey testing—internal City staff survey completed in September 2017  Community surveys include: Yard Material Pile Collection survey in April 2018 and PW Survey at PW booth at Celebrate Davis – May 2018 Plans to extend Community Survey online on City's PW site.
F. Complete update of Infill Development Principles.	CDS/Parks/PW		Initial Principles and Expectations document drafted in July 2017 Spring 2018 Summer 2018	Related infill issues to be discussed at joint CC/P/C meeting in Fall 2017 Incorporate into General Plan Update
G. Develop greenbelt standards for infill development.	PCS/CDS/PW			
H. 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.	CDS			

### ➤ 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"> <li>Develop a multi-dimensional Strategic Communication Plan and funding strategy.</li> <li>Utilize Davis Together (electronic Newsletter) with minimum twice monthly newsletters to share city information. Increase number of recipients.</li> <li>Fully implement and coordinate various electronic customer service models that result in timely feedback to the customer and regular Council review at all levels.</li> <li>Increase participants in city social media and electronic communication sites to improve outreach to the public contacts by 10% annually.</li> <li>Provide easily accessible up-to-date City information and services 24/7 to residents, businesses and visitors using various e-platforms. Use</li> </ul>	CMO-Communications CMO-Communications CMO-Communications IS CMO-Communications CMO-Communications IS	Spring 2018 Twice Monthly  Campaign to increase users; quarterly review  2018	Funding allocated for 18-19 budget  Ongoing—added a Greener Davis bimonthly newsletter  Online utility payment enhancements to go live July 2018. Business license online payments to go live July 2018. Building permits to go live early fall 2018.  In the past year, outreach/contacts increased: Facebook 37% Twitter 37% Nextdoor 59%  Staff reviewing new CRM applications and piecing together

**Goal 5- Promote Community**

interactive technology (social media) to integrate news, videos and photos in featured content.				funding for purchase in 18-19.
B. Complete Records Retention Schedule Update and Implementation.	City Clerk		Winter 2017	Review complete. Conflict of Interest Code updated January 2017.
<ul style="list-style-type: none"> <li>Complete review of required financial disclosures for commissions.</li> <li>Develop comprehensive, cross-departmental notification and outreach policy and checklist for city and development projects</li> </ul>	CDS CMO		Spring 2017	Initial draft underway
C. Begin process to create citywide document/file management system	City Clerk (lead) IS		Spring 2017/Summer 2017	
D. Expand outreach to community related to noticing of public meetings, including but not limited to City Council meetings and pending Council actions.	City Clerk		Fall 2016	Pre-Council meeting advertisements are now placed in Davis Enterprise prior to every Council meeting. Post meeting briefing provided in internal Weekly Update.
E. Look for ways to improve service delivery using technology, including increasing web-based services. (All departments.)	IS (lead) All departments		Ongoing	PW proposing an Information Management Program in FY 17-18 to facilitate the efficient sharing of PW data to staff and the community. A fully functioning Program will take 1-2 years and require some one-time additional resources to implement.
F. Develop community outreach brochures, walking/bike tours and communication materials that promote parks and greenbelt amenities and target specific user groups or interests, such as art in the parks; amenities to attract seniors; children's playgrounds; landmark trees.	PCS CMO		2017/2018	Full implementation of automated Water Meter technology in summer 2018 will provide nearly live data access to customers of their water use via a web-based portal.  Improvements to online permits to start to go live July 2018.  GIS improvements ongoing.  PCS Interns now on board (6-6-18 and 6-14-18) to review and update city website and look at creating material.

➤ **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	CMO-Communications	As needed, with goal of one survey	

### Goal 5- Promote Community

civic engagement; promote shared collaboration, decision making and foster community problem-solving.	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.	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.	2016-2017	PD has contract with YCRC. City has utilized YCRC where appropriate for public meetings. <b>COMPLETED</b> for this 2-year period.
D. Coordinate and complete biennial Commission recruitments, interviews, appointments and commissioner training.	Fall 2016/Winter 2017 Spring/Summer 2017	
E. Provide staff liaison training related to commissions	Winter 2017	<b>COMPLETED.</b> Staff intends to conduct recurring staff training on annual or biennial basis.
F. Review overall City satisfaction and unmet needs for parks and recreation programs, services and facilities <ul style="list-style-type: none"> <li>• Complete needs assessment for Parks and Community Services</li> <li>• Review current parks-related City ordinances and revise as needed.</li> <li>• Research best practices for ADA citywide accommodation services and recommend changes as needed.</li> </ul>	Spring 2017 through Fall 2018, pending resource allocation	Senior Center survey completed; results are informing the Senior Legacy renovation project.  On hold until 2019
G. Integrate opportunities such as a Citizens Planning Academy to assist community members in understanding the planning process.	2017	"How to Read an EIR" workshop held fall 2016; additional workshops and outreach being explored

