

City Manager's Office

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May 21, 2015

Honorable Mayor and Members of the City Council:

Presented for your consideration is the proposed Annual Budget for Fiscal Year 2015/16, a period that covers July 1 through June 30. The Budget is the primary policy document adopted by the Council that establishes the service levels and capital projects to be provided to the community by its city government. It establishes the financial and human resources devoted to accomplishing community goals and objectives as reflected by the City Council. It provides a logical structure to organize its various programs, projects and other expenses. It provides a system for control of its revenues and expenses. Finally, the Annual Budget is a document widely available to the public and others interested in the operations of the city government.

The 2015/16 Proposed Budget is what I am calling a transitional budget, bridging a period of drastic cuts and program changes to a period of relative stability and, ideally, long term fiscal prosperity. While the many changes since 2008 have resulted in a stronger, more fiscally responsible organization, we must be continuously mindful of our long-term infrastructure needs, citizen expectations for high service levels to maintain a certain quality of life and the need to ensure the City is responsibly addressing our long-term fiscal obligations. This budget proposes no major cuts nor funding requests for large, new initiatives, providing instead minor funding to address Council Goals and Objectives (See Attached) while maintaining a healthy 15% General Fund Reserve.

Total All Funds Revenue for FY 2015/16 is budgeted at \$301,524,747 with General Fund revenues totaling \$52,109,371. This total includes a full year of sales tax generated as a result of the 2014 voter approved additional ½ cent sales tax increase. Sales Tax revenue for FY 2015/16 is budgeted at \$13,802,537, an increase of \$714,353 over the FY 2014/15 Adopted Budget. One time revenues include approximately \$6.6 million in State Transportation Improvement Program (STIP) funds. The transportation funds will be used in projects on Mace Blvd., L Street and 3rd Street and will be augmented with monies set aside by the City for transportation infrastructure rehabilitation. The Safe Routes to School program is also receiving \$222,000 in grant funding for FY 2015/16.

Total All Funds Expenditures for the City in FY 2015/16 are proposed to be \$292,960,564 with General Fund expenditures totaling \$51,429,715. This is an increase of \$3,291,838 over FY 2014/15 Adopted Budget values, \$2,900,000 of which is related to a streetlight retrofit project that is funded with loan proceeds. Total capital expenditures account for \$165,448,474 of the proposed All Funds budget with three projects accounting for 83.2% of the budget; Waste Water Treatment Plant Facilities Improvements (\$55 million), Surface Water Pipelines Project (\$15.8 million), and Davis Woodland Water Supply Project (\$66.9 million).

With a positive balance of revenues to expenditures, the current proposed budget is showing growth in fund balance for the first time in years. After several measures to cut costs, reduce citywide positions and enhance revenue this is a welcome scenario. While we want to celebrate the fact that we will not need to propose further cuts for the current fiscal year it is important to stress there are still challenges ahead as we continue to address the long term needs of the City.

FY 2015/16 Budget Assumptions/Changes

The current expenditure assumptions include no MOU increases for open contracts as we are just now beginning the process of negotiations with employee bargaining units. Planned increases to the retiree medical and CalPERS pension costs are included in the budget, as well as any increases associated with contracted services and utility payments.

There are a series of reorganizational adjustments included in the FY 2015/16 budget. Offices within City Hall are being reorganized to provide greater access for the public. The City Manager's office will now be centrally located providing easy access for the public and employees. Community Services offices will once again be located within City Hall and provide a localized, easy to find office. Utility payments, building permits, and other city services remain in City Hall. Included in this reorganization is the creation of two Assistant City Manager positions to replace an existing Assistant City Manager position and the Deputy City Manager and Community Development Director positions. One Assistant City Manager will oversee Community Development and Sustainability, Parks and Community Services, and Public Works while the second will have responsibility for the programs within the City Manager's Office, Finance, Human Resources, and Information Systems.

In addition to the two Assistant City Manager Positions, a series of other reclassifications and human resource changes are included in the FY 2015/16 budget. The Parks and Community Services department has reinstated a Parks and Community Services Director position as well as Office Assistant II to support the needs of the department and the public. Additionally an Office Assistant position at the Senior Center has been increased from 75% to 100%. The Public Works department is replacing the unfilled General Manager position with a City Engineer position, as well as making adjustments to the Water and Wastewater divisions to better manage workload as the City transitions to new requirements. The Water Division added one full time Water Quality Permitting Specialist and the Wastewater Division increased the salary range for the Lead Laboratory analyst based on new duties, reclassified a WWTP Electrician to a Senior Electrician, replaced a Water Division Water Quality Supervisor with a Water Quality Permitting Specialist and reclassified a Senior Office Assistant to an Administrative Aide. Wastewater also added temporary part time salaries on a onetime basis to assist with Phase II of the Collection Section Improvement project. Currently the City has one Administrative Analyst working for both Public Works and Community Development. FY 2015/16 will include a separate Analyst position for each department.

On the public safety front are enhanced recruiting options for the Police Department. We have worked diligently to recruit and hire the most qualified candidates to maintain a safe community. Competition with hiring and training practices of other jurisdictions makes it difficult for Davis to recruit and retain high caliber officer candidates. To assist in this effort the FY 2015/16 budget includes the addition of temporary part time Community Service Officer and Police Officer Trainee

positions as well as a total of \$16,000 for tuition reimbursement enhancements, \$6,000 of which is offset by additional revenue from the Commission on Peace Officer Standards and Training (POST).

All of the changes will help staff to fulfill our mission to serve the public effectively and help mitigate some of the challenges generated over the past several years as we have had to reduce positions through retirements and attrition.

Unfunded Liabilities/Ongoing Needs

We have worked to address several unfunded liabilities over the past few years including Other Post Employment Benefit (OPEB), also known as retiree medical, and deficits in the Leave and Fleet replacement funds. Currently we are fully funding the OPEB costs based on the calculations of an outside actuary, one of the few jurisdictions in California currently at full annual funding. The Leave Fund and fleet replacement liabilities are currently being brought to full funding as part of a 7-year refunding plan. FY 2015/16 will be the second year of this effort. Information Services infrastructure is another area where we have identified future replacement needs not currently funded. Additional replacement costs have been added to the FY 2015/16 budget to begin to address the need to have replacement funds in place for all of our Information Services servers, switches, and other background equipment critical to maintaining our ability to provide services.

