

STAFF REPORT

DATE: April 7, 2026
TO: City Council
FROM: Daryel Dunston, City Manager
Kelly Stachowicz, Assistant City Manager
SUBJECT: Council Goals 2026/2027

Recommendation

Approve the attached Council Goals (Attachment 1).

Fiscal Impact

Projects and actions with associated costs will come to Council individually for review and authority as per regular City policy.

Council Goal(s)

This item includes all Council Goals.

Commission Input

The Council Goals are under the direct purview of the City Council.

Background and Analysis

The City Council discussed and developed Council Goals for 2026 and 2027 at the February 23, 2026 City Council retreat. During that meeting, the Council discussed the various areas they felt it important to prioritize over the remainder of this calendar year and next year. Integrated Strategic Communications, who provided facilitation work for the City Council, and staff have taken what was discussed at the retreat and fleshed it out to include six strategic goals, Council policy statements and performance indicators.

The six strategic goals are proposed as follows:

- Fiscal Resilience
- Public Safety
- Economic Development
- Climate Resilient Infrastructure
- Housing
- Social Services for the Vulnerable

The policy statements flesh out the intent behind each goal, and the performance indicators provide Council and staff with concrete follow-up actions to ensure progress to implementing the goals.

The document is intended to be a high level, strategic overview of actions and areas the Council would like to prioritize over the next 1-2 years. It assumes that regular City operations will continue and therefore does not address every area of the City organization. And as with the previous Goals document, the intent was to keep the document short, direct, and easy to absorb.

Staff requests the City Council review this document and if comfortable with it, approve it. If there are changes, the City Manager will work with staff and the consultants to adjust the document and return to the Council at a future meeting for adoption.

Once approved, the City Manager will work with staff to incorporate the goals into workplans and reporting structures. Staff will provide annual updates to the Council, or more frequently upon Council request, with updates timed such that they can inform budget preparation.

Attachments

1. 2026/2027 Council Goals Document

DRAFT

CITY OF DAVIS CITY COUNCIL GOALS 2026/2027

DRAFT POLICY STATEMENTS & PERFORMANCE INDICATORS

April 2026

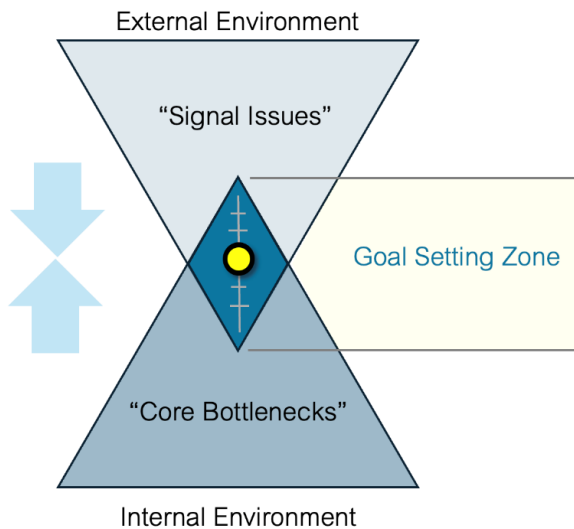
Overview

These City Council Goals for 2026 and 2027 are the product of a goal-setting public meeting held February 23, 2026, at the Veterans Memorial Center in Davis. They reflect the Council's collective direction for the next one to two years — a period forecasted to be defined by rising service demands, limited resources, and a fast-changing operating and planning environment. In times of change, organizations that articulate clear priorities outperform those that do not. These goals exist to keep the City focused, accountable to those it serves, and moving forward.

Governing Paradigm

Every city government operates within two environments simultaneously. The first is external – the forces, trends, and demands that originate outside the city. Examples include economic conditions, federal and state policy changes and budget pressures, service level expectations of residents and employers, and local impacts from transformative cultural or political trends. These generate "Signal Issues" — the pressures and priorities that arrive from the outside world and require local response or adaptation.

Exhibit 1: Governing Paradigm



The second environment is within the organization itself: its operating systems, working protocols, staff capacity, fiscal health, and technological and physical infrastructure. These generate "core bottlenecks" – the structural limitations that determine what a city can realistically plan, fund, and deliver.

The diagram illustrates these two environments as opposing triangles pressing toward each other, with the tension between them concentrated where they overlap. It is the point of maximum pressure, where external demands and internal realities mix.

