



Office of the City Manager

April 3, 2017

To: Honorable Mayor and Members of the City Council

From: *Dee* Dee Williams-Ridley, City Manager

Subject: City of Berkeley Strategic Plan – Draft Long-Term Goals and Short-Term Priorities Linked to the City Budget

As you know, the City is in the process of developing a City of Berkeley Strategic Plan that articulates the long-term goals that the City government will achieve on behalf of the community and the short-term projects designed to advance those goals.

The main purpose of the Plan is to help City Council and staff throughout the organization to prioritize limited time and resources.

For community members, the Strategic Plan will serve as a clear, one-stop illustration of the main priorities that the City and partners are advancing in a given budget cycle (the priorities in the Plan will be updated every two years along with the biennial budget). The Plan will enable the community to know and learn more about the work the City government does on their behalf, and get involved in getting the work done. The City will launch an online dashboard to regularly report progress.

Attached for your review are revised draft long-term City of Berkeley Strategic Plan goals, as well as specific short-term priorities associated with each goal. We plan to review these goals and priorities with you at the upcoming City Council retreat on April 15, 2017. Prior to the retreat, please review the attached and share your initial input with me by April 10, 2017. My main objective is to ensure that the Plan reflects your priorities. Specifically:

- Do you have suggested revisions to the mission, values, or goals?
- Are there key priorities that are not reflected in the document that should be?
- Do you have other questions or input?

I look forward to your input and to working with you make this a Plan that reflects our work and who we are, and that helps us be as effective as we can be.

The Plan is being developed over three phases, with input from the Mayor and City Council throughout the process.

April 3, 2017

Re: City of Berkeley Strategic Plan – Draft Long-Term Goals and Short-Term Priorities Linked to the City Budget

Discovery Phase (January – June 2016)

- City Council provides initial input on staff's framework for developing the strategic plan at a January 26, 2016 work session.
- A staff committee reviews existing City planning documents, such as the Capital Improvement Plan, budget, General Plan, City-wide work plan, Climate Action Plan, and others, that articulate some existing City goals and priorities that can inform development of the Plan.
- Staff throughout the organization are invited to provide input that informs development of a shared set of goals and priorities.
- Staff committee meets with leadership of employee labor unions to gather input.
- Staff committee meets with City Council Members to gather input and guidance.

Discussion Phase (June 2016 – March 2017)

- Over 660 staff provide input on draft Plan goals at June 23 staff appreciation event.
- The City invites input on draft Plan goals from City Commissions and the community, including online through "Berkeley Considers."
- Staff provides City Council with an update on the planning process and gathers input at September 27, 2016 and January 31, 2017 City Council Work Sessions.
- Staff meets directly with City Council Members to gather input and guidance.

Decision Phase (April – June 2017)

- Based on community, staff and City Council input, the staff committee develops revised long-term goals and identifies short-term priorities designed to advance those goals.
- City Council provides input before and at its April 15, 2017 retreat.
- City Manager submits a revised draft City of Berkeley Strategic Plan for City Council consideration and adoption along with the biennial budget.

The revised draft goals were informed by your input as well as input from the community. Many respondents to the "Berkeley Considers" survey expressed the need to more clearly highlight affordable housing and homelessness in the Plan's goals. We have made changes to reflect that input.

For more information about the City of Berkeley Strategic Plan, please contact Timothy Burroughs, Assistant to the City Manager, at ext. 7437 or tburroughs@cityofberkeley.info.

Attachment

cc: Ann-Marie Hogan, City Auditor
Senior Executive Team

CITY OF BERKELEY STRATEGIC PLAN

PURPOSE OF THE CITY OF BERKELEY STRATEGIC PLAN

The City of Berkeley's Strategic Plan identifies the long-term goals that the City government will achieve on behalf of the community we serve, and the specific, short-term, two-year priority initiatives designed to advance those goals. The Plan serves as a guide for the City's staff to ensure that the priorities of the Mayor and City Council are met, all regulatory and financial obligations are fulfilled, and that the City continuously improves the services we provide for the community. The Plan helps employees throughout the organization to prioritize limited time and resources and to connect our short-term, week-to-week work with longer-term goals for our city.

