

**CITY OF DAVIS**  
**TWO-YEAR STRATEGIC GOALS AND SIX-MONTH OBJECTIVES**  
**2007-2008**

Updated December 2007

**Maintain and improve the infrastructure**

**Achieve long-term financial stability**

**Enhance the vitality of downtown**

**Provide a mix of high-quality housing to meet community needs**

**Conserve natural resources and protect the environment**

**Ensure top quality fire, police and emergency services**

**Ensure organizational strength**

**Promote economic development**

**TWO-YEAR GOAL: *Maintain and Improve the 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.

WHEN	WHO	WHAT		STATUS			COMMENTS
				DONE	ON TARGET	REVISED	
		Long-Term Project (Where Applicable)					
1. At the March 6, 2007 Council meeting	Public Works Director and the Parks and Community Services Director	Recommend to the City Council for action the award of a construction contract for the Manor Pool.		DONE			Contract awarded May 2007. Pool undergoing construction to be completed by spring 2008.
2. By June 1, 2007	Public Works Director and the Finance Director	Submit to the City Council the first 5-Year Capital Improvement Plan.		DONE			The 5 year Capital Improvement Plan template was presented to council as part of the budget process at workshop 5/22/07. The plan provides a framework for future work. The budget of FY08-09 will use this framework for a more complete product.
3. By June 30, 2007	Public Works Director	Surface Water Project: Provide long-term sustainability to drinking water to meet state and federal requirements.	Certify the EIR on the Davis/Woodland water supply project.	DONE			EIR certified by Council October 2007.
			Determination between project partners of a JPA or similar structure to move forward with grant applications and cost sharing.				Next steps in the project involve determination between project partners of a JPA or similar structure to move forward with grant applications and cost sharing.

			<p>Additional Council Direction: Return to Council with an implementation plan for those best management practices for integration into the urban water plan.</p> <p>Undertake third party review of the surface water and wastewater treatment plant projects.</p>				<p>Review of potential Best Management Practices from Table 5-4 of DEIR scheduled to go to NRC Spring 08.</p> <p>CC approved 3<sup>rd</sup> party review of projects December 2007.</p>
4. By June 30, 2007	Public Works Director	Wastewater Treatment Plant Project: Upgrade WWTP to conform to new state and federal requirements.	Release the Notice of Preparation (NOP) of an EIR for the wastewater treatment plant upgrade.	DONE			CC decision in December 2007 that Secondary Treatment Process Replacement Project for WWTP is exempt under CEQA. No longer need to issue an NOP.
			Continue to work with the Regional Board staff to receive an acceptable NPDES permit in October 2007.	DONE			Regional Board staff issued NPDES permit in October of 2007.
5. By June 30, 2007	Public Works Director, working with the Bicycle Commission	Bicycle Master Plan	Complete the first draft of a Bicycle Master Plan update.	DONE			An interim update of the Bicycle Master Plan was completed for grant application purposes. A comprehensive update is underway and anticipated to be completed in calendar year 2007.
			Complete comprehensive update of Bicycle Master Plan by Dec 2007.				CC approved supplement of UCD Bicycle Plan to City of Davis Comprehensive Bicycle Plan in December 2007. Comprehensive updated plan anticipated by Bicycle Commission in Spring '08.
6. By June 30, 2007	City Council Subcommittee and Parks and Community Services Director	Walnut Park Aquatics Facility	Present to the City Council a plan and funding mechanism for Walnut Pool Aquatics Facility.		X		Council took action on Council Subcommittee report September 2007. Item has been referred to Recreation and Park Commission who will complete public outreach and come to Council with feedback on the use of resources for an aquatics facility during the 08-09 budget process.

