

INFRASTRUCTURE

Ensure that current infrastructure, including facilities, parks, streets, bike paths and sidewalks, is maintained to prolong its useful life and work to improve other aspects of the infrastructure, such as the water and wastewater treatment systems, to address the long-term needs of the community.

- Develop long-term funding strategies to maintain the city's current infrastructure assets
- Identify areas where physical improvements are needed
- Review current service levels and identify areas where changes are needed
- Develop plans and funding strategies to address the long-term infrastructure needs of the community, including water and wastewater systems
- Provide a safe and efficient circulation system.

<u>Critical Initiatives and Special Projects</u>	<u>Lead</u>
Submit to the City Council a five-year Capital Improvement Plan	PW CMO
<u>Waste Water Treatment Plant Upgrade: WWTP to conform to new state and federal requirements</u> <ul style="list-style-type: none"> • Review financing considerations re: Wastewater Treatment Plant Upgrade and Alternative Water Supply Project • Initiate design phase of Davis Wastewater Treatment Plant (WWTP) Secondary Process Replacement Project. • Complete value engineering phase of facility improvement project. • Complete CEQA documentation for the Davis WWTP Tertiary Improvements • Present for consideration alternatives that may result in lower overall costs and more efficient service delivery 	PW NRC
<u>JPA/Surface Water Next Steps</u> <ul style="list-style-type: none"> • Begin Yolo County Integrated Resource Water Management Plan (IRWMP) amendment process through Water Resources Association. • Pursue Prop. 84 water funding opportunities. • Resolve all water right application protests on the Davis-Woodland Water Supply Project. • Identify RD2035 Intake Design that can accommodate Davis-Woodland Water Supply Project water supply needs. • Complete of the NWRI Third Party review. • Present for consideration alternatives that may result in lower overall costs and more efficient service delivery 	PW NRC
Complete comprehensive update of Bicycle Master Plan and incorporate capital projects into Capital Improvement Plan.	PW BAC
Pursue development of a youth sports complex on city-owned land.	PGS RPC
Update the Parks/Facilities Master Plan.	PGS RPC
Prepare Redevelopment Agency 5-Year Implementation Plan that includes support for ongoing programs and capital projects, including downtown parking structure.	CD RDA
Complete comprehensive parking study.	PW CMO

Present City Council with recommendations to develop Davis-Woodland bike connection.	PW CMO
Present City Council with recommendations to reconfigure 5 th Street between A and L streets.	PW
UC Davis Long Range Development Plan <ul style="list-style-type: none"> • Work with UCD on mitigations of LRDP impacts • Make determination of annexation of West Village. 	CD
Identify short- and long-term means to improve condition of existing sidewalks, bikeways and roads	
Update the Parks Ordinance	PGS RPC
Take a comprehensive look at the greenbelt standards and connectivity.	PGS RPC
<u>Technology Infrastructure</u> <ul style="list-style-type: none"> • Undertake a comprehensive review of the technology infrastructure to ensure it is meeting current needs and accommodates future needs • Ensure that technology infrastructure needs are addressed in a long-term financial plan. 	PGS
Complete Eighth Street Corridor improvements and continue to pursue tenant to fill vacancy in Davis Manor.	PW/CD BEDC (vacancy)
Develop plan for addressing local community needs related to transit and transportation needs	PW CS
Install adequate and appropriate signage citywide indicating historical sites, bicycle routes, trees and public parking.	CD/PW

FISCAL STABILITY

Ensure fiscal stability to meet the short- and long-term needs of the community, without reliance on housing growth.

- Provide long-term sustainability matching revenues with expenditures over the long term while maintaining 15% reserve
- Develop a long-term financial plan and a budget process to assure that the city can pay today's bills and will be able to pay tomorrow's bills.
- Ensure that the city's fiscal stability doesn't depend on growth and that any growth pays for itself.
- Continue to provide high quality city services that meet the needs of residents
- Ensure that fee structures are legally sound and related to policy goals.