### ➤ 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	Held 19 Centennial events
B. Sponsor, manage and/or support events to foster a sense of place and pride within the community, including the following events: <ul style="list-style-type: none"> <li>• Davis Neighbors Night Out (sponsor)</li> <li>• Holiday Tree Lighting (sponsor)</li> <li>• Picnic Day (support)</li> <li>• Community Day of Service (sponsor)</li> <li>• May is Bike Month (sponsor)</li> <li>• July 4<sup>th</sup> Celebration (sponsor)</li> <li>• Davis Farmers' Market (support)</li> <li>• Pursue possible Music Day in 2017</li> </ul>		<ul style="list-style-type: none"> <li>• October</li> <li>• December</li> <li>• April</li> <li>• April</li> <li>• May</li> <li>• July</li> <li>• Year-Round</li> <li>• June</li> </ul>	Implemented Make Music Day on June 21, 2017  DNNO has taken place annually in October.  Launched Make Music Day (2017), Mellon Music Festival (2018), Ground and Field Theatre Festival (2017), Bike City Theatre Company

## Goal 5- Promote Community

C. Provide opportunities for public engagement in the creation and celebration of public art.	CMO – Arts	Ongoing	(2018), Davis Music Fest, and other programs. Repopulated Civic Arts Commission Received Artists Activating Communities grant to create community build mural projects in two Davis neighborhoods Launched Arts and Cultural Affairs Fund in 2017, which provides city support for community arts programs
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➤ **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	2017-18	Subcommittee established May 2016 Completed draft documents and developer report Developer meetings to be held in the summer/fall 2018
B. Create signature public arts programs that define and celebrate shared civic values, and communicate community goals of technology/sustainability	CMO – Arts	Ongoing	2016 Farmer's Market mural; 2016 Manor neighborhood street mural; 2017 Chapman Madrone street mural, 2018 Sacred Grove, Senda Nueva neighborhood street mural Partnerships being explored with Open Space program, Cool Davis, Waterwise Davis, UCSD Design Working with local/county arts education advocates and YoloArts
C. Work with DJUSD, County, and regional groups to develop increased Arts Education and access to the Arts for all Davis students.	CMO – Arts	Ongoing	Received CA Arts Council professional development grant to pilot theatre in education program in fall 2018 Meetings with new DJUSD

## Goal 5- Promote Community

D. Promote Arts integration through State/Federal STEAM (science technology engineering arts and math) initiatives with DJUSD and UCD.	CMO – Arts		2018	leadership about collaborative programming-spring 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		Ongoing	Expanding scope of Arts Alliance Davis to include TANA in Woodland
F. Research citywide cultural plans for models and best practices	CMO – Arts		2017-2018	Working with regional artists to look at Davis as a destination for public art 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-redevelopment realm.	CMO	Fall 2016	Council workshop on affordable rental housing held October 2017. Social Services Commission discussing other issues related to affordable housing Summer and Fall 2017. Council amended affordable housing ordinance in December 2018.
B. Work with development team to further the Creekside affordable housing proposal	CMO	2016-2018	Disposition and Development Agreement completed and executed.  Staff working with developers on variety of funding questions and other issues, anticipating construction start date Fall 2018.
C. Consider revisions to the City's tenant selection system for affordable housing units	CMO	Fall 2016	Villages at Willowcreek and Bartlett Commons utilized new tenant selection process.
D. Work with developer to ensure timely buildout of BerryBridge Bungalows	CMO	2016-2017	<b>COMPLETED</b>
E. Transfer ownership of Pacifico to Yolo County Housing and work with YCH to complete rehabilitation.	CMO	Summer 2017	Staff working with YCH on options and awaiting funding in the Housing Trust Fund prior to official transfer. Staff working with County and YCH on potential funding/housing option.
F. Return to City Council for review of GAMAT affordable housing units	CMO	Winter 2018	
G. Work with Cannery Lofts developers to ensure timely buildout.	CDS	2016-2017	<b>COMPLETED</b>



## Goal 5- Promote Community

	CMO		January 2017	COMPLETED
H. Complete rehabilitation of Sojourner Truth	CMO			
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	Contracting with Yolo County Housing to handle portions of housing program.  Staff working with individual development proposals on affordable housing components, with input from Council related to affordable rental housing.

