



CITY COUNCIL GOALS 2024-25

Adopted by the Davis City Council - April 2024

OBJECTIVE 1: ACHIEVING GREATER FISCAL RESILIENCE

Strategies that allow Davis to adapt to changing economic circumstances while maintaining desired level of service

Strategy 1.1: Balance revenue and expenditures

- Pass balanced budgets for fiscal years 2025 and 2026 that maximize use of city resources
- Review the current General Fund reserve policy and, if necessary, update to ensure consistency with City Council expectations and industry best practices
- Continue to meet existing obligations and liabilities (e.g., pension, OPEB, mandated costs)
- Review the City's investment strategy and update if necessary to ensure that it preserves assets and delivers a reasonable rate of return
- Continue to utilize the long-term General Fund forecasting model to anticipate downturns and upturns in order for the City leadership to make informed choices

Strategy 1.2: Take action to diversify the City's revenue base

- Analyze existing City fees and charges by looking at comparison jurisdictions, City needs and industry best practices with recommendations for prioritized revenue enhancements
- Continue strategic discussions with residents and key stakeholders about the need for enhanced revenue streams scaled to resident and stakeholder needs and expectations
- Aggressively pursue grants that are in alignment with City goals and policies, aiming for an increase in grants awarded to the City over baseline
- Incorporate information and consideration of budgetary tradeoffs into staff recommendations to the City Council so that City budget and program planning is considered as a connected whole vs siloed
- Develop an economic development strategic plan with a goal to grow the City's economic development program and increase revenues and the diversification thereof to the City

Strategy 1.3: Achieve staffing and program budget targets for City departments that match best practice standards

- Research, apply and report to Council best practice standards vs. city staffing levels as part of the biennial budget process
- Research, apply and report to Council best practice standards vs. city program levels as part of the biennial budget process
- Complete vacant position recruitments in five months or less
- Work with all employee bargaining units to complete MOUs in a timely fashion, ensuring that Davis remains a competitive workplace

Strategy 1.4: Invest in City government infrastructure for long-term cost savings and capacity building

- Budget allocations toward regular and deferred maintenance of facilities, fleets and equipment to replace and repair as needed and extend the useful life of existing City assets where possible and practical
- Explore ways to increase staff productivity and improve service delivery quality and efficiency for residents/taxpayers through increased investment in information technology (hardware, software, AI, etc.)

OBJECTIVE 2: STRENGTHENING CLIMATE RESILIENCE

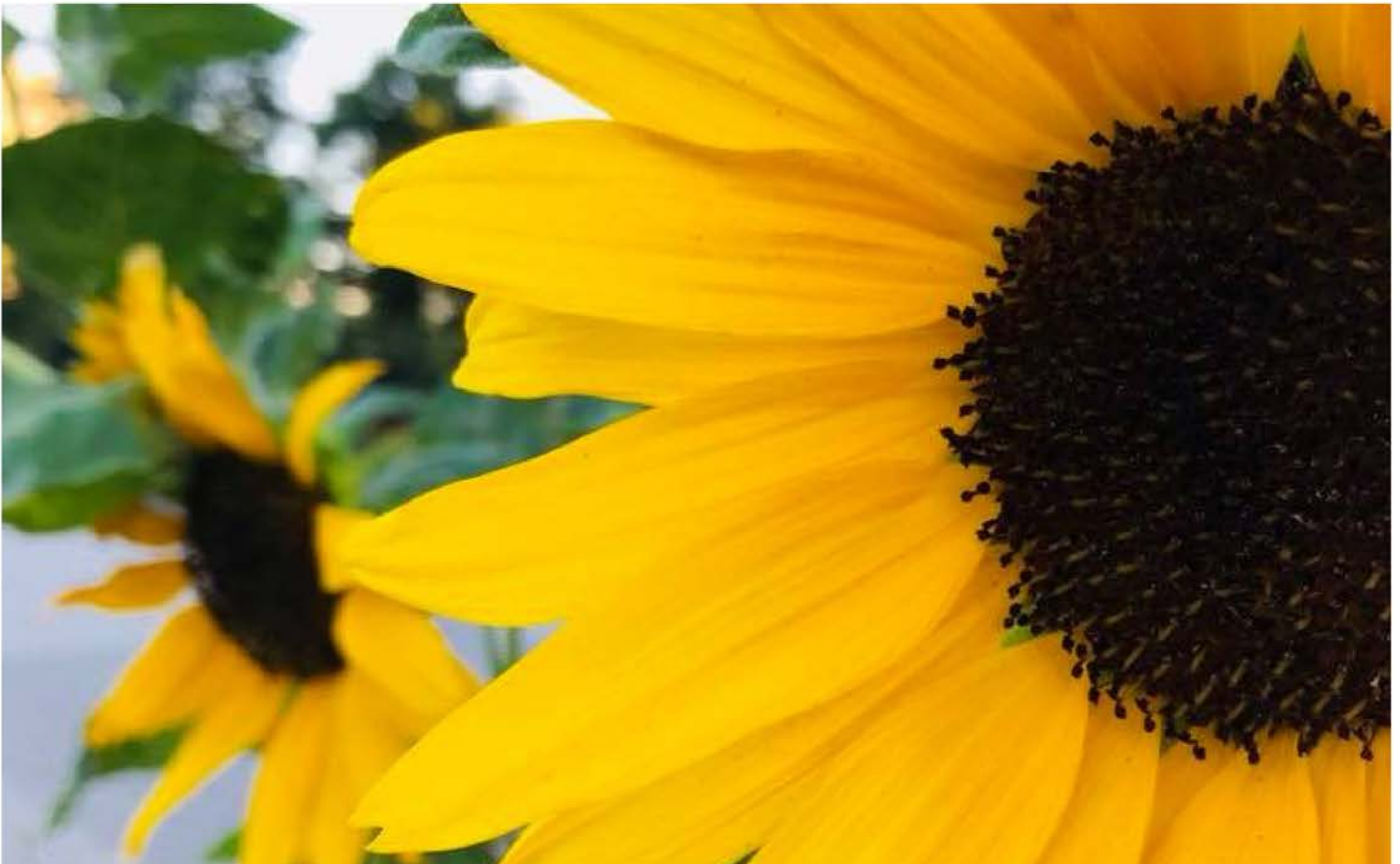
Strategies that support Davis' commitment to become carbon neutral by 2040 with a vision to reach carbon negativity and to position the community to adapt to and mitigate climate risks in an equitable and environmentally just manner