<u>Critical Initiatives and Special Projects</u>	<u>Lead</u>
<u>Long Range Financial Planning</u> – <ul style="list-style-type: none"> • Implement long-range financial strategy to address renewal of Sales Tax and replacement of the Parks Maintenance Tax as well as possible funding to address priority unmet needs, while ensuring that cumulative impact of City taxes, assessments and service fees over the City's financial planning horizon do not place undue burden on residents and businesses. • Develop and present to the City Council a work plan/timeline for maintaining or replacing existing revenue sources. 	CMO FBC
<u>Capital Budget</u> – Complete development of citywide Five-Year Capital Improvement Plan, ensuring that priority capital infrastructure needs are addressed within both capital and operating funding constraints.	PW CMO FBC
<u>Cost Recovery Policy</u> – Develop a citywide policy on cost-recovery to guide implementation of the Indirect Cost Allocation Plan, including level of reimbursements to the General Fund and full-costing of all city employees.	CMO FBC
<u>Multi-year budget</u> – Assess merits of implementing a multi-year budget, in support of two-year goals, objectives and department workplans, as well as enhance focus on long-term fiscal stability through the budget process.	CMO FBC
<u>Labor contracts/negotiations</u> – <ul style="list-style-type: none"> • Complete negotiations with all City bargaining groups with the goal of implementing long-term labor contracts that provide for competitive compensation to assist the City in the recruitment and retention of a high-quality workforce, while providing increased degree of stability/certainty relative to City personnel costs. • Implement measures to ensure that negotiations are as transparent as is feasible. 	CMO
Develop policy and funding strategies to address City's unfunded liability related to Other Post-Employment Benefits, with the goal of funding the full annual required contribution rate as soon as possible, no later than 2015.	CMO
<u>Promote compatible economic development</u> <ul style="list-style-type: none"> • Continue to retain and attract compatible economic development, such as high tech industry, auto dealerships, downtown retail, restaurant and hotel business, while recognizing that economic development is unlikely to rival expenditure control when it comes to fiscal stability. 	CD CMO BEDC

<ul style="list-style-type: none"> • Collaborate more closely with UC Davis to strengthen commitment to life sciences, high tech, green and clean businesses consistent with the character of university community and related to UCD research activities. • Deliberately pursue strategy for targeting technology businesses, to include development of high-tech research and business parks/zones. • Consider development of Green Business Zones 	
<p>Promote and facilitate appropriate retail</p> <ul style="list-style-type: none"> • Fill vacancies in Davis Manor and Westlake shopping centers. • Implement strategies to encourage late-night businesses, including businesses that are student-friendly. 	<p>CD BEDC</p>
<p><u>Destination Davis:</u> Implement measures that foster a “Destination Davis,” particularly in the following areas:</p> <ul style="list-style-type: none"> ○ Arts and Entertainment ○ California Bike Museum ○ US Bicycle Hall of Fame ○ Centennial Celebration/Annual Festival 	<p>CMO BEDC</p>

DOWNTOWN DAVIS

Further enhance the downtown to allow for more arts and entertainment, adequate parking, housing and commercial activity, recognizing that our downtown is the heart and soul of the community and one of our greatest potential net revenue generators.

- Allow downtown to continue to blossom as a regional center and destination for arts/entertainment
- Provide residential uses in the downtown, with emphasis on owner-occupied condominiums
- Support the downtown as a vital commercial center and reduce potential for blight in the downtown
- Allow the downtown to serve as a vibrant social center for the community
- Advance the redevelopment of the downtown to provide mixed use residential, retail and service along with significant addition to parking. (Objective 04-06)
- Protect and expand the downtown retail base.

Critical Initiatives and Special Projects	Lead
<u>3/4/E/F</u> : Redevelop a downtown block to provide mixed uses, including increased parking.	CMO
Present to the Council a proposal for partnership to develop the Nelson Gallery in the downtown.	CD
<u>PG&E Service Yard Redevelopment Project</u> : Enter into a Memorandum of Understanding with PG&E that contains a list of guiding principles and establishes a work plan for exploring alternative uses for the Service Center property on L Street.	CMO
Present options to the City Council for the development of a hotel/conference center facility within or adjacent to the downtown.	CMO BEDC
Work with California Bicycle Museum to locate a bicycle museum within or adjacent to the downtown area.	CMO
<u>Establish plans for City-owned facilities</u> <ul style="list-style-type: none"> • Develop and implement a plan for Hunt Boyer and pumphouse area for increased activity and synergy downtown. • Analyze ways to enhance current uses for 3rd and B and Civic Center Gym city facilities or in other locations. • Consider best uses for 3rd and B and Civic Center Gym and the best locations for existing and potential uses. 	CMO PGS CS
Create and promote downtown entrance that would include signage and a permanent physical structure.	CD
Explore the potential for locating a Sister City park/signage/garden in the downtown	CMO
Consider tools, including zoning amendments, to support 1 st floor retail/arts and entertainment/dining.	CD PC
Identify new locations that may be appropriate for outdoor dining.	CD
Prepare Redevelopment Agency 5-Year Implementation Plan that includes support for ongoing programs and capital projects, including downtown parking structure	CD

HOUSING

Advance an array of housing options targeting affordability, internal growth, University-related needs and housing needs of special populations.