### ➤ 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	See 6.1c
B. Develop and implement a City/UC Davis 2x2 (or similar) meeting	CMO	Implement by December 2016	UCD has designated staff members, and meetings with City, County and UCD will begin in fall 2018.
C. Work with UC Davis on infrastructure needs that affect both communities, to communicate mutual needs and to plan proactively.	CMO/PW		PW staff completed collaborating on a maintenance responsibility document to clarify roles along the City/campus boundary of First St., A Street and Russell Blvd.  PW staff is updating the water system interconnection agreement to include protocols for delivery of surface water through the shared transmission pipeline to UCD water mains.
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	PW staff regularly retain UCD students to assist with City efforts in recycling, transportation and engineering areas. CDS also retains interns



## 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	Upon completion of General Plan Update	See Goal 1.1G All Asset groups now have 5 year long term of capital improvements. <b>Complete</b> and updated annually.
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	2018	Pending new budget request approval, this will be addressed by Spring 2018.
• Facilities	PW		Kitchell report completed in 2016 and is basis of long-term capital replacement for facilities
• Storm water	PW/PCS	2018	Drainage Pump Station assessment completed in 2015—improvements pending funding availability  Ponds, channels and pipes pending future assessment studies to be carried out pending approval of funds
• Wastewater Collections System	PW	2018	The Storm Drain Station Number 5 in South Davis Drainage and Fee Study is nearing completion for future upgrades and funding of this drainage area. City staff will be meeting with the County during the Summer of 2018 to discuss specific issues with drainage and a path forward in reconciling the collection of fees for operations, maintenance and replacement costs.  Three lift station replacements in design. Collection main video assessments being conducted over the next 5 years to schedule replacements or repairs as necessary

## Goal 5- Promote Community

<ul style="list-style-type: none"> <li>Water Production and Distribution</li> </ul>	PW	2018	<p>Downtown core area assessed spring 2017. Secondary focus on all areas scheduled for pavement rehabilitation.</p> <p>Main replacements ongoing and coordinated with paving plan</p> <p>Leak audit conducted. This is an annual requirement. Internal staff being trained to provide a required third party assessment of the water loss audit to reduce need for consultant.</p> <p>Removed 11 intermediate wells from service in late 2016 with the addition of surface water</p> <p>All deep wells are in service (31, 32, 33, 34) Well 34 began producing potable water in August 2017</p>
<ul style="list-style-type: none"> <li>Electrical/Telecommunications conduit</li> <li>Parks, Park Facilities and Pools             <ol style="list-style-type: none"> <li>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.</li> <li>Further assess to address years 2-5 Davis specific facilities upgrades, utilizing information from the Sports Complex Task Force Report.</li> <li>Assess Community Pool enhancement</li> </ol> </li> </ul>	PW PCS	2017-2018  2017-2018  2016/2017	<p>Pending resources</p> <p>Deficiencies identified from Kitchell report, SCTF and staff. Completed years 1-5 recommendations for deficiency repairs of park and play structures and will be included in the FY 17/18. Staff working on year 6-20 recommendations.</p> <p>Completed Kitchell review and conducted an independent review of documents, which will be presented to the FBC in October 2017</p> <p>Ballard*King study completed. Short term RPC created an aquatic sub-committee Spring 2018 to further review assess and evaluate. Long term sub-committee includes writing a comprehensive RFQ and RFP to be brought to Council in Fall 2018 for consideration.</p>