For community members, the Strategic Plan is a one-stop illustration of the main priorities that your public servants in the City government are focusing on for fiscal years 2018 – 2019. The City is accountable for advancing these priorities and will regularly report on progress to the Mayor and City Council and to the community.

The Strategic Plan has nine long-term goals that reflect Berkeley's values and that provide a strategic framework for the work that our employees accomplish. The specific priorities associated with each goal are updated every two years along with the City's biennial budget.

For an initiative to be included as a two-year priority in the Strategic Plan, it must:

- Help to advance one or more City Council priorities
- Be completed within the Plan's two-year cycle (or at least a clear phase of the work must be completed)
- Have adequate resources in the City's budget to get the work done
- Engage multiple City departments collaborating to advance a shared priority

Most importantly, the Strategic Plan is an invitation to the community to learn more about the work the City government does every day, and to invite partnership and collaboration to get this work done in the best possible way.

CITY OF BERKELEY STRATEGIC PLAN

CITY OF BERKELEY MISSION AND CORE VALUES

City of Berkeley Mission

Provide quality service to the diverse Berkeley community; promote an accessible, affordable, safe, healthy, environmentally sound and culturally rich city; innovate; embrace respectful, democratic participation in local decision-making; respond efficiently and effectively to neighborhood and commercial concerns; and do so in a fiscally sound manner.

City of Berkeley Core Values

Service: We are responsive to the diverse needs of our community.

Collaboration: We build partnerships with individuals and organizations within the community and foster multi-disciplinary solutions to the challenges we face.

Respect: We embrace and have profound respect for diverse views and opinions.

Equity: We have a responsibility to identify and eliminate barriers to social and racial equity.

Accountability: We take ownership for the work we do on behalf of the community and we demonstrate results.

Continuous Learning: We learn and grow from our successes and mistakes and constantly strive to do better.

Innovation: We value creativity and encourage new ideas for improving our city and setting examples for others.

Safety: We make the safety of community members and our employees our top priority.

CITY OF BERKELEY STRATEGIC PLAN

CITY OF BERKELEY STRATEGIC PLAN LONG-TERM GOALS

- 1. Provide modern, well-maintained infrastructure, amenities, and facilities**
- 2. Create affordable housing and support services**
- 3. Create a safe, connected, and prepared city**
- 4. Promote and demonstrate social and racial equity**
- 5. Foster a dynamic and sustainable local economy**
- 6. Provide an efficient and financially-healthy City government**
- 7. Be a global leader in addressing climate change and protecting the environment**
- 8. Attract and retain a talented and diverse City government workforce**
- 9. Provide excellent, easily-accessible service and information to the community**

CITY OF BERKELEY STRATEGIC PLAN

LONG-TERM STRATEGIC GOALS AND SHORT-TERM PRIORITIES

Fiscal Year 2018-2019 Short-Term Priority	Lead City Departments
1. Goal: Provide modern, well-maintained infrastructure, amenities, and facilities	
<i>Citywide Infrastructure Improvements:</i> Implement voter-approved (Measure T1) bond dollars to do multi-benefit upgrades to aging infrastructure, such as streets, sidewalks, storm drains, parks, and community centers.	City Manager’s Office, City Attorney’s Office, Finance Department, Department of Health, Housing & Community Services, Department of Parks, Recreation & Waterfront, Department of Public Works, Planning Department
<i>Adeline Corridor Plan:</i> In collaboration with partners in the community, develop a long-range plan and Environmental Impact Report for the Adeline/South Shattuck Corridor that addresses key community priorities related to community character, affordable housing and anti-displacement, economic development, transportation and parking, and infrastructure.	City Manager’s Office, Office of Economic Development, Department of Health, Housing & Community Services, Department of Public Works
<i>Conceptual Plan for the Berkeley Transfer Station:</i> Develop a plan that identifies opportunities to re-design and modernize the Berkeley Transfer Station and Material Recovery Facility to accelerate progress toward the City’s Zero Waste goal.	Planning Department, Department of Public Works
<i>Major Improvements to Downtown Berkeley Infrastructure and Amenities:</i> Renovate the Downtown Berkeley BART Plaza, reconfigure Shattuck Avenue, implement the Hearst Complete Streets Project, and modernize the Center Street Plaza to beautify the Downtown and improve flow and safety for all modes of transportation.	Office of Economic Development, Planning Department, Department of Public Works
<i>Berkeley Rose Garden Improvements:</i> Complete re-construction of the Trellis and improve the pathways and lighting at the historic Berkeley Rose Garden.	City Manager’s Office
<i>Sanitary Sewer Rehabilitation:</i> Consistent with Clean Water Act requirements and to protect local waterways, rehabilitate at least 4.2 miles of sewer main pipe and associated lateral pipes and manholes per year.	Finance Department, Planning Department, Department of Public Works