- Provide slow, steady additions to housing stock, consistent with Council set goals and General Plan and ensure that any new housing benefits community
- Address SACOG fair share growth, natural growth and growth to provide internal support for the University
- Ensure special needs housing – for seniors, for those who have accessibility issues, and for people who work but don’t currently live in Davis
- Work to establish permanent affordability of housing provided through city program and requirements for inclusion
- Provide an array of housing to meet needs of citizens
- Provide housing for people who live/work in Davis
- Develop multi-family housing near downtown
- Continuously update and assess opportunities for infill and mixed-use projects within city limits
- Ensure that any new and existing homes and neighborhoods are attractive and well-maintained.

<u>Critical Initiatives and Special Projects</u>	<u>Lead</u>
<u>Rental Housing:</u> <ul style="list-style-type: none"> • Consider ordinance regarding the rights and responsibilities of tenants, landlords and property management companies. • Consider a pilot rental inspection program and Business License Fee along with Student Liaison Commission subcommittee recommendations on rental issues. 	<p>CD</p> <p>SLC</p>
Update 2003 Housing Needs Assessment to address changed conditions	<p>CD</p> <p>CS</p>
Process Grande Site planning application expeditiously and in partnership with DJUSD.	<p>CD</p> <p>PC</p>
Work with DJUSD as active partners in consideration of best uses of Nugget Fields and DJUSD Administration building sites.	<p>CD</p>
Review city policy requirements to determine if the cumulative impact of such requirements affects the provision of certain types or total supply of housing.	<p>CMO</p>

SUSTAINABILITY

Enact policies that work to conserve natural resources and that are environmentally friendly. Build on Davis's efforts and tradition of being a cutting edge green city by fostering land use patterns and development techniques that preserve agriculture, promote local food production, reduce automobile and energy use, foster a healthy and vibrant economic climate based on green technologies, and a people-centric urban design environment.

- Use innovative methods where and when possible to protect the environment and wildlife habitat
- Develop policies that promote and support agriculture as an important industry and resource
- Develop policies and programs that promote reduction of resource consumption and waste generation, improvement of air and water quality, preservation of natural resources, and creation of a sustainable community.
- Reduce waste, reuse and recycle in City organization and encourage the community to do the same
- Encourage and support alternative forms of transportation
- Actively participate in regional planning activities in the areas of transit, air quality, water resources, land use and agricultural and open space conservation.
- Ensure that any new development reflects environmental sensitivities

Critical Initiatives and Special Projects	Lead
Update parking lot shade ordinance, evaluate existing compliance measures and propose ones as necessary to ensure effective compliance.	CD
Present to the Council for action the comprehensive recommendations of the Bicycle Advisory Commission from their joint meeting with the Council.	PW BAC
Update the Integrated Pest Management Plan	PGS
Develop a Wildlife and Agricultural Resources Inventory and Plan.	PGS/PW OSHC
Develop focused implementation on policies and action for the Davis Greenway concept, including locally based sustainable farms at the city's edge.	PGS
Complete Community Greenbelt resolutions with Winters and Woodland.	PGS
Discuss water conservation and recycling ordinance. <ul style="list-style-type: none"> • Review and enforce policy on excessive water use. • Find ways to recycle gray water, collect rain water and encourage water conservation. • Establish incentives for residents to convert lawns to plant drought resistant plantings. • Propose a plan for decreasing water usage in parks, single-family residences, apartments, businesses, schools and other water users by 10% every year through 2015. • Identify city-owned and maintained green areas, including medians, greenbelts and parks, to be evaluated for potential conversion to low-water and drought-resistant areas. 	PGS PW
Receive and act upon the Climate Action Team recommendations by December 2008.	PW CAT
Consider Green Building Ordinance by September 2008.	CD
Develop and implement energy efficiency rebate/loan program and explore financing opportunities and structures.	PW
Begin to develop plan for communitywide green energy generation, including photovoltaics, biomass, etc.	PW

Consider elimination of plastic bags/polystyrene in the city of Davis.	PW
Complete review of internal operations to implement measure to reduce greenhouse gas emissions, including a review of fleet, building energy efficiency, and recycling/paper reduction.	PGS

SAFETY and HEALTH

Assure top quality fire, police, emergency and other services to ensure the health, safety and well-being of all residents and neighborhoods.