We also recognize there are additional areas that still need to be addressed. Maintenance of our transportation infrastructure, specifically pavement conditions throughout the City, needs to improve. In 2014, as an interim step, Council authorized an annual allocation of nearly \$4,000,000 for road maintenance and rehabilitation. FY 2015/16 continues this allocation. And while this funding has been instrumental to keep our road work moving forward, it may not be sufficient to maintain an appropriate Pavement Condition Index (PCI). In addition, we have retained an outside consultant to assess our parks and facilities needs and specifically identify our unfunded replacement needs. Currently we are working to improve our parks irrigation system to help conserve water while maintaining our parks beauty and value. This is the second year of a five year effort, with a City set-aside of \$500,000 per year.

In addition, we are updating our Master Fee Schedule and Development Impact Fees. With the Master Fee update we can be sure we fully understand the costs associated with delivering services to the public and providing Council with guidance when deciding the level at which fees are set. The Development Impact Fee update will ensure we fully understand the mitigation fees we need to collect from development within the City. Both of these studies will be completed in FY 2015/16.

The General Fund Reserve

The current General Fund reserve policy is set at 15% of General Fund revenues. The current budget estimate for FY 2014/15 and the Proposed FY 2015/16 budget show the City ending with a reserve of 15.55%. This policy is currently under review by staff to confirm that it identifies a proper value for the City's reserve. This project will be completed in FY 2015/16

Based on the most current forecast, we are showing signs of recovery after years of challenges borne out of the most recent recession. Property tax receipts are showing healthy increases and the addition of the ½ cent sales tax revenues and ongoing expenditure reductions have turned previously negative fund balance projections into positive territory. We must act prudently and responsibly, however, as there are still needs and services yet to be fully addressed. I am, however, cautiously optimistic as we continue to move beyond the challenges of the past.

Respectfully submitted,



Dirk Brazil
City Manager

2014-16 GOALS

WORKING TOGETHER TO MAKE DAVIS
A BETTER PLACE TO LIVE, WORK, VISIT AND PLAY.



Ensure fiscal resilience

Drive innovation and economic vitality

Pursue environmental sustainability

Build and promote a vibrant downtown

Promote community

Fund, maintain and improve infrastructure

Ensure a safe and healthy community

Foster positive workplace dynamics



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GOAL 1: ENSURE FISCAL RESILIENCE		
	Objectives	Tasks
1	Ensure that fee structures are legally sound, related to policy goals and should clarify implicit and explicit subsidies.	<p>A. Complete User Fee study</p> <ul style="list-style-type: none"> • Calculate the full cost for providing a service (Spring/Summer 2015). • Prepare Administrative Draft (Summer 2015) • Consult user groups and stakeholders prior to the draft report being brought to Council for consideration and adoption (Fall 2015). • Identify current subsidies for policy consideration by the Council (December 2015). <p>B. Complete Development Impact fee study.</p> <ul style="list-style-type: none"> • Identify potential issues such as infill development; adding an administrative fee, and possible blending of rate and facility needs. <p>C. Adopt agreed-upon mechanism for annual fee increase and the fee basis (methodology) will be reviewed every five to seven years.</p>
2	Sustain a 15% General Fund reserve and appropriate reserves for other fund sources.	<p>A. Revise 2006 City of Davis General Fund reserve policy to reflect the Government Finance Officers Association (GFOA) recommendation that two months of total General Fund expenditures be set aside as a reserve (equivalent to approximately 16 percent).</p> <ul style="list-style-type: none"> • Consider whether the policy should include setting aside funds for prepaying pension costs and additional Other Post Employment Benefit (OPEB) retirement costs. <p>B. Review and analyze fund balances and establish reserve policy for other critical funds such as Water, Wastewater, Infrastructure as well as for Replacement and Maintenance costs,</p>
3	Look at a variety of approaches to revenue while providing a balanced look at long-term expenditures.	<p>A. Develop Fiscal Resilience Plan which includes the following elements:</p> <ul style="list-style-type: none"> • Develop an Infrastructure Replacement Plan. This includes a long-term Capital Improvements plan and facility replacement and maintenance plan (see Goal 6, Objective 3 for details). • Identify possible sources of revenue such as Utility Users Tax • Develop an Asset Management Plan. Identify opportunities to sell or lease City assets for revenue (see Goal 6, Objective 2, Task D for details). • Update Investment Strategy. Review existing City Investment Policy and practices.

<p>4</p>	<p>Seek increased cost efficiency in service delivery, while maintaining high quality city services.</p>	<p>A. Explore and acquire new enterprise software for City operations i.e. fiscal services, budgeting, utilities, Building, Planning, Public Works, Code, etc. Fiscal software will be done, first.</p> <p>B. When appropriate, examine other service delivery models, such as contracting.</p> <p>C. Evaluate Building Division processes to increase effectiveness and efficiency.</p> <ul style="list-style-type: none"> • Explore web-based building permits. • Explore Tech Upgrades for Inspections. <p>D. Complete an upgrade to the inventory of municipal real estate holdings/leases and cash flow.</p>
<p>5</p>	<p>Ensure labor contracts reflect long-term sustainability to support delivery of services.</p>	<p>A. To assist in keeping track of how expenses are doing vis-à-vis revenues, both are projected five years out with known cost factors and assumptions factored into the Midyear fiscal report. These projections are updated and included in the Annual Budget.</p> <p>B. Cost analysis is done before labor negotiations begin and continues throughout the process. Part of the analysis usually includes compensation surveys of positions in other cities.</p>
<p>6</p>	<p>Work with other agencies/jurisdictions/third parties to consolidate common services where it is mutually beneficial and where resources can be maximized.</p>	<p>A. When appropriate, City can explore opportunities such as shared training or procurement with other jurisdictions. For example, training with the Davis Joint Unified School District; possible contracts with the County for Geographic Information Services.</p>