## Goal 5- Promote Community

<p>D. Develop a long-term urban forestry management plan, including.</p> <ul style="list-style-type: none"> <li>• Develop a Tree Master Plan</li> <li>• Develop a Tree Maintenance Plan</li> <li>• Develop a Best Practices for Urban Forestry</li> <li>• Revise and implement the Tree/Parking Lot Shade Ordinance</li> </ul>	<p>PCS</p>	<p>2018 Fall 2017 2017-2018</p>	<p>Submitted a proposal in December for Urban Forestry/Cal Fire Grant to update the Community Forest Plan. Expect to hear back from State mid-late March if the proposal is accepted and to proceed with a full grant request.</p> <p>PCS did not receive the grant</p> <p>Tree Inventory underway, results are expected late summer 2018. Next steps is to use the tree inventory to create a maintenance and management plan using potential grant funds.</p>
<p>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.</p>	<p>PCS</p>	<p>2016-2017</p>	<p>SCTF completed their charge, next steps will be presented at the 2/7/17 CC mtg.</p> <p>Task Force members met with community organizations on 8/8/17</p> <p>Task Force members met again on 9/7/17 to discuss next steps</p> <p>Need to re-group to ensure that they SCTF is meeting requirements from City Council for the next steps.</p>

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

F. Fully implement Lucity 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	2018	In part completed in Lucity. Waiting for upgrades to Lucity and assistance with implementation prior to expending existing resources toward completion.
H. Complete a comprehensive corrosion control study to determine strategy to efficiently extend the life of our water distribution system.	PW		Assessing current data to determine additional needs. Funding projected to accomplish in FY 19/20. Updated study will be conducted in FY 18/19
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		<b>Complete</b>
J. Maintain the Transportation Improvement Plan and utilize as the basis for transportation funding priorities.	PW	Ongoing and annually review with Council.	Annual update was presented to the BTSSC in July 2017. Next update will be presented July 2018.
K. Complete SCADA Master Plan to develop security and hardware/software protocols for utility infrastructure.	PW		SCADA Master Plan completed in 2016
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	Design of network and communication upgrades for SCADA system underway Construction to occur in FY 18/19 We have created an SOP and are currently meeting with each work group to ensure delivery of CIPs. We are also working with our IS department to use GIS in facilitating communication to the Public about our CIP program. We hope to have the minimum mapping capabilities by July 2018 and a functional database (tied to the GIS map) for the 18/19 budget cycle by end of August 2018.
M. Develop an outreach plan to improve dialogue with the community about the infrastructure needs, issues and associated fiscal implications.	PW	Ongoing	Expand 2018 Community Survey to include questions about infrastructure needs and post on PW page on City website.
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	2018/2019	Will require creating a working internal team with PW/PCS/OS

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

### ➤ 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		Wayfinding project is underway Davis Pathfinder Phase 1 is <b>completed</b>
B. Adopt enhanced transportation striping guidelines that increases safety, avoids confusion and minimizes GHG emissions from motor vehicle.	PW	Fall 2016	Currently designing Phase 2 <b>Completed</b> October 2016
C. Complete Richards Boulevard/Olive Drive Corridor improvements study.	PW	December 2016	<b>Completed</b>
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	Summer 2017	Caltrans approved the PSR in Spring 2017
E. Identify funding for synchronization of lights along main corridors, including Russell and Covell.	PW	2018	The City entered into contract with Mark Thomas & Co. for project approval with Caltrans and PS&E Completed along Richards Blvd. = Funding allocated for signal upgrades
F. 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 (A Bicycle Action Plan project).		2018	The 2017 Traffic Signal Upgrade Project has been bid and awarded. Work will begin in late June 2018. This project will upgrade signals so they can be synchronized when future funding is available for a study and implementation of synchronization. Design completed but cannot be completed until funded.
G. Explore options for installation and storage of public recording devices in Davis Community Transit buses both for public and employee safety and security.	PCS IS	2017-2018	Staff working on policy.
H. Construct the Ponte Verde/Tulip path extension (A Walk Bike Audit and Bicycle Action Plan project)	PW	2018	This project is funded in the FY 18/19 budget and will be constructed in summer 2019.
I. Construct Fourteenth St/Villanova Dr. improvements (A Walk Bike Audit and Bicycle Action Plan project)	PW	2018	Approaching 30% design. Design concepts almost complete.
J. Construct H Street and H Street Tunnel improvements (A Walk Bike Audit, Bicycle Action Plan and East Covell Corridor Plan project)	PW	2018	Construction is complete for Phase adjacent to the LL Fields. Design is underway and is 90% complete for improving the tunnel and it's connection to H Street with construction planned for 2019.