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<p><i>Multi-Benefit Green Infrastructure Projects:</i> Using voter – approved bond dollars (Measure M and Measure T1) and other leveraged funds, plan, design, and construct green infrastructure projects that help reduce storm water flooding and protect ecosystems by removing pollutants.</p>	<p align="center">City Manager’s Office, Department of Parks, Recreation & Waterfront, Department of Public Works</p>
<p><i>Green Infrastructure Plan:</i> Build on the City’s Watershed Management Plan and Resilience Strategy by developing a Green Infrastructure Plan that sets clear goals and serves as a guide for using green infrastructure to help reduce the adverse impacts of storm water runoff</p>	<p align="center">City Manager’s Office, Department of Parks, Recreation & Waterfront, Planning Department, Department of Public Works</p>
<p><i>Stormwater System Condition Assessment:</i> Improve and prioritize stormwater system management by Initiating a citywide condition assessment of the storm drainage infrastructure.</p>	<p align="center">Department of Information Technology, Department of Public Works</p>
<p><i>Center Street Garage:</i> Complete construction of the new Center Street Garage in Downtown Berkeley to increase the supply of public parking as well as provide space for additional bicycle parking and electric vehicle charging.</p>	<p align="center">City Manager’s Office, Finance Department, Planning Department, Department of Public Works, Department of Information Technology</p>
<p><i>Upgrade Fire Station 2:</i> Renovate Fire Station 2 to address maintenance needs, improve occupant comfort, and increase water and energy efficiency.</p>	<p align="center">Fire Department, Department of Public Works, Department of Information Technology</p>
<p><i>Tuolumne Camp Rebuild:</i> Complete the planning and design to rebuild the Berkeley Tuolumne Camp, which was destroyed by the Rim Fire in 2013.</p>	<p align="center">City Manager’s Office, Department of Parks, Recreation & Waterfront</p>
<p><i>Cazadero Camp Landslide Repair:</i> Repair significant damage to the City’s Cazadero Camp caused by a landslide that occurred in 2016.</p>	<p align="center">Department of Parks, Recreation & Waterfront, Department of Public Works</p>
<p>2. Goal: Create affordable housing and support services</p>	
<p><i>Homeless Services and Plan:</i> In partnership with many community agencies, continue to refine and improve the City’s Homeless Coordinated Entry System and identify opportunities to build on existing efforts to get the homeless housed by developing a Berkeley Homelessness Plan.</p>	<p align="center">City Manager’s Office, Fire Department, Finance Department, Department of Health, Housing & Community Services, Department of Parks, Recreation & Waterfront, Police Department, Police Review Commission, Department of Public Works</p>