GOAL 2: DRIVE ECONOMIC INNOVATION AND VITALITY		
	Objectives	Tasks
1	Implement the Innovation and Economic Vitality Work Program and Action Plan approved by Council in May 2014	A. As identified in Objectives 2 through 6 below, staff will work with community groups and organizations to facilitate support entrepreneurship and access to business support services to strengthen the entrepreneurial network and to provide opportunities for local business growth
2	Facilitate business development through entrepreneur and startup support	<p>A. Facilitate dispersed innovation center strategy by:</p> <ul style="list-style-type: none"> • Completion of EIRs and public hearings for innovation center applications. • Support the community decision-making process on Measure R regarding innovation centers and Nishi Gateway through education regarding challenges and opportunities. • Conduct regular outreach regionally and nationally through social media and regional events to market Davis as a desirable location for innovation and startup businesses. • Attend UC Davis meetings with administration, colleges and programs to support the universities efforts in tech transfer and startups <p>B. Support entrepreneurs and startups by conducting outreach in conjunction with Davis Roots, JumpStart Davis, and UC Davis programs, including Ag Innovation Center, Graduate School of Management, Engineering College's startup incubators.</p> <p>C. Promote community amenities and quality of life in Davis that attract young technologist, Millennials, and the Creative Class.</p> <ul style="list-style-type: none"> • Outreach to regional user groups through attending local and regional events, including JumpStart Davis Meetup, TEDxUCDavis, Sacramento Regional Startup Builders and Startup Grind.
3	Increased engagement with UC Davis and regional academic and research institutions	<p>A. Regularly meet with UC Davis administration and academic programs to strengthen university/community partnerships.</p> <p>B. Conduct outreach to local tech businesses specifically associated with UC Davis to gain feedback on City's challenges and opportunities for business growth and expansion.</p> <p>C. Engage the administration of the local schools and clubs to increase access to STEAM (<i>science, technology, engineering, arts and agriculture, and math</i>) educational opportunities.</p> <ul style="list-style-type: none"> • Support local robotics club Citrus Circuits as Advisory Board member.

<p>3</p>	<p><i>(continued)</i></p>	<ul style="list-style-type: none"> • Planning support for makerspaces, like Hacker Lab, to identify and execute on lease in Davis. <p>D. Work with City staff and UC Davis to identify additional volunteer internship opportunities.</p> <p>E. Support UC Davis Technology Transfer objectives.</p> <ul style="list-style-type: none"> • Regular meetings with Office of Research/Venture Catalyst to identify ways to support events and activities. • Participate in working groups on Agtech for Graduate School of Management and World Food Center. • Attend UC Davis events, seminars and forums about innovation as City representative.
<p>4</p>	<p>Develop Davis as a visitor destination</p>	<p>A. Facilitate Development of a Hotel Conference Center.</p> <p>B. Partner with US Bicycling Hall of Fame to help facilitate its continued health and vitality.</p> <ul style="list-style-type: none"> • Work with Hall to develop an RFP to create a café concept within the Hall. • Provide support for Induction Ceremony and Bike and Brew Fest. • Work with Hall to determine improvements to 3rd and B Street facility (entryway modifications and signage). <p>C. Explore options and establish priorities/funding for improved community identification from I-80 and Hwy 113.</p> <p>D. Work with Yolo County Visitors Bureau to increase Visitor Attraction Assessment from 1% to 2%.</p> <p>E. Provide Yolo County Visitors Bureau an annual list of attractions the City of Davis would like to promote</p>
<p>5</p>	<p>Develop a diverse economy through expanding the support network for local business</p>	<p>A. Conduct business visits with local business organizations and regional partners to assess challenges and opportunities for businesses in Davis.</p> <p>B. Conduct business surveys on coordination with local business organizations and regional partners.</p> <p>C. Conduct industry specific business roundtables to establish specific needs and identify concerns.</p> <p>D. Hold regular broker and landowner outreach meetings to identify opportunities and challenges</p> <p>E. Provide support through outreach on behalf of business service organizations like the Davis Chamber, Downtown Davis, Workforce Investment Board and Small Business Development Center.</p>

<p>5</p>	<p><i>(continued)</i></p>	<ul style="list-style-type: none"> • Include links to the resources on the City's new Website • Meet regularly with the organizations to determine ways that City can facilitate development of additional resources for businesses. <p>F. Encourage community-wide support through regular outreach for the "buy local" programs of Downtown Davis and the Davis Chamber.</p> <p>G. Explore policy on preference for "buy local" in purchasing activities by the City and community organizations like the Davis Chamber and Davis Downtown Association.</p>
<p>6</p>	<p>Engage in local and regional leadership</p>	<p>A. Actively engage local and regional partners like Sacramento Metro Chamber, Greater Sacramento Economic Council, Sacramento Area Council of Governments, Valley Vision, Urban Land Institute, Local Government Commission, League of California Cities and UC Davis to:</p> <ul style="list-style-type: none"> • Share and learn best practices in land use, sustainability and economic development. • Develop improved systems and processes for land use and economic development. <p>B. Work proactively with Yolo County and LAFCO on development of tax sharing agreements and review of Innovation Center proposals and Nishi</p> <p>C. Attend meetings and events of local and regional innovation organizations like Davis Roots, JumpStart Davis, SARTA and Innovate North State to learn best practices for entrepreneur and startup support and tech business development.</p> <p>D. Continue agency leadership on the Yolo Rail Realignment Partnership project through:</p> <ul style="list-style-type: none"> • Actively lead on project through attendance at Yolo County agency workgroup regular meetings, identification of future funding sources and ongoing government relations with railroads and external partners. • Administrate and execute US EDA grant for assessments on redevelopment/reuse, economic analysis and potential funding sources for project. <p>E. Develop access to broadband and robust communications services, through:</p> <ul style="list-style-type: none"> • Work with our agency partners to finalize the Yolo Broadband Consortium's 'Broadband Strategy Plan'.