- Provide five minute fire and emergency response time to all neighborhoods
- Have efficient and highly trained staff
- Ensure that public safety services are understood and valued by the community
- Provide adequate oversight for law enforcement services
- Provide programming and services youth, seniors and other targeted groups

<u>Critical Initiatives and Special Projects</u>	<u>Lead</u>
Review standards and approaches for response time for fire and medical calls throughout the city	CMO
Plan for location of firing range and public safety training facility.	PD CMO
Explore funding options for city-owned ladder truck and feasibility of acquisition.	Fire
Continue to evaluate Police and Fire operation models for maximum efficiency and service capability	CMO
Initiate collaborative inter-agency efforts to address high risk behaviors among youth, including substance abuse, gang activity, teen sexual activity and truancy.	PD/CS
Actively solicit neighborhood concerns regarding traffic safety, perhaps at City Council town hall meetings.	PW
<u>Programming:</u> <ul style="list-style-type: none"> • Promote youth, adult and older adult programs, parks and other actions, such as city planning, that improve the health of the citizenry • Enhance existing programming for teens, including after-school youth programming. 	CS RPC
Implement improvements in the City's emergency preparedness efforts.	Fire
Develop a comprehensive plan for senior living in Davis, including elements for housing, transportation, recreation, and social service needs	PW CS SSC
Identify and implement ways to maximize use of a volunteer fire corps for non-emergency duties, beyond education and outreach.	Fire
Identify lighting issues that cause safety concerns and present a plan to the City Council to address those issues.	CDD PW SLC SPAC

ORGANIZATIONAL STRENGTH

Assure that city organization is maintained and organized in such a way to provide efficient and effective service and to enable successful completion of other city goals and objectives.

- Develop adequate a succession planning system
- Enact a system of evaluation and review of staff to address completion of Council priorities
- Provide a structure and policies to allow for smooth communication for staff, the City Manager and the City Council.

<u>Critical Initiatives and Special Projects</u>	<u>Lead</u>
Work with Department Heads to provide programs and opportunities to develop managers throughout the organization, balancing this approach with outside talent	CMO
Develop and implement performance-based evaluation system for department heads	CMO
Develop living wage ordinance	CMO
Create a master citywide workplan that tracks ongoing activities and allows for an accurate assessment of workload impacts as projects are added	CMO
Better define circumstances where formation of Council subcommittees is most effective and appropriate	CMO
Report to the City Council on the process by which City staff responds to citizen requests and complaint, as well as propose efficiencies to improve the process.	CMO
<u>Interdepartmental Coordination.</u> <ul style="list-style-type: none"> • Examine processing steps and processes for business startups and planning applications to expedite projects that address community needs. • Consider establishing a “Project Concierge” role to coordinate multi-departmental reviews and assist applicants. 	CD

CIVIC ENGAGEMENT

Actively seek the input and feedback from the community. At the same time, strive to provide complete, transparent, and valuable information to citizens.

- Provide up-to-date public information in numerous media formats.
- Request community input.

Critical Initiatives and Special Projects	Lead
Increase use of workshops on complex issues	CMO
Implement policies that provide more accessible public information about civic processes	CMO
<u>Public Information:</u> <ul style="list-style-type: none"> • Initiate town hall meetings in various neighborhoods • Create Council subcommittee to work with City staff on records retention policies • Make greater use of the City's website by noticing all 2x2 meetings online and uploading staff reports to online commission agendas. 	CMO
Survey community to identify priorities on maintaining quality of life	CMO
Establish a Community Indicators measuring tool focusing on sustainability, economy, health, civic engagement, and quality-of-life	CMO
Increase and improve information provided to the public by making better use of our media capabilities and other forms of outreach	CS PGS CMO
Conduct community wide engagement process on revenues and services and alternative means of creating sustainable long term financing plans	CMO

LONG-TERM VISIONING

Prepare for the lasting success and well-being of the Davis community by engaging in long-term visioning.

<u>Critical Initiatives and Special Projects</u>	<u>Lead</u>
In early 2009, initiate a long-range comprehensive General Plan update through 2035.	CD
As part of the first phase of the next General Plan, engage the public in formulating a long range vision for Davis, perhaps to 2050	CD PC
Conduct strategic planning process including assessment of community needs and plan for addressing those needs	CMO
Complete Bike Plan Update and incorporate capital projects into city CIP	PW BAC
Develop a comprehensive plan for senior living in Davis, including elements for housing, transportation, recreation, and social service needs	PW CS SSC
Develop plan for addressing local community needs related to transit and transportation needs	PW CS
Inform goal setting, budget creation and development of workplans such that each informs and is complementary to the other.	CMO