The "Goal Setting Zone" marks the optimal place for Council goals to live. Not so abstract that they float above what the organization can execute. Not so granular that they descend into operational management, which is properly the domain of staff. Instead, effective Council goals strike a proper balance between outside and inside pressures. And depending on the planning year, signal issues may receive more attention (e.g., COVID impact years) but during a different time period the Council may prioritize resources and energy to address core bottlenecks inside the city, such as investing in new technology systems, staffing levels, or support infrastructure that increase efficiency and improve overall service delivery.

The six goals that follow are written to hold both realities in view — and to guide the City toward outcomes that are both meaningful and achievable, particularly as the City embarks on its General Plan Update.

2026-2028 GOALS AND PERFORMANCE INDICATORS

Goal No. 1 – Fiscal Resilience. The City of Davis will achieve greater fiscal resilience by addressing its structural General Fund deficit, rebuilding reserves, and aligning service levels with sustainable long-term revenues.

Council Policy Statement: The City of Davis will achieve long-term fiscal health by making disciplined, transparent choices about revenues, expenditures, and the use of reserves – ensuring the City can deliver valued services to residents within its means, while systematically addressing structural imbalances, deferred obligations, and aging technology infrastructure.

Performance Indicators:

- **Fiscal Outlook:** Update long-range financial forecast and present to Council annually, with clear documentation of the structural gap trajectory and corrective actions taken.
- **Reserve Policy:** Review General Fund reserve policy and update if necessary.
- **OPEB (Other Post Employment Benefits) Progress:** Present annual OPEB actuarial valuation to Council for policy considerations related to the City's OPEB liabilities.
- **Deferred Maintenance:** Develop a 5-year Capital Improvement Plan to address citywide deferred maintenance inventory and integrate the plan into the biennial budget process, with a prioritized reduction plan aligned to available budget.
- **Technology Modernization:** Launch ERP (Enterprise Resource Planning) replacement project by the end of calendar year 2026 and report milestones to Council annually.
- **Financial Transparency:** After completing the audited financials for fiscal years 2024 and 2025, present future audited financials to Council approximately 180 days after the fiscal year close, with plain-language summary for public distribution.
- **Community Awareness:** Develop and disseminate communications to increase community awareness about City finances and service levels.

Goal No. 2 – Public Safety. The City of Davis will ensure public safety for all residents through effective, accountable, equitable, and community-centered policing, fire, and emergency services.

Council Policy Statement: The City of Davis will maintain a public safety system that protects all residents, responds effectively to emergencies, maintains or improves response times, and builds genuine trust across every neighborhood and population using technology and partnerships responsibly, and ensures that public safety resources serve the whole community equitably.

Performance Indicators:

- **Service Delivery:** Provide annual public safety performance report to Council covering response times, call volume trends, and staffing levels relative to service demands.
- **Community Engagement:** Foster consistent, meaningful community engagement by Police and Fire through ongoing outreach efforts, including intentional engagement with historically underrepresented populations.
- **Technology Optimization and Accountability:** Advance public safety technology that measurably reduces workload through efficiency and automation, while prioritizing privacy and transparency; ensure any new technology is governed by a Council-approved use policy with clear equity, civil liberties, and oversight safeguards prior to deployment.
- **Vulnerable Population Coordination:** Expand upon existing service delivery models and pursue regional, multi-agency solutions to address the needs of vulnerable populations, including unhoused individuals, through coordinated efforts and shared protocols with Police, Fire, Social Services, and outreach providers
- **Community Safety:** Provide annual report on community safety and anti-discrimination initiatives, including participation metrics, documented incidents, and program reach across Davis neighborhoods and populations

Goal No. 3 – Economic Development. The City of Davis will accelerate economic development by implementing its adopted Economic Development Strategic Plan, which will strengthen the business climate, attract key industry investment, support small businesses, and grow a diversified tax base, while preserving the fiscal and environmental integrity that defines Davis.

Council Policy Statement: The City of Davis' Economic Development Strategic Plan is a flexible, living guide to inform decision-making, pursuing near-term revenue through asset monetization, revenue capture, and barrier removal, while building long-term conditions for a predictable, supportive, and environmentally friendly business climate, a dynamic downtown, and a compact, university-oriented community.