<p>6</p>	<p><i>(continued)</i></p>	<ul style="list-style-type: none"> • Develop working groups with community organizations and volunteers to implement findings from the 'Broadband Strategy Plan' - including members of the public, UC Davis, Davis Community Network, DavisGig, school district and business groups. • Report back to Council on the opportunities and challenges to full broadband deployment in Davis, based on assessment conducted by working groups. • Continued engagement in the Yolo Broadband Consortium to identify and facilitate solutions to broadband service issues in Davis and the region.
<p>7</p>	<p>Maximize benefits of existing inventory and increase supply of flexible business space.</p>	<p>A. Adopt amendments to streamline non-controversial planning entitlements.</p> <ul style="list-style-type: none"> • Draft and adopt Office/R&D Zoning District ordinance. • Draft and adopt zoning ordinance changes to make Final Planned Developments/Revised Final Planned Developments for "minor" projects an administrative review process. • Draft and adopt zoning amendment to eliminate requirement for a CUP for buildings over two stories in the downtown. <p>B. Explore creation of a Zoning Administrator role for project reviews and determine whether to proceed.</p>
<p>8</p>	<p>Highlight and support unique aspects of Davis, such as agriculture, sustainability and technology.</p>	<p>A. Promote Davis as a center of innovation for sustainability businesses by:</p> <ul style="list-style-type: none"> • Explore the implementation of a Community Choice Energy program and policies specifically targeting or incentivizing businesses and organizations aligned with the City's GHG reduction goals. • Recruit businesses that are positioned to be climate resilient and leaders in developing market based solutions to climate related environmental and economic disruptions. • Support and advance the on-going work of the UC Davis Energy Efficiency Center and related research centers. <p>B. Attend and participate in UC Davis hosted forums, summits and meetings to assist them in exploring ways to develop and improve programs in agriculture, sustainability and technology.</p>

9	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.	<ul style="list-style-type: none">A. Complete evaluation of formation of Arts Alliance, based on Council direction.B. Identify parameters and formally establish an arts district.C. Identify pilot projects for public art, e.g. utility box murals. (Phase 1)D. Update public art inventory and maintenance requirements.E. Identify additional opportunities for art on city-owned properties.F. Re-establish annual grant program, providing opportunities for local artists and organizations to apply for small grant funding.G. Research private development art funding opportunities.
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GOAL 3: PURSUE ENVIRONMENTAL SUSTAINABILITY		
	Objectives	Tasks
1	Reduce the community's carbon footprint and achieve measurable GHG emission reductions, including reduction of Vehicle Miles Traveled (VMT).	<ul style="list-style-type: none"> A. Evaluate energy efficiency and renewable energy production program for city operations to achieve cost savings and GHG reductions consistent with the CAAP. B. To implement the City's Climate Action and Adaptation Plan, collaborate with organizations promoting sustainable programs/projects, such as Valley Climate Action Center, Cool Davis Foundation, UC Davis, etc. C. Evaluate street corridors for opportunities to coordinate signals to reduce total wait time for motor vehicles. D. Update and implement Parking Lot Shade ordinance to reduce the heat island effect. E. Replace 10% of the City fleet vehicles with hybrids to reduce city gas consumption where operationally feasible. F. Complete Electric Vehicle Readiness Plan (grant approved) – also see Goal 6, Objective 4. G. Based on results of EV Readiness Plan, identify priorities and funding for installation of charging stations at city facilities. H. Continue to support the ongoing Georgetown University Energy Prize, including identification of staffing and funding needs and revenue sources to support the effort. I. Update GHG reduction requirements for new residential development projects. J. Identify appropriate thresholds and develop GHG reduction requirements for non-residential and mixed-use development projects.
2	Continue to pursue implementation of farmland protection and habitat conservation through acquisition of open space/easements.	<ul style="list-style-type: none"> 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. B. Continue to work with local land trusts and the County Habitat Conservation JPA and Yolo Natural Habitat Program to preserve important farmland and habitat areas. C. Staff participation in review and completion of administrative drafts of the County JPA Habitat Conservation Plan. D. Complete cooperative funding agreement with County JPA on Habitat Conservation Plan.

<p>3</p>	<p>Conserve resources in an environmentally responsible manner; increase water and energy efficiency of existing resources and explore alternatives.</p>	<p>A. Continue to implement the City's Urban Water Management Plan and Integrated Water Resources Study.</p> <p>B. Adopt an ordinance and implement a public education effort to permit and encourage residential gray water and rain catchment systems.</p> <p>C. Implement physical modification of West Area Pond to manage open water habitat using less supplemental water.</p> <p>D. Fund and implement at least five rebate programs addressing water, waste water and solid waste related resources.</p> <p>E. Create a rewards and recognition program to promote businesses participating in the Partners for a Greener Davis program.</p> <p>F. 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.</p>
<p>4</p>	<p>Prioritize actions to implement Climate Action and Adaptation Plan across Council goals.</p>	<p>A. Develop annual Sustainability work plan within the Sustainability Division of CDS to direct and prioritize work efforts, in alignment with CAAP and City Council Goals.</p> <p>B. Identify grant opportunities to help fund ongoing existing City Sustainability work plan and CAAP.</p>
<p>5</p>	<p>Advance development of community energy plan. Expand alternative energy facilities, such as community solar facilities and other competitive technologies.</p>	<p>A. Form advisory committee to explore options related to Community Choice Energy and make recommendations on CCE to City Council.</p> <p>B. Return to City Council with implementation options for the Davis FREE plan.</p> <p>C. Facilitate expansion of residential and commercial solar and renewable energy generation in the Davis area.</p> <ul style="list-style-type: none"> • Work cooperatively with PVUSA on solar facility expansion. • Identify additional commercial renewable energy generation opportunities. • Work with local partners, such as Cool Davis, to identify ways to expand renewable energy generation, especially focused on GHG reduction.