			Council direction: Prepare a report describing the recommendations of the Recreation and Parks Commission, updated construction cost and operating cost estimates, and other project recommendations in time for the project to be evaluated by the Finance & Budget Commission and the City Council as part of the 2008-2009 budget process.		X		Public hearing on the matter planned for Recreation and Parks Commission in January 2008. Commission to review project in conjunction with information from the Recreation and Parks Master Plan and return to Council with recommendations during the 08-9 budget process.
			Identify next steps for outreach to include Recreation and Park Commission and general community.			April 30, 2008	Staff referring the subcommittee report and renderings to Recreation and Parks Commission for review and recommendations. Public hearing planned for January, other feedback from the public will be completed as part of Recreation and Parks Commission Master Plan.
March 2008	PCS Director City Manager City Council	Howat Ranch Project: Pursue development of a youth sports complex on city-owned land.	Verify the financial feasibility information, begin environmental assessment and explore alternative locations.			X Jan 2008	Need to reaffirm with user groups what financial commitment looks like and return to Council in January to get funding for EIR. Council has authorized staff to consider other properties as well.
By May 2008	PCS Director	Update Parks and Facilities Master Plan				X	Consultant chosen and hired. Community-wide survey completed fall 2007.
By June 30, 2007	PW Director City Manager	Complete comprehensive citywide parking needs study	Resolve funding swap for FTA earmark monies to provide 200K for comprehensive parking plan.			X Dec 2007	FTA funding issues are still unresolved. Negotiations continue to make a project fit approved funding source.

	PW Director	Review possibility of at-grade rail crossings.	DONE			<p>Meetings with Union Pacific RR suggest additional at grade crossings will be extremely unlikely. The RR position is that agencies need to remove 2 existing grade crossings for every new crossing approved.</p> <p>Grant applied for and staff continues to seek grant opportunities to assist with at-grade crossing.</p>
Future: By 2008		Work with UC Davis on mitigations of LRDP impacts.		X		<p>Council gave direction for staff to work with UCD and County on potential West Village annexation. City staff meeting with UCD staff re: operational issues/concerns.</p> <p>Fire services meeting is scheduled for early January.</p> <p>Update to CC planned for February 2008.</p>

## TWO-YEAR GOAL: *Achieve Long-term Financial 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.

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By January 31, 2007	Finance Director	Develop and present to the City Council a work plan/timeline for maintaining or replacing existing revenue sources.		X		Workplan presented at March 2007 meeting of Council and Finance/Budget Commission. Staff plan for long-range financial planning shared with Council at December 2007 workshop. Staff to return to Council in early 2008 to follow up on workshop and receive additional direction from Council.
2. By March 30, 2007	Economic Development Coordinator, with input from the BEDC	Return to Council with strategy for targeting technology businesses by December 2007.		X		City participated in InvestorFest event in cooperation with UC Davis. Business and Economic Development Commission continues to evaluate opportunities for attracting high tech industry and jobs. Council approved funding for Golden Capital Network in fall 2007.
3. By June 30, 2007	All Department Heads, City Manager, and City Council	Identify community priorities related to unmet needs and identify the viable funding proposals for the priorities.		X		Finance and Budget Commission continue to review funding needs and options. Citywide citizen survey completed June 2007. Final report to Council September 2007. Long Range Financial Planning Workshop held for CC December 2007, with follow up and action steps to come back to Council Winter 2008.

4. By June 30, 2007	City Council	Take action on a budget that begins to address unfunded liabilities.	DONE			07-08 budget presented 5/1/07 and adopted 6/19/07. Additional measures to address unfunded liabilities will be reviewed as part of budget workshop in March '08.
Future: By 2008	All Department Heads and City Council	Review and update the General Fund Five-year Budget Forecast and develop complementary five-year forecasts and establish reserve level policies for selected Special Revenue, Enterprise and Internal Service Funds.		X		Updated Five-Year Forecast as part of 07-08 Budget. Began development of forecasts in "other" funds as part of CIP (5/22/07 workshop). This is an ongoing process and will be continued into the 08-09 budget process.
By June 30, 2007	Parks and Community Services Director	Complete a cost recovery policy for fields  Complete a cost recovery policy for co-sponsored groups	DONE			
By Dec 2007	Parks and Community Services Director	Complete a facilities cost recovery policy  Complete an Aquatics and Other Recreation Amenities cost recovery policy		X		Field and facilities cost recovery policies approved by Council in summer and fall 2007. New policy to be implemented with 08-09 budget  Council approved fees for Recreation Activities for 2007/08 in November 2007.

**TWO-YEAR GOAL: *Enhance the Vitality of Downtown***

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.

WHEN	WHO	WHAT		STATUS			COMMENTS
				DONE	ON TARGET	REVISED	
		Long-Term Project:					
1. By June 30, 2007	RDA Board/City Manager	3/4/E/F Project: Take action to advance the redevelopment of a downtown block to provide mixed-use and significant parking.	Take action on an exclusive negotiating agreement with a private development entity regarding Third, Fourth, E & F Streets.			X	Preliminary negotiations with private development entity a regarding the development of a joint public/private project are ongoing. A refined project concept has been designed that would result in roughly 600 space parking structure with approximately 30,000 SF of ground floor retail and 52,000 SF of upper floor office space.