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<p><i>Homeless Outreach and Treatment Team (HOTT) Program:</i> Launch the new HOTT program designed to provide outreach and treatment for homeless individuals in the community with serious mental health disorders, helping them to access the services they need and get housed.</p>	<p align="center">Department of Health, Housing & Community Services</p>
<p><i>Increased Affordable Housing:</i> Increase the supply of affordable housing in Berkeley, including by maximizing the amount of funding that is invested in Berkeley from the \$580 million Alameda County Affordable Housing Bond that voters passed in November 2016.</p>	<p align="center">City Manager’s Office, Department of Health, Housing & Community Services, Planning Department</p>
<p><i>Affordable Housing Action Plan:</i> Work with community partners to develop an Affordable Housing Action Plan that identifies short and long-term strategies to remove barriers to creating affordable housing.</p>	<p align="center">City Manager’s Office, Department of Health, Housing & Community Services, Planning Department</p>
<p><i>Berkeley Minimum Wage Ordinance Implementation:</i> Implement the Berkeley Minimum Wage Ordinance, which includes the Paid Sick Leave Ordinance, and which requires a minimum wage of \$13.75 per hour in October 2017 and \$15.00 per hour in October 2018.</p>	<p align="center">Department of Health, Housing & Community Services</p>
<p>3. Goal: Create a safe, connected, and prepared city</p>	
<p><i>Community Resilience Centers:</i> Increase the number of Community Resilience Centers (there are currently six), which are community-based organizations that partner with the City of Berkeley to increase access to preparedness trainings and supplies for community members who have not been reached by existing programs.</p>	<p align="center">City Manager’s Office, Fire Department, Department of Health, Housing & Community Services</p>
<p><i>Seismic Safety Programs:</i> Continue implementation of the City’s Soft Story and Unreinforced Masonry Ordinances and administer a \$3 million Hazard Mitigation Grant from FEMA, which will provide design and construction grants to owners of the most seismically vulnerable buildings in Berkeley.</p>	<p align="center">City Manager’s Office, Planning Department</p>
<p><i>Cyber Resilience Strategy:</i> Develop a Cyber Resilience Strategy that guides City efforts to create safe digital environment for City government operations and the community.</p>	<p align="center">City Manager’s Office, Department of Information Technology</p>

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<p><i>High-Speed Fiber Master Plan:</i> Develop a Fiber Master Plan to increase access to high-speed internet in Berkeley and to address the digital divide.</p>	<p>City Manager’s Office, Office of Economic Development, Department of Information Technology, Department of Public Works</p>
<p><i>Pedestrian Plan Update:</i> Update the 2010 Pedestrian Master Plan to guide City efforts to make walking in Berkeley safe, attractive, easy, and convenient for people of all ages and abilities.</p>	<p>Department of Health, Housing & Community Services, Planning Department, Department of Public Works</p>
<p><i>Intersection Signal Improvements:</i> Improve flow for all modes of transportation by installing new traffic signals and upgrading and modernizing existing signal infrastructure.</p>	<p>Planning Department, Department of Public Works</p>
<p><i>Additional Ambulance:</i> Increase emergency transport services by adding a fourth full-time ambulance to the Fire Department.</p>	<p>Fire Department, Human Resources Department</p>
<p><i>Improved Emergency Notification System:</i> Upgrade the citywide emergency notification system by converting to the new county-wide system, called AC Alert.</p>	<p>Fire Department, Department of Information Technology</p>
<p><i>Body-Worn Cameras:</i> Improve incident documentation by deploying body-worn cameras for Berkeley Police Officers and implementing a clear policy to govern their use.</p>	<p>Department of Information Technology, Police Department, Police Review Commission</p>
<p><i>Replace Self Contained Breathing Apparatus (SCBA) for Fire Personnel:</i> Replace the SCBAs, which are at the end of their user life (15 years) and must be purchased to meet Cal-OSHA and National Fire Protection Association standards.</p>	<p>Fire Department, Finance Department</p>
<p><i>Police Department Community Engagement Strategy:</i> Enhance the Police Department’s existing efforts to engage and inform community members about public safety by developing a Police Department Community Engagement Strategy.</p>	<p>City Manager’s Office, Police Department</p>
<p><i>Replace Fire Department Reserve Truck:</i> Enhance the City’s firefighting capacity by replacing a 20-year old ladder truck that has exceeded its user life.</p>	<p>Fire Department, Department of Public Works</p>