GOAL 4: BUILD AND PROMOTE A VIBRANT DOWNTOWN		
	Objectives	Tasks
1	Improve downtown as a bicycle and pedestrian friendly destination for residents and visitors.	<ul style="list-style-type: none"> A. Implement City Council adopted Downtown Parking Task Force Recommendations. B. Encourage and support local businesses to become Bicycle Friendly Businesses (Bicycle Action Plan) C. Improve bicycle parking availability by adding more long-term racks; providing portable temporary bike racks for special events; and removing abandoned bikes on a regular basis. D. Investigate more lane sharing markings and/ or the regular temporary closings of a street to vehicular traffic. E. Work with Davis Downtown to promote downtown as a low carbon shopping option. F. Increase the newly formed downtown beautification donation fund in order to add decorative lighting to downtown trees and storefronts. G. Assess E Street and G Street plazas for improvements and maintenance to include repair or replacement of pavers, drainage issues, landscaping, signage, etc. and identify funding options. H. Work with Downtown Davis, Arts Alliance, and YCVB on comprehensive downtown banner plan and identify funding options.
2	Utilize City-owned property to support economic development goals.	<ul style="list-style-type: none"> A. Maintain vibrant tenants in Historic City Hall, Varsity Theater, Hunt Boyer and the US Bicycling Hall of Fame. B. Evaluate feasibility of leasing former paratransit office in Depot building. C. Develop RDA Successor Agency property management plan. D. Support continued partnership with Davis Roots in Hunt Boyer Mansion.
3	Advance densification and infill opportunities. Promote mixed use.	<ul style="list-style-type: none"> A. Implement SACOG Technical Assistance grant to assess opportunities and constraints to downtown development, utilizing case study site(s). B. Engage with Downtown owners, developers, brokers, to identify constraints to downtown development. C. Prepare a resolution for City Council adoption that gives direction on how to reconcile downtown policies, standards and guidelines. Clarify directions where there are existing tensions and conflicts. D. Identify potential development standard amendments from A-C above and develop implementation plan and schedule.
3	<i>(continued)</i>	<ul style="list-style-type: none"> E. Adopt zoning code amendment to remove CUP requirement for buildings over two-stories (also see Goal 2, Objective 7).

		F. Coordinate with multi-agency Yolo Rail Realignment project to determine infill and transportation opportunities within the downtown along existing north-south rail right-of-way.
4	Enhance downtown ambiance.	<p>A. Downtown green waste containerization implementation plan (Downtown Parking recommendation).</p> <p>B. Evaluate receptiveness of existing on-street dining/parklets and develop guiding policy.</p> <p>C. Coordinate with development projects and utility/roadway projects to identify opportunities for paving/landscaping enhancements.</p>
5	Continue to pursue arts and entertainment activities downtown.	Refer to Goal 2, Objective 9 for detailed discussion.
6	Improve downtown as a destination, both for Davis residents and for visitors.	<p>A. Complete application processing for hotel conference facility.</p> <p>B. Complete environmental review and application processing for Nishi Gateway.</p> <p>C. Complete installation of downtown way-finding signs Phase 1.</p> <p>D. Fund and complete installation of downtown way-finding signs Phase 2</p> <p>E. Replace, remove and/or relocate current trash and recycling bins to reduce trash overflow and increase recycling downtown.</p> <p>F. Complete PSR for Richards Interchange Improvements, identify funding for construction.</p> <p>G. Cooperate with Chamber and Downtown Davis Association to bring Davis Arch proposal to City Council for review and direction.</p> <p>H. Develop post RDA mechanisms to finance "community investment projects" potentially collaborating with other cities in Yolo County.</p>
7	Ensure user friendly visitor information is available in the downtown area.	<p>A. Work with downtown partners (YCVB, DD, and Davis Chamber) to stock downtown map cases with general info brochures and special events information.</p> <p>B. Work with Police Department Volunteer Program to enhance and expand Downtown Hosts program.</p> <p>C. Develop interpretive signage downtown for:</p> <ul style="list-style-type: none"> • Bike lanes anniversary • Train Depot

GOAL 5: PROMOTE COMMUNITY		
	Objectives	Tasks
1	Strive to provide transparency, valuable information to citizens in a timely, efficient, effective and respectful manner and actively seek input and feedback from the community.	<p>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.</p> <ul style="list-style-type: none"> • Develop a multi-dimensional Strategic Communication Plan and funding strategy. • Utilize Davis Together (electronic Newsletter) with minimum twice monthly newsletters to share city information. Increase number of recipients. • Encourage input from appointed bodies and ensure reporting to all Councilmembers. • Fully implement and coordinate various electronic customer service models that result in timely feedback to the customer and regular Council review at all levels. • Increase participants in city social media and electronic communication sites to improve outreach to the public contacts by 10% annually. • Provide easily accessible up-to-date City information and services 24/7 to residents, businesses and visitors using various e-platforms. Use interactive technology (social media) to integrate news, videos and photos in featured content. • Develop a citywide searchable calendar. <p>B. Complete Records Retention Schedule Update and Implementation.</p> <p>C. Finish migrating data and information to new City-wide Website and launch new portal.</p> <p>D. Complete review of required financial disclosures for commissions.</p>
2	Create community dialogue opportunities to seek input and feedback from the community.	<p>A. Utilize Davis Together: Engage (online survey and reporting tool known as Mindmixer) to inform, educate engage and interact; to enhance civic engagement; promote shared collaboration, decision making and foster community problem-solving.</p> <p>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) and hosting a rotating weekly Councilmember web chat, etc.</p>

<p>2</p>	<p><i>(continued)</i></p>	<p>C. Continue to support Yolo Conflict Resolution Center through provision of space and referrals. Review relationship annually.</p> <p>D. Revise commission term ending dates, as per Council direction. Complete recruitment (2014) of commissions and commission training for members and liaisons.</p>
<p>3</p>	<p>Foster sense of community and community pride.</p>	<p>A. Sponsor, manage and/or support events to foster a sense of place and pride within the community.</p> <ul style="list-style-type: none"> • Picnic Day (support) • Community Day of Service (sponsor) • May is Bike Month (sponsor) • July 4th Celebration (sponsor) • Davis Neighbors Night Out (sponsor) • Annual Holiday Tree Lighting (sponsor) • City of Davis 2017 Centennial (sponsor) • Davis Farmers Market (support)
<p>4</p>	<p>Ensure the housing supply is accessible to all and promote positive community relations.</p>	<p>A. Draft the Universal Access Ordinance and present to Council for action.</p> <p>B. Amend existing public information, summaries and handouts for Accessory Dwelling Units (ADU).</p> <p>C. Continue fulfilling the City's role in providing resource and referral information for tenant/landlord fair housing issues. <i>May require additional staffing.</i></p> <p>D. Identify potential issues that renters and landlords face and determine the need for a Renters Ordinance.</p> <p>E. Bring forward renters ordinance options for Council consideration.</p> <p>F. Obtain HCD certification of General Plan Housing Element.</p> <p>G. Adopt zoning amendments to secondary dwelling unit process and standards.</p>
<p>5</p>	<p>Increase, maintain and improve the supply of affordable housing in a post-Redevelopment environment.</p>	<p>A. Complete the Request for Proposals process for the city-owned affordable housing sites.</p> <p>B. Work with Yolo County Housing to complete the rehabilitation of Pacifico Affordable Housing.</p> <p>C. Work with Cannery developers on financing for the Cannery Lofts affordable apartment complex.</p>