<p>2. By June 30, 2007</p>	<p>Community Development Director</p>	<p>Present to the City Council a proposal for partnership to develop a Nelson Gallery within downtown.</p>				<p>X</p>	<p>Staff met with Nelson Gallery in September 2007 to evaluate the suitability of 3<sup>rd</sup> and B as a gallery. Nelson Gallery would require 2,000-10,000 square feet, with high ceilings and minimal window space. The Nelson found the building to be appropriate in size and configuration. The Nelson is preparing a proposal for the City to consider as part of its evaluation of reuse of 3<sup>rd</sup> and B. Staff will be returning to Council to discuss general usage of 3<sup>rd</sup> and B and other City facilities, including Hunt Boyer and Civic Center Gym.</p>
<p>3. By June 30, 2007</p>	<p>City Manager</p>	<p>PG&amp;E Service Yard Redevelopment Project:</p>	<p>Present to the Redevelopment Agency a preliminary feasibility assessment on the potential redevelopment of the PG&amp;E service yard.</p>		<p>X</p>		<p>Staff met with representatives with PG &amp; E to discuss the potential and interest of redeveloping all or a portion of the 27 acre Davis Service Center located at 316 L Street. As confirmed in their letter of June 12, 2007, PG &amp; E is willing to work cooperatively with the city to explore and consider innovative alternative uses for this property.</p>
			<p>Enter into a Memorandum of Understanding with PG&amp;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.</p>		<p>X</p>		<p>A meeting with staff and PG&amp;E representatives to discuss principles and a work plan is planned for the first quarter of 2008.</p>

4. By June 30, 2007	City Manager	Hotel/Conference Facility Project: Facilitate development of downtown hotel/conference center.	Present options to the City Council for the development of a hotel/conference facility within or adjacent to the downtown.			X	Discussions with a prospective developer are on-going regarding the feasibility of developing a hotel/conference center in or adjacent to the downtown.
By March 31, 2007	Community Development Director	Complete the 3 <sup>rd</sup> and B Visioning process.		DONE			CC action June 2007
By March 31, 2007	City Manager, Community Development Director	Develop long-term Redevelopment Agency strategy		DONE			The Agency adopted a 10-year plan for the development affordable housing and issued bonds to implement the first phase of the plan. Planning for remainder of tax increment will be complete at time of decision on 3 <sup>rd</sup> /4 <sup>th</sup> /E/F parking structure.
5. By June 30, 2007	Public Works Director, working with the Bicycle Advisory Commission, City Manager's Office	Bicycle Museum Project: Facilitate development of a Bicycle Museum.	Develop options for locations and concepts for a Bicycle Museum within or adjacent to the downtown area.  In collaboration with the University, develop a business model for the museum and assess options for potential locations in or adjacent to the downtown.		X		Staff time is budgeted in the FY07-08 budget to develop work plan and identify preliminary or interim site locations and funding strategies.  UC Davis owns historic bicycle collection and is willing to collaborate with City to create a bicycle museum with the City of Davis, preferably within or adjacent to the downtown. As part the the FY07-08 CIP budget, Council approved funding to develop proposal(s) for a temporary or permanent location and a funding strategy for the ongoing operation of the museum. Goal is to open an exhibit in conjunction with the University's Centennial Celebration in Sept 2008 with long-term locations for museum being evaluated. SACOG grant application has been submitted for the development of permanent museum display and facility.