Performance Indicators:

- **Economic Development Strategic Plan Implementation:** Staff will develop quarterly newsletter, documenting real-time progress on plan objectives and present biannual summary report to Council.
- **Barrier Removal:** Complete a formal inventory of regulatory, permitting, and process barriers to business investment.
- **Downtown Vitality:** Complete a downtown public realm financing pre-plan; assess the seasonal activation programming outcomes, the year-round G Street pedestrianization impacts, and downtown cleanliness; and propose strategies to address identified shortcomings, in partnership with Davis Downtown Business Association and/or Davis Chamber of Commerce.
- **Workforce and Entrepreneurship:** Engage in workforce pipeline activities — in partnership with organizations such as UC Davis, Inventopia, Sacramento City College, Davis Chamber of Commerce, Valley Vision, etc. to support the plan's skilled workforce and collaborative partnerships objectives.
- **Environmental Integrity:** Assess economic development initiatives for consistency with the City's Climate Action and Adaptation Plan objectives.
- **Community Engagement:** Engage with businesses, non-profits, cultural organizations and residents about how public spaces, activation programming and local initiatives can support economic growth.

Goal No. 4 – Climate Resilient Infrastructure. The City of Davis will maintain high-quality, climate-resilient infrastructure by strategically addressing deferred maintenance within available resources, advancing capital investment, and embedding climate action into core service delivery.

Council Policy Statement: The City of Davis will invest in critical infrastructure in ways that uphold the City's climate commitments, reduce long-term lifecycle costs, and ensure that infrastructure decisions are fiscally and environmentally responsible.

Performance Indicators:

- **Maintain Current Infrastructure Levels:** Continue existing operational efforts to ensure current infrastructure does not deteriorate at a rate that significantly reduces its useful life at no less than current levels/condition.
- **Deferred Maintenance:** Develop a 5-year Capital Improvement Plan to address citywide deferred maintenance inventory and integrate the plan into the biennial budget process, with a prioritized reduction plan aligned to available budget.
- **Pavement Management:** Provide a pavement management report to Council following each Pavement Condition Index (PCI) survey, approximately every three years for arterials and collectors and every six years for all City Streets and multi-use paths.
- **Climate Integration:** Provide annual CAAP progress report to Council documenting actions taken across departments, external funding leveraged, and measurable emissions or resilience outcomes achieved within available resources.
- **Grant Leverage:** Track climate and infrastructure grants applied for, awarded, and deployed — with a target goal of maximizing external funding to offset City budget constraints.
- **Smart Infrastructure:** Develop a smart city plan to identify, cost and prioritize needs for smart or technology-enabled infrastructure improvements.

Goal No. 5 – Housing. The City of Davis will promote housing availability by prioritizing infill and densification, expanding affordable housing options, and reducing barriers to production.

Council Policy Statement: The City of Davis will make meaningful progress on housing availability and affordability for all residents — renters, owners, the unhoused, and the housing-insecure — by removing barriers to production, facilitating development aligned with community values, and strengthening the services and partnerships that support housing stability across the continuum.

Performance Indicators:

- **Housing Dashboard:** Maintain public-facing housing dashboard, tracking units in the pipeline by type, affordability level, and stage of entitlement or construction.
- **General Plan Update:** Complete the General Plan Update, which addresses the vision for the City and growth patterns for the next generation.
- **Housing Element Implementation:** Submit annual Housing Element progress report to HCD on time, with documented milestones on each program commitment.
- **Community Partnerships:** Complete annual report on housing, including partnerships with Yolo County, DJUSD, UC Davis, Housing Authority of Yolo County, and nonprofit providers.
- **Community Engagement:** Design and implement activities to engage residents, housing providers, developers and advocacy organizations in discussions around housing policies, opportunities and affordability.

Goal No. 6 – Social Services for the Vulnerable. The City of Davis will improve social services for vulnerable populations by strengthening equity-centered programs, deepening regional partnerships, and enabling access to care.

Council Policy Statement: The City of Davis will care for its most vulnerable residents by investing in services that are equitable, effective, and coordinated. The City will work across departments and with regional partners to close gaps in the safety net, support self-sufficiency and family stability, and ensure that no member of the Davis community is left without access to the help they may need.

Performance Indicators:

- **Homelessness:** Complete Point-in-Time count and report results to Council annually, with year-over-year trend analysis and documented connections to Homeless Strategic Plan implementation.
- **Preservation:** Seek funding and partnership opportunities with the intent of preserving and/or rehabilitating affordable housing units.
- **Vulnerable Population Reach:** Complete an annual count of individuals served through City programs for the unhoused, seniors, people with disabilities, and low-income youth — with year-over-year trend analysis.
- **CDBG and HOME Investment Partnership Deployment:** Fully obligate Community Development Block Grant and HOME Investment Partnership funds each program year, with outcome reporting submitted to HUD on time and results presented to Council.