<p>5</p>	<p><i>(continued)</i></p>	<p>D. Facilitate affordable housing components of infill housing projects targeting varying income levels and needs.</p> <p>E. Monitor and partner with affordable housing owners to ensure the preservation of existing affordable housing supply. Requires additional staffing to continue at pre-Redevelopment levels.</p> <p>F. Work with CHOC to complete rehabilitation of Sterling Court, Rosa Parks, Sojourner Truth and Olive Court apartments.</p> <p>G. Implement housing steps related to the Social Services Strategy (see 6B.) and determine staffing strategy.</p> <p>H. Return to City Council to discuss next steps related to the GAMAT affordable housing units.</p> <p>I. Process resale and refinance reviews of affordable ownership housing units to ensure ongoing compliance with requirements and availability of affordable housing units. Complete periodic review and updates to the Affordable Housing Ordinance, assessing its ongoing effectiveness in relation to market fluctuations. Pending updates include:</p> <ul style="list-style-type: none"> • Removal of Accessory Dwelling Unit provision and addition of option to restrict existing units to meet requirements. • Update to the In-lieu Fee Amount and Use. • 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. <p>J. Explore opportunities to increase affordable housing options for students, including potential partnership with UC Davis in the development of affordable housing on campus.</p> <p>K. Develop options for how to approach next General Plan Land Use update (and other related GP chapters) – including identification of timelines, community engagement options, costs and funding options. Present options to the Planning Commission and City Council for direction.</p>
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GOAL 6: FUND, MAINTAIN AND IMPROVE INFRASTRUCTURE		
	Objectives	Tasks
1	Evaluate water conservation strategies on greenbelts and in parks and include community participation.	<p>A. Inventory all water meters.</p> <p>B. Collect and summarize consumption data.</p> <p>C. Develop planting and watering conservation strategy/plan, involving community volunteers where possible.</p> <p>D. Replant traditional turf species with low stature native or near-native grass species, involving community volunteers where possible.</p> <p>E. Continue pilot program of turf removal / modification implemented as part of North Davis Channel project.</p> <p>F. Apply for grant funding through the DWR Water-Energy grant program.</p>
2	Develop plans and funding strategies to address the long term needs of the community in planning for infrastructure and city assets.	<p>A. Develop a clear and transparent funding reserve policy for infrastructure.</p> <p>B. Survey community groups to determine long term needs, desires, and priorities.</p> <p>C. Assess existing condition of city assets and infrastructure:</p> <ul style="list-style-type: none"> • Transportation • Facilities • Storm water <p>D. Develop strategy to maximize use of under-utilized City buildings and facilities.</p> <p>E. Survey the City's streets and bike paths for condition and maintenance assumptions on a regular basis to update our pavement maintenance program.</p>
3	Sustain existing infrastructure, identifying areas where improvements are necessary.	<p>A. Develop a comprehensive preventative maintenance schedule for all city assets and infrastructure.</p> <p>B. Develop individual long range replacement plans for all major asset categories.</p> <p>C. Complete a comprehensive corrosion control study to determine strategy to efficiently extend the life of our water distribution system.</p> <p>D. 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.</p> <p>E. Adopt Updated Transportation Improvement Plan.</p>

<p>4</p>	<p>Provide a safe and efficient circulation system.</p>	<ul style="list-style-type: none"> A. Improve bike circulation and safety, with priority near schools and parks with wayfinding signage. B. Adopt enhanced transportation striping guidelines that increases safety, avoids confusion and minimizes GHG emissions from motor vehicle. C. Install two Rapid Rectangular Flashing Beacons at key crossing locations per recommendations from the City's Walk and Bike Audit and funded through an existing SRTS grant. D. Complete the California Energy Commission EV charging grant study, with goal to expand EV charging in Davis.
<p>5</p>	<p>Address long-term maintenance and funding needs for parks, open spaces and wildlife habitat areas.</p>	<ul style="list-style-type: none"> A. Explore sustainable funding sources for the urban forest budget to reduce general fund needs. B. Investigate and apply for grants applicable to wildlife habitat maintenance and management.

GOAL 7: ENSURE A SAFE AND HEALTHY COMMUNITY		
	Objectives	Tasks
1	<p>Maintain efficient and highly trained public safety staff.</p>	<ul style="list-style-type: none"> A. Continue to provide initial Crisis Intervention Training (CIT) to Police Department personnel, and develop an update training protocol, with the intent to establish and maintain a police response environment where best practices in working with persons with actual or perceived mental illness are employed. Increase and maintain the ratio of CIT trained, non-probationary Sworn and Dispatch personnel to 80% by year-end 2015, and 100% by year-end 2016. B. Increase emphasis on de-escalation strategies and interpersonal communication skills ("Tactical Communications" or "TacCom") for sworn staff as an alternative to using force through a training and skill-maintenance schedule that will elevate the ratio of TacCom trained officers to 100% by end of year 2015. C. Develop 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. D. Develop a periodic/regular training protocol for Police Department personnel on how to effectively resolve noise, party, and nuisance issues in neighborhoods; including utilizing Code Enforcement and the potential "Student Ambassador" program. E. Disseminate information to officers on at least a weekly basis identifying high crime areas; crime trends; and persons-of-interest, arrestees and associates; as well as sharing information and criminal intelligence from other law enforcement agencies. F. Emphasize and train the principals 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. G. Develop strategies to reduce the specter of biased policing. (e.g. Develop methodologies to involve front-line personnel in casual, non-enforcement interactions with diverse components of the community, work with expert(s) in the field of unconscious bias (consultant/facilitator) to create and conduct a refined and innovative unconscious bias training curriculum for Police Departmental personnel, etc.) H. In the interest of possible expansion of the K-9 program to two working dog teams, compile data on 1) current K-9 officer/team deployments and outcomes, and 2) those circumstances where K-9 would have been beneficial, but was unavailable. I. Develop a comprehensive training plan meeting regional goals of standardization while addressing local needs. J. Research and develop training that is effective, efficient, and accessible.