Future: By 2008	City Manager	Hunt Boyer and Tankhouse	Establish plan to use Hunt Boyer and tankhouse plaza for increased activity and synergy downtown.		X		
			Finalize and certify the tankhouse EIR.	DONE			Tankhouse DEIR released June 07. FEIR approved by CC Nov 2007. Council gave direction on preferred alternative. Staff will return with disposition and development or lease agreement for the Mishka's Café Project.
			Begin relocation of Hunt Boyer staff to other city facilities.		X		CC allocated money to start to relocate staff currently in Hunt Boyer.  IS staff relocation to 1818 Fifth has begun and will be complete by Feb 1, 2008. This will allow other staff to relocate into the vacated 2 <sup>nd</sup> floor of City Hall.
			Consider best uses for the city facility at 3 <sup>rd</sup> and B streets.		X		Staff currently assessing uses for downtown city facilities, including facility at 3 <sup>rd</sup> and B, as per Council direction Oct 2, 2007.
			Support efforts to create and promote the Gateway Corridor in light of the UC Davis Centennial Celebration		X		Gateway enhancement projects, such as entry monument sign, landscaping improvements, street spanning banner poles and art work under consideration. List of projects and funding requests to go to Council in January 2008 for direction.
			Improve parking and directional signage downtown.		X		Designs for improved signage on parking structures underway. Additional street directional signage being evaluated. Installation Spring 2008.

**TWO-YEAR GOAL: *Provide a Mix of High Quality Housing to Meet Community Needs***

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.

WHEN	WHO	WHAT		STATUS			COMMENTS
				DONE	ON TARGET	REVISED	
		Long-Term Project:		DONE			
1. By January 31, 2007	City Council	General Plan/Housing Element Update Project:	Appoint a Housing Element Steering Committee composed of members of the community.	DONE			Committee meeting regularly and currently in middle of process.
			Finalize Housing Element recommendation to the City Council.		X		Community meeting planned for January 2008. Completion expected spring 2008.
2. By January 31, 2007	City Manager and the Parks and Community Services Director	Make financing decision on proposed Owendale Affordable Housing Project.		DONE			The proposed Owendale project land purchase was approved by Council in February 2007. The financing for the project was included in the 10-year financing plan for RDA Housing Set-Aside. City and Agency funding of the project will continue in 08-09 and 09-10.
3. By April 30, 2007	Staff Housing Team (Housing Coordinator-lead)	Adopt long term RDA financing strategy and affordable housing priorities.		DONE			The 10-year funding scenario for RDA Housing Set-Aside was approved by Council in February 2007. Bonds have been issued for the housing activities in the first portion of the funding scenario. Housing priorities were approved in the funding resolution.

4. By June 30, 2007	Community Development Director, working with the Housing Element Committee	Hold 3 community workshops on the housing element issues and bring the results to the City Council.		X		First workshop held and successful. Another is anticipated for January 2008.
By March 31, 2007	Parks and Community Services Director, City Manager	Complete city policy related to use of Section 8 vouchers in city affordable housing projects.	DONE			Council approved use of Section 8 vouchers in the Homestead and Eleanor Roosevelt Circle project, but not the Cesar Chavez Plaza project. The broader policy includes preference for Project-Based Section 8 Vouchers not to be used in city/agency affordable housing projects. There are exceptions to this policy that can be considered by Council/Agency.
	Community Development Director	Explore options for improving maintenance of rental properties and efficient means to disseminate information on renters' rights and responsibilities.				The Student Liaison Commission has convened a sub-committee to review the issues and report back to the Commission by Feb 08.

## TWO-YEAR GOAL: *Conserve Natural Resources and Protect the Environment*

Enact policies that work to conserve natural resources and that are environmentally friendly.

- 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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By February 28, 2007	Parks and Community Services Director	Hire an IPM Coordinator to update the Integrated Pest Management Plan.	DONE			IPM Coordinator has been hired.
2. By April 1, 2007	An ad hoc City Council Subcommittee, working with the Public Works Director and the Natural Resources Commission	Present to the City Council for action a plan to accommodate additional disposal recycling opportunities (e.g., ink jet cartridges, batteries, florescent bulbs) throughout the city.	DONE			An update on Universal Waste/Household Hazardous Waste Management was reviewed by the NRC on 6/25/07 and provided to the Council on 7/10/07.
3. By June 1, 2007	Public Works Director	Report to the City Council on the feasibility of a city-wide wet garbage composting program.	DONE			A report was reviewed by the NRC on 6/25/07 and provided to the Council on 7/10/07.
4. By June 30, 2007	Parks and Community Services Director	Present to the City Council for action an update of the parking lot shade ordinance.	DONE			The city arborist and Tree Commission reviewed the current ordinance and determined no amendments are necessary for enforcement. Staff will be working with the Tree Commission to develop guidelines.
5. By June 30, 2007	Public Works Director	Present to the City Council for action recommendations of the Bicycle Advisory Commission to be implemented.			X	Bike Plan expected to reach Council by Spring 2008