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

K. Complete the planning and preliminary design for the Anderson Road corridor improvements between Russell and Covell (A Walk Bike Audit project)	PW	2018	Community outreach and planning phase completed in Spring 2018. Presentation to Council expected in Summer 2018.
L. 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)	PW	2018	Pending future budget approval
M. Construct a multi-use path on the north side of Covell from J Street to Pole Line Road (An East Covell Corridor Plan project)	PW	2018	Preliminary design complete with alternatives being presented to BTSSC in June 2018. Final design pending likely R/W acquisition with construction expected in 2019/20.
N. Construct the multi-use path improvements connecting The Cannery to F Street	PW	2018	Project has been awarded and construction to start June 2018.

### ➤ 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	Consero Solutions assisting with identification of other funding sources  Also exploring other options such as a revenue measure
B. Investigate and apply for grants applicable to wildlife habitat maintenance and management.	PW/CDS/PCS	In process	Review Cal Fire 2018 fall grants Tracking multi benefit grant opportunities with the Regional Water Authority and Urban Greening Program.
C. Reapply for Displaced Farm Workers Grant to continue projects	PCS	2016-2017	Grant awarded, crew on board 12/1/16 to 6/30/17 Awarded in early 2018, crew was instrumental in assisting PCS. Will re-apply for 2018/2019 funding consideration (September 2018)
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	Ongoing; meets quarterly	Completed—GIS map being developed to demark areas of department responsibility
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	Fall 2018	In process—OSH Commission approved plan template in February 2018. Intend to bring land management plan for Wildhorse Ag Buffer to OSH Commission in September 2018.
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 2018 and Ongoing	Final design has been delayed due to environmental permitting complications. Consultants are working to resolve.

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

### ➤ 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"> <li>Identify and prioritize potential areas</li> <li>Develop cost implications and identify funding sources</li> <li>Implement pilot program</li> <li>Assess and evaluate areas</li> </ul>	PCS (lead) PW CDS	Fall 2018	Open space staff developing a pilot habitat restoration grant program using Measure O funds. Seeking OSH Commission approval in Fall 2018.  Look at potential funding sources with the passage of Prop 68.  Explore using new management software Plan-It-Geo to create nature walks, cycling routes, etc.
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	Ongoing	F and Anderson: City Council approved a habitat restoration project on three acres at F and Anderson in early 2018. Irrigation already installed. Staff working on RFP for landscape architect. Installation of plants and trail should begin Spring 2019.  South Fork Preserve West: Open Space staff working with Putah Creek Council to install new interim trails in South Fork Preserve West (newly acquired 10 acres), along riparian corridor.  Explore using new management software Plan-It-Geo to create nature walks, cycling routes, etc.

## 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.	Future department tasks may be added upon conclusion of strategic plan. Final edits taking place and plan should be completed mid-February Strategic plan implemented in April 2017
B. Hold community forums following significant law enforcement events at the national, state, or regional level to discuss local implications with the intent to address and potentially alleviate/ameliorate community concerns generated from such incidents.	PD Human Relations Commission	As needed	Held as needed
C. Hold informal coffee conversations in different parts of the community to discuss issues of community/neighborhood crime and equity concern.	PD	At least Quarterly	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	Events continue to occur on a regular basis Event scheduled for fall 2018
E. Measure effectiveness of new alternative complaint resolution process for resolving citizen complaints through informal mediation.	PD	June 2017	No longer a pilot program, informal mediation is now part of the PD's complaint resolution process
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	Participated in several events this year
G. Hold the Citizen Academy program and conduct at least one session each year.	PD	Annually, in the spring	Planning taking place, will be publicly announced soon Session held in Spring 2017 and Spring 2018
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	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	Ongoing
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	Ongoing
K. Identify potential sites for fire station replacement facilities.	FD (lead) CMO	January 2018	DFD has identified potential sites to maximize efficiencies for fire stations 31, 32, and 33. If interest in continuing review, next steps would be property valuations and impact studies.