<p>1</p>	<p><i>(continued)</i></p>	<ul style="list-style-type: none"> K. Evaluate and revise department policies, materials, and procedures within the scope of training to promote individual employee development. L. Promote personal accountability, growth and development, and the meeting of workplace expectations for all employees. M. Incorporate advanced supervisory training throughout all levels of the organization.
<p>2</p>	<p>Ensure that the public safety services provided are visible, understood and valued by the community; build trust and a sense of accountability; and provide opportunities for greater positive visibility for police and fire employees throughout the community.</p>	<ul style="list-style-type: none"> A. Work with the Davis Human Relations Commission to 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. B. Conduct at least four open community workshops each year addressing emerging public safety issues and/or crime trends. (Include representatives from the entire hierarchy of the Police Department.) C. Hold informal coffee conversations in different parts of the community to discuss issues of community/neighborhood crime and equity concern. D. Work with the faith community to establish regular/recurring, informal coffee meetings to discuss issues of mutual concern. E. Re-establish the annual "Public Safety Day" open house to showcase educate the community on the programs, equipment, and functions of the Police Department. F. Implement an alternative complaint resolution process for resolving citizen complaints through informal mediation. G. Establish a closer working relationship with Davis Downtown and the Davis Chamber of Commerce to improve communication about public safety issues that affect local businesses. H. Continue to participate at High School and Jr. High School educational forums on topics such as drug/alcohol abuse, truancy, violence reduction, and bullying. I. Re-establish the Citizen Academy program and conduct at least one session each year. J. Continue to nurture the City Volunteer program and broaden the use of PD Volunteers (VIPs) to provide expanded services and/or restore discontinued services. K. Conduct educational outreach seminars with property management companies regarding rental properties deemed "nuisance houses." L. Create a user friendly email listserv to assist with the dissemination of information to neighborhood watch members. M. Stay abreast of emerging/popular trends in social media platforms with an intent to continually improve and increase the lines of effective communication available to disseminate crime information to citizens.

<p>2</p>	<p><i>(continued)</i></p>	<p>N. 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.</p> <p>O. Continue to bring to the community's and the Council's attention recommendations for the creation of new ordinances, or amending/eliminating existing ordinances, in the interest of nurturing good/effective law enforcement, reducing fear, and creating opportunities for community tranquility.</p> <p>P. Work with the Student Liaison Commission and the ASUCD student government to create a "Student Ambassador" program where student volunteers can assist with neighborhood party/noise problems.</p> <p>Q. Seek to expand the School Resource Officer and Adopt-a-School Programs through alternative and/or supplemental funding opportunities and through the use of volunteers.</p> <p>R. As part of our law enforcement role associated with the California Prison Realignment (AB109), develop and maintain a tracking system for all Post Release Community Supervision (PRCS) offenders and parolees. Actively monitor probationers and parolees and work with the Probation Department and other stakeholders in implementing the Yolo County, California Strategic Realignment Plan.</p> <p>S. Promote Fire Operations Bureau involvement in community outreach.</p> <p>T. Cultivate partnerships with other organizations to support department services.</p> <p>U. Develop and implement a comprehensive branding, marketing, and social media plan to increase department visibility and risk reduction.</p> <p>V. Fully develop and utilize the external website to provide meaningful tools and information for citizens.</p> <p>W. Develop and offer community education and training programs designed to inform citizens of the challenges and opportunities regarding fire and emergency services.</p>
<p>3</p>	<p>Create and maintain a built environment that promotes safety and well-being.</p>	<p>A. Explore standards for incorporating tree planting into the infrastructure.</p> <p>B. Complete update of infill development guidelines and greenbelt standards for infill development.</p> <p>C. Incorporate Crime Prevention through Environmental Design (CPTED) principles into the land development and construction, plan and review processes.</p> <ul style="list-style-type: none"> • Provide training to key Police, Public Works, and Community Development staff, as needed. • Integrate the application of these principles into the City Development Review Team process.

<p>4</p>	<p>Utilize the three “e’s” (education, enforcement and engineering) to improve traffic safety.</p>	<p>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.</p> <p>B. Establish a schedule for conducting regular/recurring – at least four times per year – education/enforcement campaigns focused on bicycle and pedestrian safety.</p> <p>C. Conduct at least three school-specific bicycle rodeos for elementary school-aged students each year.</p> <p>D. 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, by:</p> <ul style="list-style-type: none"> • Ensuring those roadway segments are in compliance with Engineering and Traffic Surveys so targeted speed enforcement can occur, and • Coordinating high-visibility traffic enforcement focused on speed and other unsafe driving conduct. <p>E. Analyze and disseminate information to traffic and beat officers regarding collision statistics and contributing factors in collisions in order to focus resources for directed enforcement. Traffic Unit resources will be deployed to those areas where increased police visibility and/or enforcement is needed.</p> <p>F. Conduct two DUI checkpoint operations in the City each year.</p> <p>G. Increase the ratio of non-probationary patrol officers with current radar/LIDAR certifications to 100% through a biennial refresher training schedule.</p> <p>H. Create deployment model that increases the employment of bicycle patrol strategies to help with bike and traffic safety initiatives, patrol parks and greenbelts, and act as informal PD ambassadors. Objective will be an average of two hours per shift week, per patrol officer.</p>
<p>5</p>	<p>Pursue and promote policies that promote encourage healthy lifestyles.</p>	<p>A. Consider smoking ban in multi-family complexes.</p> <ul style="list-style-type: none"> • Outreach to local stakeholders (apartment owners and the community) including information posted on City’s Community Health Webpage. • Return to Social Services Commission and other stakeholders for input/recommendation. • Bring recommendations to Council. <p>B. Ensure safe and accessible routes to schools located in Davis.</p> <ul style="list-style-type: none"> • Implement Street Smarts program – see work plan.