FUTURE: By June 30, 2008	Parks and Community Services Director, working with the IPM Coordinator	Update the IPM Plan.			By. Sept 1 2008	Present a Draft IPM plan to the Natural Resources Commission which will include input from public meetings/forums, consultation with Parks and Community Services and with Public Works departments, review of policies from other public agencies and consultation/information from other IPM professionals.
FUTURE: By 2008	Parks and Community Services Director, working with the Open Space Habitat Commission	Develop a Wildlife and Agricultural Resources Inventory and Monitoring Plan.	First phase is done.			Open Space/Habitat Commission working group developing initial scope and recommendation. First phase is done; later stages will require additional resources.
FUTURE: By 2008	Parks and Community Services Director	Develop focused implementation on policies and action for the Davis Greenway Concept, including locally based sustainability farms at the city's edge.	Assessment done			Open Space/Habitat Commission submitted assessment of Greenway Plan and recommendations for use of the Plan in analysis of future open space and land use decisions. Recommendations approved by CC December 2007.  Assessment complete.  Implementation of locally based sustainable farms at community edges requires additional resources.
By March 31, 2007	PCS Director	Complete the Putah Creek Interpretive Area			Spring 2008	Site to be opened for public use in early 2008 with formal opening event in the spring.
By June 30, 2007	PW Director	Complete and make decision on yard waste collection study.			X	Council approved a process for moving forward with a pilot study of containerized yard refuse. NRC and BAC actions in Nov. and Dec. '07 will amend pilot containerization project. Council will review a revised plan for bike safety and proper yard refuse placement in January '08.
FUTURE: By 2008	PCS Director	Complete two conservation easements.			Early 2008	Barger, Wasserman, and Kidwell easements in process.

FUTURE: By 2008	PCS Director	Complete Agricultural Mitigation Ordinance Update		DONE			To Council 7/10/07, 10/23/07 and 11/27/07
FUTURE: By 2008	PCS Director	Complete Community Greenbelt resolutions with Woodland and Winters.				TBD	Initial staff meetings held with Woodland and Winters staff. No estimate on completion date at this time.
FUTURE: By 2008	PW Director	Discuss adoption of a water conservation and recycling ordinance			X		Water reclamation and re-use options will be studied and reported to council as part of the wastewater treatment plant project work.
FUTURE: By 2008	City Council	Act on the recommendations of the Natural Resources Commission and the Public Works Department regarding global warming, air quality and reduction of our carbon footprint, including a ban on polystyrene.	<p>Assess the City's current programs and projects that support resource conservation and community sustainability.</p> <p>Develop a short-term action plan to identify early action items to be implemented in less than 18 months.</p> <p>Develop a mid-term action plan to implement multi-year projects that build on existing City programs/projects to achieve the City's climate protection and sustainability goals.</p> <p>Initiate a visioning process to define a sustainable Davis that guides future decisions.</p> <p>Develop a related community outreach program to provide and gather information.</p>		X		<p>Council approved overall strategy in April 2007.</p> <p>Formed City Sustainability Working Group and holding meetings. First task to identify early actions related to climate change. Working with several other entities, including Natural Resources Commission to further efforts. Green building program launched. Developing outreach materials. Working to increase recycling at major city events.</p> <p>Council approved several action and policy items in November 2007, including prohibition of City purchase of single serving water bottles and goal of adoption of Greenhouse Gas Reduction Program by November 2008</p> <p>Council approved formation of Climate Action Team and Science Advisory Team in December 2007.</p>