## Goal 7 – Ensure a Safe and Healthy Community

L. Cultivate internal and external public/private partnerships to support FD services.	FD		Ongoing	Initiated meeting with public and private partners for future opportunities. This goal remains under pursuit.
M. Increase FD visibility through use of social media, including external City website.	FD CMO – Communications		January 2018	Initial steps taken to redesign DFD's webpage. Recently hired Admin. Asst. who will take the lead on this goal.
N. Establish a FD Citizens Advisory Group to exchange ideas and educate communities.	FD		January 2018	Identifying potential group participants
O. Increase community fire safety education programs.	FD		Ongoing	
P. Complete Standards of Cover assessment of fire department "level of service" values.	FD		January 2018	Final draft of the Standards of Cover are anticipated in late June 2018
Q. Evaluate feasibility and prepare recommendations for consideration to change 9-1-1 dispatch from Davis to Yolo County dispatch.	FD PD		January 2018	Staff engaging in internal conversations and cost/benefit analysis of best options.
R. Reorganize FD administration to reflect needs post "Shared Management."	FD		November 2018	Assistant Fire Chief has been included in the 18-19 Proposed Budget.

### > 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	Ongoing	Included in all force training De-escalation training completed in June 2017 Additionally, four departmental instructors will attend a verbal defense and influence training in 2018
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	Ongoing	3 CSO's were hired and taking part in program to recruit youths so they can get education and go to academy 1 of the CSO's will begin police academy in July 2017. Two additional CSO's set to begin police academy in January 2018 Department is currently recruiting for new CSOs 2 graduating from academy June 2018 and 2 more starting academy July 18
C. Develop strategies to reduce the specter of biased policing. (e.g. Develop	PD	Ongoing	Training was completed in December 2016

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

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.)			Training will be ongoing 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. Ongoing	PD contracted with Yolo Conflict Resolution Center to establish a restorative justice program for youth Additionally, PD in discussions with the Yolo County District Attorney's Office to expand the eligibility criteria for neighborhood court Ongoing
E. Emphasize and train the principles of beat management and intelligence-led-policing in the Patrol Division, and conduct bi-annual update training to patrol officers on best practices for beat management.	PD		
F. Develop EOC training review and a citywide exercise that meets regional goals.	FD PD	January 2018	Discussions underway with the FD, PD, and the Yolo County EOC Coordinator

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

Tasks	POC	Timeframe	Status Update
A. Rental inspection staff to coordinate with Housing and Building to redefine rental ordinance implementation.	CMO CDS	Program and website launch in November 2017	Council adopted the Rental Resources Ordinance in March. A 50% position was hired to assist with the program; website, forms and outreach material are in production. Rental hotline has been established.
B. Incorporate Crime Prevention through Environmental Design (CPTED) principles into the land development and construction, plan and review processes. <ul style="list-style-type: none"> <li>• Provide training to key Police, Public Works, and Community Development staff, as needed.</li> <li>• Integrate the application of these principles into the City Development Review Team process.</li> </ul>	PD/PW/CDS PD/PW/CDS		
C. Develop routine standards to be implemented at parks on a daily/weekly maintenance, ensuring consistency of maintenance at all parks.	PCS	Spring 2017	On hold
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	Assessed the Downtown Core Area through the Downtown Parking Implementation Plan efforts.
E. Perform regular night time surveys to identify public lighting that is not functioning and initiate repairs as appropriate.		Quarterly	To begin in FY 2017-18 pending approval of resources.

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

## Goal 7 – Ensure a Safe and Healthy Community

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 - SRTS PW	Occurring Sept –Oct	Education and enforcement in Sept and Oct
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	Ongoing	Traffic unit received data and distributed to patrol. Officers are being deployed in those areas needing additional enforcement.
C. Conduct two DUI checkpoint operations in the City each year.	PD	Ongoing	Training delayed
D. Increase the ratio of non-probationary patrol officers with current radar/LIDAR certifications to 100% through a biennial refresher training schedule.	PD	Winter 2018	
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	Winter 2017	Bike/Ped program has launched Lights in a Pinch program and Light the Night campaign
F. Establish a citation diversion program for bicyclists	PD		Under review
G. Establish a Bicycle Ambassador Program	PW	Spring/Summer 2017	Bike Davis received a YSAQMD grant to develop this program. Staff will coordinate with Bike Davis on ways to support effort.
H. Manage citywide school-based Safe Routes to School program, funded through ATP Cycle 1 grant: Active4.me scanning program, bike safety assemblies, school rodeos, Books on Bikes, Bike Loopalooza, Bike and Walk to School Days, May is Bike Month, JHS Maintenance clinics, LCI training, curriculum development	CMO – Arts - SRTS	Funding expires in June 2019	Bike Davis is developing this program in coordination with the Cool Davis Transportation Task Force in which two transportation staff participate  Developed and launched a new bike safety assembly in Spring 2017  Working with DJUSD to develop classroom-based bicycle education

### > 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.	CMO		
<ul style="list-style-type: none"> <li>Continue to pursue partnership opportunities with DJUSD</li> <li>Implement Safe Routes to School program and Scope of Work for Active Transportation Program/Cycle 1 Grant</li> <li>Consider development of future funding stream for safe routes to schools activities when grant funds end in two years.</li> </ul>			
B. Conduct at least three school-specific bicycle rodeos for elementary school-	PD	By end of 16/17 school	Bike rodeos held in schools annually.