<p>5</p>	<p><i>(continued)</i></p>	<p>C. Work with partners to eliminate bullying.</p> <ul style="list-style-type: none"> • Coordinate with DJUSD, Davis Phoenix Coalition, YCRC and other relevant community partners to schedule and promote educational programs for youth and identify other resources to dissuade bullying. • Partner with HRC, Faith-based organizations, YCRC and other relevant community organizations to promote healthy conflict resolution. • Post information on the City's Community Health Webpage. <p>D. Require restaurants to make milk or water the default beverage in kids' meals.</p> <ul style="list-style-type: none"> • Outreach to local restaurants and development of ordinance. • Return to Social Services Commission. • Return to City Council with recommendations. <p>E. Develop and implement a Healthy Families microsite.</p> <p>F. Develop a tree planting plan for shading of all the bike paths.</p>
<p>6</p>	<p>Develop comprehensive city social services strategy, in collaboration with public and private service providers, focusing on vulnerable populations.</p>	<p>A. Ensure children 0-5 years old are screened for developmental and behavioral challenges.</p> <ul style="list-style-type: none"> • Partner with local child development organizations to advocate at the state level for legislation for policy changes to support this objective. <p>B. Develop comprehensive city social services strategy.</p> <ul style="list-style-type: none"> • Identify existing programs available to vulnerable populations residing in Davis. • Complete the Community Block Development (CDBG) and HOME Investment Partnerships (HOME) Five-Year Plan process through the completion of the City's Consolidated Plan and use that information to inform this process. • Create area-specific workgroups (staff- city and county, applicable agencies, faith-based, businesses, etc.) to brainstorm needs and solutions. • Conduct ongoing outreach and coordination with the Yolo County Homelessness and Poverty Action Coalition (HPAC) as the commission workgroups meet. • Complete a draft strategy using the information from the workgroups.

<p>6</p>	<p><i>(continued)</i></p>	<ul style="list-style-type: none"> • Receive community feedback on draft strategy at Social Services Commission, Human Relations Commission and Senior Citizens Commission community workshop meetings. • Present to Council draft social services strategy and recommendations.4 • Continue administering the Social Services Commission and its community discussions, and work within its scope areas, including: affordable housing, accessibility, community health, social services and homelessness. • Create a sustainable funding strategy. <p>C. Complete annual CDBG/HOME Grant process and continue ongoing administration to fund programs and services in support of Social Services Strategy.</p> <p>D. Distribute children’s dental information.</p> <ul style="list-style-type: none"> • Post information on the city’s Community Health Webpage. • Partner with community organizations including CommuniCare, First Five, and other community groups who work with children to supply children’s dental health information. <p>E. Pursue grant opportunities to assist with implementation of the overall objective.</p> <p>F. Provide pamphlets, flyers, and other informational material at social service locations and libraries identifying what services are available in the city and county.</p>
<p>7</p>	<p>Plan for resiliency for local and regional impacts associated with climate change</p>	<p>A. Identify funding for assessment of local climate related vulnerabilities and development of a local action plan.</p> <p>B. Participate in regional efforts to address climate related vulnerabilities</p>

GOAL 8: FOSTER POSITIVE WORKPLACE DYNAMICS		
	Objectives	Tasks
1	Foster productivity, learning and growth, and recognize employees as the foundation of success and provide employees with the resources they need to be productive.	<ul style="list-style-type: none"> A. Provide a diverse selection of training opportunities based on employee needs/wants. This will be accomplished by conducting an annual employee survey that focuses on training needs followed by a committee review comprised of representatives of each department and the bargaining units to prioritize training needs in order to ensure proper funding. B. Retain, support and cultivate employees by providing opportunities in training and career development throughout every employee's tenure, and by addressing the need to develop managers into well-trained, informed leaders. C. Create a strategy and internal structure for succession planning that supports the long term success of the organization and its employees. D. Promote utilization of cross divisional/departmental project teams. E. Provide a wellness program that includes training topics on stress relief, work life balance and exercise programs. F. Determine sustainable level of support to reinstitute the educational reimbursement program for employees, to provide assistance towards degree programs. G. Expand monthly team meetings with departments such as Public Works and Community Development, Public Works and Parks and Community Services, Parks and Community Services and Police to promote better communication among departments on current or emerging issues. H. Human Resources staff will visit departments quarterly to answer questions, provide updates and dispel rumors. I. Create an employee mentoring program for each City Department to help foster a philosophy of teaching and training employees so that we can promote within. J. Provide effective leadership training so that supervisors and managers are better able to address negative influences/actions/comments, and celebrate positive influences.
2	Maintain a competitive workforce by promoting an environment that retains and attracts a diverse, highly qualified and motivated workforce.	<ul style="list-style-type: none"> A. Establish/maintain employment contracts that are fiscally sustainable and competitive with other agencies. B. Continue cross-training of staff in areas outside their normal responsibilities, furthering efforts to be proactive in workload changes.

<p>3</p>	<p>Maintain a positive, productive and collaborative relationship between Labor and Management.</p>	<p>A. Communicate with labor groups on issues that concern employees.</p> <p>B. Solicit employee suggestions through conducting annual surveys with the Board of each bargaining group that addresses employee needs.</p>
<p>4</p>	<p>Maintain a clear strategic direction and policy guidance as a foundation for a creative and efficient work environment.</p>	<p>A. Review employee job descriptions and update to clarify roles and responsibilities, authority levels and reassign tasks as needed.</p> <p>B. Look for opportunities to improve efficiency through delegation of decision-making authority.</p> <p>C. Executive staff from each department to find opportunities to meet with employees from other departments to directly address work-related issues.</p> <p>D. Schedule two (2) departments each FY to plan and hold a moderated strategic planning or team building event that involves representation from management, supervision and line-level personnel.</p>
<p>5</p>	<p>Maintain/improve employee morale</p>	<p>A. Sponsor an employee picnic every spring and an employee service awards/end-of-year celebration.</p> <p>B. Establish and implement a program to recognize employee, supervisor and work team for outstanding performance.</p> <p>C. Provide communication from management in both email and paper format.</p> <p>D. Provide paycheck attachments quarterly update/newsletter to staff on key issues.</p> <p>E. Incorporate strategic use of technology, social media, the internet and other tools to inform and communicate with employees.</p> <p>F. Conduct an annual employee satisfaction survey.</p> <p>G. Provide informational brown bag meetings/workshops for employees.</p> <p>H. Look for opportunities to offer flexible schedules, work-from home schedules, gym memberships, improved ergonomic and better looking designs for old work stations/offices, new uniforms or varied dress options.</p>