## TWO-YEAR GOAL: *Ensure Top Quality Fire, Police and Emergency Services*

Assure top quality fire, police and emergency service for 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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By January 31, 2007	Interim Police Chief and IS Manager	Ensure that the audio and video cameras and computers in the police cars are fully operational and reliable.	DONE			IS Administrator and Ombudsman confirmed that system is operational. Department in process of replacing some of the original equipment to further improve system.
2. By March 31, 2007	City Manager	Hire a Police Chief.	DONE			Chief Landy Black started April 9, 2007.
3. By April 1, 2007	City Manager	Present to the City Council for action staffing needs and funding implications for Police and Fire Departments.	DONE			Police staffing addressed by Council 7/24/07. Fire staffing discussed 9/18/07. Any additional recommendations to come with mid-year budget review and 08-09 budget.
4. By June 30, 2007	City Council	Select a process and funding mechanism for funding the construction and operation of the fourth fire station to achieve a five-minute response time and have adequate emergency services throughout the community.		X		Long range financial planning workshop held 12/11/07.
Future:	PD, PCS, PW, Fire Directors	Plan for location of firing range and public safety training facility		X		Preliminary location on the Howat ranch conceptual plan.  The Public Safety facility and firing range is identified in the 5 Year Capital Improvement Plan
	Finance Director Fire Chief	Explore funding options for city-owned ladder truck and feasibility of acquisition				City continues to seek funds through grants and other opportunities for acquisition of ladder truck.
By June 30, 2007	City Manager	Work with the Police Advisory Committee and the Police Ombudsman to continue to refine police oversight activities.		X		This is an ongoing process. Will provide an update/annual report to the CC in February 2008.

**TWO-YEAR GOAL: *Ensure 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.

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
By March 15, 2007	City Council City Manager	Review and modify as deemed necessary and appropriate protocol/procedures for staff/council and council-to-council communications during and outside of meetings.	DONE			Improving Transactional Effectiveness workshop held July 5 <sup>th</sup> and 13 <sup>th</sup> .
By June 30, 2007	City Manager Department Heads	Work with Department Heads to identify employees with potential to become first time managers/supervisors or current managers with skills for increased management responsibilities and begin an active training program to build a future management team.		X		Department Heads encouraged to consider Division Heads, Executive Management, and other General Management employees for additional leadership and cross-departmental experiences. Supervisors Academy underway for some management employees.
By February 1, 2007	City Manager	Bring plan to address City staff space needs to the City Council.			X	Money allocated in 07-08 budget to address space needs. New office spaces complete at 1818 Fifth. IS staff has been relocated into the new space.
By June 30, 2007	City Manager	Develop and implement performance-based evaluation system for department heads			X	Initial internal draft developed but determined to be too complicated to implement. Reworking in progress.
FUTURE: By 2008	City Manager	Discuss living wage ordinance for City contracts and contract workers.				

**TWO-YEAR GOAL: *Promote Economic Development***

Provide economic development to satisfy the needs of the community, including retail development and diverse job opportunities, and to assist in the fiscal stability of the city.

- Increase retail shopping consistent with BEDC survey to meet community demand
- Pursue economic development that balances the pursuit of new net revenue with maintaining and enhancing the community's unique character
- Develop a business attraction program to attract higher paid employment opportunities (such as high tech/biotech) that will provide economic growth for the community
- Reduce need for new taxes through increased economic activity
- Pursue opportunities to promote Davis as a destination for visitors

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
FUTURE: By 2008	Economic Development Coordinator	Continue work to ensure sustainability of Westlake Shopping Center		X		Property owner is making exterior and landscape improvements. Opportunities for a cooperative market are being explored. Rezoning application scheduled for Planning Commission January 2008.
FUTURE: By 2008		Locate a Trader Joe's in Davis				Sites have been identified that may require only a building permit, including Davis Manor, Westlake and University Mall. Other sites will also have retail space, including Alhambra Center and Interland. Trader Joe's has identified University Mall as their preferred location and are working with owners of the Mall to locate in that center. Staff to try to facilitate communications among owners and tenants of University Mall with goal of achieving outcome agreeable to all parties.

FUTURE: By 2008	Community Development Director	Pursue development of business and high tech research park		X		<p>34,000 square feet of new office space has been approved in Interland. Additional applications in process for Second St area. Staff continues to discourage conversion of light industrial land to office uses.</p> <p>Staff overseeing commercial feasibility study for Cannery Park project.</p> <p>Council approved funding for Golden Capital Network, to provide seed funding for technology/biotechnology start ups.</p>
FUTURE: By 2008	Community Development Director Public Works Director	Complete Eighth Street Corridor improvements and continue to pursue tenant to fill vacancy in Davis Manor.		X		<p>The improvements are on schedule to be completed in the '08 construction season.</p> <p>CDD: Potential tenants are referred to property owners for the center, but the eastern half of the former grocery space remains vacant.</p>
FUTURE: By 2008	Community Development Director	Implement mitigation measures for Second Street project		X		<p>Target has closed escrow on property. Building plans submitted to City in fall 2007. Permits to be issued in spring 2008, with opening March 2009.</p>