Strategy 2.1: Implement the 2020–2040 Climate Action and Adaptation Plan (CAAP)

- Develop prioritized CAAP fund development strategies for CAAP implementation over a multi-year period
- Prioritize and implement the (28) CAAP actions using criteria that include funding availability and timing, staff capacity, leveraging partnerships with non-governmental organizations, cost effectiveness, populations served and equity considerations
- Provide regular CAAP action status reports to City Council and appropriate Commissions, at least twice a year

Strategy 2.2: Implement municipal actions to strengthen the City's climate resilience

- Engage all City departments to incorporate CAAP actions into City goal setting, planning processes (e.g., General Plan update, Downtown Specific Plan, Urban Forest Management Plan, future Economic Development Strategic Plan, etc.), department work plans and work reporting, budgets and daily operations
- Expand the Vulnerability Assessment with a focus on climate-related impacts on the City's vulnerable populations and readiness of existing facilities and services to address identified needs and report results to Council and appropriate City Commissions at least annually



OBJECTIVE 3: SHORING UP THE HOUSING CONTINUUM

Strategies that improve housing availability, accessibility and affordability for all (buyers, renters, the unhoused and the housing insecure)

Strategy 3.1: Improve the diversity of housing types at various price points in the city

- Implement actions necessary to execute the newly certified Housing Element with an annual progress report and regular updates to housing dashboard to measure results across all housing types and surface barriers or points of friction requiring resolution
- Complete a qualitative and quantitative assessment of the City's existing housing stock and compare to community needs to inform prioritization decisions of high-need housing types for construction and preservation. Findings will be utilized to inform the General Plan Update process
 - City partners, such as the Davis Joint Unified School District, UC Davis, and others are regularly engaged to help inform housing needs for specific populations
- Engage with sponsors of housing project applications to maximize alignment with the Housing Element and fulfillment of community needs

Strategy 3.2: Attain performance targets in the Homeless Strategic Plan

- Complete the Homeless Strategic Plan
- Coordinate with Yolo County, the Housing Authority of Yolo County, area healthcare systems, foundations and nonprofit organizations to increase permanent supportive housing options for individuals experiencing or at-risk of becoming homeless
- Make progress to reduce the homeless count in Davis through homeless outreach, assessment, case management, bridge housing, bridge rental assistance and job training, working together with Yolo County local healthcare systems, foundations and nonprofit organizations