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

aged students each year.	CMO PW	year, ongoing
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

Received Exoffit grant on 11/1/16, outdoor exercise equipment, will be installed at Arroyo Park Spring 2017. Oxford Circle Park new outdoor exercise equipment installation will be in Spring 2017.

Outdoor exercise equipment installed at Cannery Oxford Circle and Arroyo Parks

Looking into potential grants for Pioneer Park and other locations.

Received Grant for Pioneer Park which was installed March 2018.

Received grant for Senior Center area to be install by early 2019.

Look at other potential funding sources including the State with the passage of Prop 68 for additional enhancements to existing infrastructure.

#### ➤ 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. <ul style="list-style-type: none"> <li>• Complete a SWOT analysis, receiving input from partners</li> <li>• Convene community-wide discussions to discuss analysis, develop priorities and system to measure performance</li> <li>• Complete a draft strategy</li> <li>• Solicit input from Social Services Commission and Senior Citizens Commission</li> <li>• Present draft social services strategy and recommendations to Council.</li> </ul>	CMO – Social Services	2016-2017	Social Services Strategic Plan to return to Council on October 17, 2017 <b>Completed</b>
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.	<b>Completed</b> <b>Completed</b> <b>Completed</b> <b>Completed</b> <b>Completed</b> Completed for 2017-2018. Awaiting final grant paperwork from HUD.

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

## Goal 7 – Ensure a Safe and Healthy Community

Tasks	POC	Timeframe	Status Update
<p>A. Adopt a model that results in moving individuals and families into permanent housing</p> <ul style="list-style-type: none"> <li>Examine outcomes from transitional and bridge housing</li> <li>Seek out technical assistance from HUD</li> <li>Pursue outside funding to support the model(s) selected</li> <li>Explore alternative forms of housing</li> </ul>	CMO – Social Services	2017	<p>Developed Davis Pathways programs and received funding from Sutter to implement. Working with private sector and non-profit service providers to determine housing and service options for homeless population.</p> <p>City provided intake center for shelter during 2017-2018. St. Martins has agreed to be intake location for 18-19.</p> <p>Funding provided in 17-18 and included in 18-19 budget for additional assistance to Interfaith Rotating Winter Shelter.</p> <p>Exploration of tiny homes concept underway.</p> <p>Pauls Place project in process, with private groups in the lead.</p> <p>See above</p>
<p>B. Continue New Pathways pilot program to transition vulnerable individuals to permanent housing</p> <ul style="list-style-type: none"> <li>Collaborate with the County, Yolo County Housing, and nonprofit providers to serve four homeless individuals with housing and support services</li> <li>Review outcome measures related to attainment of permanent housing and increased income and bring update to Council</li> <li>Adjust program initiative, if indicated, to increase outcomes</li> </ul>	CMO – Social Services	In process. Update to Council expected Winter 2017.	
<p>C. Pursue "JOBS" initiative.</p> <ul style="list-style-type: none"> <li>Collaborate with the faith community, the County, and the Chamber of Commerce to pilot a program to give homeless individuals an opportunity to work.</li> <li>With the group, explore opportunities for the public to contribute to this initiative by using "donation" parking meters</li> </ul>	CMO – Social Services	In process.	See above. Community group still exploring donation meters.
<p>D. Develop written policies and procedures to address programs with transient camps.</p>	PD CMO – Social Services	In process. Finalize by December 2016	Police policies in place

### 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 2017	Payroll desk manual is updated, other functions have made good progress  Continue to make progress and streamline
B. Review and complete update of Employee Handbook	HR	March 2018	
C. Survey internal customers regarding support needs	HR	2X annually – January and June	
D. Complete the CalPERS Audit, addressing all findings to PERS's satisfaction.	HR	2017	Staff has been working through the findings with PERS and completing changes required by findings. All items should be completed by fall 2018.