OBJECTIVE 4: IMPROVING SOCIAL SERVICES FOR VULNERABLE POPULATIONS

Strategies that identify and address gaps in services for vulnerable populations

Strategy 4.1: Deliver City-driven social services strategically

- Identify and incorporate evidence-based practices and policies that support the design of City service offerings to ensure they are non-duplicative, responsive, equitable and address the needs of vulnerable populations (e.g., unhoused, disabled, seniors, youth, low income, Black/Indigenous/People of Color, etc.)
- Develop and implement criteria to prioritize deployment of City-driven services based on what is achievable given available resources. Emphasize low cost, high impact interventions and activities that align with regional, state and federal efforts to provide support for those needing safety net services
- Establish and implement a performance reporting system based on the social determinants of health to evaluate results and make course adjustments
- Regularly convey information to and through Council, the Social Services Commission and relevant City departments to effectively communicate, coordinate and collaborate with local networks of stakeholders regarding City-provided services or services provided by other agencies or organizations

Strategy 4.2: Leverage City knowledge and external partnerships to deliver needed social services

- In partnership with community organizations, social services providers, advocates and other public agencies, strive to provide City-driven programs that aid vulnerable populations as they work to overcome challenges on their path to self sufficiency and family stability
- Utilize knowledge and feedback from City assigned social services staff, embedded clinicians, first responders and other stakeholders to enhance service delivery executed through City programs and the network of service providers serving Davis community members
- Complete an inventory of social services programs and maintain a corresponding City of Davis network map to help service users, providers, and policymakers understand the resources available, identify gaps in services, and facilitate collaborations to improve service delivery and accessibility



OBJECTIVE 5: MAINTAINING HIGH QUALITY INFRASTRUCTURE AND SERVICES

Strategies that provide infrastructure and services that are safe, reliable, meet regulatory requirements, and support a high quality of life

Strategy 5.1: Develop a deferred maintenance strategy

- Examine, prioritize, and put in place metrics for the specific requirements needed to maintain high quality infrastructure (e.g., public safety, parks and recreation, urban forestry, roads, bike paths and related infrastructure, utilities, City buildings, facilities and equipment and IT software and hardware)
- Implement the Council goal for Pavement Condition Index improvements
- Improve the reliability and safety of public infrastructure through strategic investments in deferred maintenance to extend the lifespan of critical assets for long-term cost savings
- Explore implementation of financing mechanisms (EIFDs, bonds, revenue measure) for major infrastructure investment needs
- In conjunction with the General Plan update, create a Major Projects Financing Plan

Strategy 5.2: Integrate new technologies that lower costs, improve service and reduce the City's carbon footprint

- Integrate smart/microgrid technologies and renewable energy sources, reducing the City's carbon footprint and energy consumption, leading to reduced operational costs and increased resilience
- Increase transportation efficiency with adoption of alternative-fuel vehicles and personal mobility solutions, resulting in decreased congestion, improved air quality and enhanced accessibility for residents
- Continue to implement advanced water management systems, including leak detection sensors and smart irrigation for water savings and a more resilient response to future drought conditions
- Deploy smart street lighting and adaptive traffic management systems to reduce accidents, optimize traffic flow and increase public safety
- Add robust digital smart City services that can support different aspects of the city's various and diverse populations
- Review, adjust and monitor an information governance and security policy

Strategy 5.3: Perform a staffing needs assessment to confirm that staffing numbers and types matches desired and required service delivery

- Perform analysis of City staffing levels with other comparable agencies along with Davis-specific assessment of staffing levels necessary to deliver services and facilities to match with community expectations, City policy implementation and City Council goals
- Develop a long-term financial outlook strategy to implement staffing level analysis



OBJECTIVE 6: STEPPING UP ECONOMIC DEVELOPMENT ACTIVITIES

Strategies to help start, retain and grow local businesses and investment

Strategy 6.1: Create a shared economic vision and near-term action steps for the City

- Features in the vision /action plan will demonstrate:
 - The unique physical, social and environmental attributes and qualities of Davis that set it apart from others
 - Economic development activities that are sustainable and appropriate to Davis
 - Davis as an attractive location for business and consumers
 - The desired uses for the downtown
 - How all the commercial hubs across the City (not exclusively downtown) will be activated and leveraged
 - The connections to U.C. Davis, including business startup, entrepreneurship, innovation and sustainability knowledge and support
 - Strategies and actions to diversify the City's economic base to increase resiliency to downturns, shocks and adaption to changing markets
 - Strategies that identify unmet business and commercial needs
 - Opportunities to engage youth
 - Opportunities to promote and support small business ownership for underrepresented populations
 - Incorporation of arts and culture as economic stimulus
- The desired direct and longer-term systemic impact of enacting the action plan will result in:
 - An enhanced jobs-housing balance within the city
 - Business growth in areas that are consistent with City values and existing plans (e.g., Climate Action and Adaption Plan, Downtown Plan, infrastructure and energy plans, etc.)
 - Stronger ties and engagement with area business organizations
 - Increased fiscal stability