➤ **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	Ongoing	HR Techs have gone to training & have done workshop with neighboring City, developing process improvements that will work for City, experimenting  Preparing to launch usage of a new recruitment tool that reaches out to social media outlets  Using external, subject matter experts on interview panels to assist with recruitment  Posted a three-month City broadcast with the National Minority recruiting site
B. Maximize online application system; train on and implement system features to improve application process, application review and candidate screening	HR	December 2016	See above
C. Obtain training on best management practices for all supervisory staff	HR (lead)	Ongoing	Joining LCW Training Consortium to add as an option  Four staff members attended the first

## Goal 8 – Foster Positive Workplace Dynamics

				Consortium training and an additional eight staff members signed up for the next training in October 2017
D. Strengthen new hire orientation process to include online delivery	HR		On hold	Demo's NEOGOV onboarding, will submit request as part of budget. Also evaluating other methods

### > 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	Completed in December 2016, January 2018
C. Create an Employee Recognition Committee	HR (lead)	On hold	
D. Continue and grow employee wellness initiatives (FF, cooking classes, CPR classes, etc.)	HR	Ongoing	Reestablishing training catalog, released in Fall 2017
E. Increase HR visibility throughout the organization.	HR	Attend staff meetings, site visits monthly	Ongoing but implemented.
F. Assess work environments for ergonomics, comfort, practicality, effectiveness. Develop plans to address problems or concerns.	HR (lead)	On hold	Ergonomic evaluations conducted upon request via YCPARMIA (and many have been requested).
G. Improve human resource communications through better access to forms and information via online systems	HR	December 2017	Set up new "master folder" in which we are collecting forms. Will review/update and then link to City website  Discussion with IS to identify ways to improve employee access are underway

### > Objective 4 – Improve payroll processing and Human Resource systems.

Tasks	POC	Timeframe	Status Update
A. Update automated timecard process to improve efficiency	HR	Ongoing	Improvements made to Fire. Working with PD to automate dispatch timecards
B. Develop user manual	HR	March 2017	COMPLETED
C. Implement continuous internal auditing process; audit one HR process per quarter.	HR	March 2017	Audited payroll codes with no findings



## Goal 8 – Foster Positive Workplace Dynamics

				Creating an annual calendar to document all other future internal audits
D. Evaluate additional system needs such as leave tracking, ACA compliance	HR	On hold		
E. Evaluate effectiveness of social media options for recruitment	HR	June 2017		Researched Careers in Government, a site that pulls City job postings daily and coordinates blasts through most social media outlets
F. Address payroll problems as a result of the Flores v. San Gabriel decision.	HR	2017		<b>COMPLETED</b>

### ➤ Objective 5 – Provide classification and compensation information and analysis.

Tasks	POC	Timeframe	Status Update
A. Develop classification and compensation policy, including timelines/parameters for re-classifications	HR	Spring 2018	Project budgeted for 17-18 but has been delayed because of other priorities. Will be completed in 18-19.
B. Meet with departments regarding long-range organizational structure needs	HR (lead) All departments	PW 2016-2017 PCS 2017-2018	Ongoing
C. Evaluate job classifications and update as needed	HR (lead) All departments	PW 2016-2017 PCS 2017-2018	See item A

### ➤ 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	On hold	
B. Meet with departments to evaluate succession planning issues.	HR (lead) All departments	On hold	
C. Conduct/facilitate supervisory training, utilizing best management practices where possible.	HR	Ongoing	Supervisory Academy 2017-18 completed. Discussing mgmt. team project with CM (Chiat provided work quote – linked to Objective 3 (morale) by way of including employee satisfaction / engagement survey Conducted two leadership team workshops



### Goal 8 – Foster Positive Workplace Dynamics

			Employee satisfaction/engagement survey is on a temporary hold due to the scheduling of other projects
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➤ **Objective 7 – Evaluate risk management needs.**

Tasks	POC	Timeframe	
A. Evaluate workers compensation claims and process.	HR	January 2017	Plan to reconvene the Safety Committee, which will provide further oversight  Several staff received training on how to calculate TD payments
B. Evaluate Injury Illness Prevention program	HR	On hold	Will address once PERS audit complete.
C. Re-activate/strengthen citywide safety committee process	HR (lead)	On hold	Need to do. P previously assigned to payroll staff person, therefore will wait until new staff on board & evaluate appropriate work load