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<p><i>Public Safety Building Improvements:</i> Update signage and remodel the welcome-area of the Public Safety Building to improve service to community members and enhance the safety of Police Department personnel.</p>	<p>Police Department, Department of Public Works</p>
<p><i>Community Safety During Demonstrations:</i> Increase Police Department capacity, resources, tools and training, including training a bike-officer response unit, to effectively protect and facilitate free speech and maintain community safety when demonstrations and protests occur.</p>	<p>Fire Department, Police Department</p>
<p><i>Management System for Residential and Commercial Burglar Alarms:</i> Implement a system to reduce the need for Police response to false burglar alarms, thus increasing available officer time to address other community needs.</p>	<p>Finance Department, Department of Information Technology, Police Department</p>
<p><i>Comprehensive Review of Police Department Equipment and Technology Needs:</i> Conduct a needs assessment and prioritization of tools and technology that would better enable the Police Department to safeguard the community.</p>	<p>Department of Information Technology, Police Department</p>
<p><i>Comprehensive Police Department Policy Review:</i> Revise and update Police Department policies to ensure full compliance with current law, case law, and incorporate best practices.</p>	<p>City Attorney’s Office, City Manager’s Office, Police Department</p>
<p>4. Goal: Promote and demonstrate social and racial equity</p>	
<p><i>Racial Equity Action Plan:</i> With assistance from the Government Alliance on Race and Equity and researchers from UC Berkeley, develop a Racial Equity Action Plan designed to integrate equity considerations throughout City operations and services and to influence change within the community.</p>	<p>This priority engages all City departments</p>
<p><i>2020 Vision Program to Advance Equity in Education:</i> Launch new strategic initiatives designed to advance equity and end the racial predictability of academic achievement that exists in Berkeley Public Schools.</p>	<p>This priority engages all City departments</p>

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<p><i>Americans with Disabilities Act Transition Plan:</i> Update the City’s ADA Transition Plan to guide efforts to improve services for community members with disabilities.</p>	<p>This priority engages all City departments</p>
<p><i>African American Resource Center:</i> In partnership with many in the community, plan for the development of a holistic African American Resource Center in South Berkeley, which will serve as a place of support and strength for the Berkeley community.</p>	<p>City Manager’s Office, Department of Health, Housing & Community Services</p>
<p><i>Ageing-Friendly Berkeley Plan:</i> As part of the World Health Organization’s “Age-Friendly Cities and Communities” Project, partner with community agencies and leaders to develop an Ageing-Friendly Berkeley Plan that demonstrates Berkeley’s commitment to create a livable community for older adults.</p>	<p>This priority engages all City departments</p>
<p><i>Diversity Training for City Employees:</i> To continue to advance and appreciate diversity and inclusion within the City government, conduct an evaluation of the City’s existing diversity training and launch a new training module for managers and supervisors.</p>	<p>This priority engages all City departments</p>
<p>5. Goal: Foster a dynamic and sustainable local economy</p>	
<p><i>Update the City’s Arts and Culture Plan:</i> Work with community stakeholders to update the Plan, which will guide public policy and public and private investments related to arts and culture.</p>	<p>City Manager’s Office, Office of Economic Development, Planning Department</p>
<p><i>Implementation of the 1% for Art Policy:</i> Develop the systems, tools and processes to implement the newly adopted policy requiring the incorporation of public art in private development projects.</p>	<p>Office of Economic Development, Finance Department, Department of Information Technology, Planning Department</p>
<p><i>Berkeley Branding & Marketing Project:</i> Develop a plan to brand and market the City of Berkeley as a place to do business.</p>	<p>City Manager’s Office, Office of Economic Development</p>

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<p><i>Small-Scale Ferry Service at the Berkeley Marina:</i> Coordinate with key partners to analyze the potential for a small-scale ferry service between the Berkeley Marina and San Francisco.</p>	<p>City Manager’s Office, Office of Economic Development, Department of Parks, Recreation & Waterfront</p>
<p><i>Conceptual Plan for the Berkeley Waterfront:</i> Develop a plan that identifies opportunities to improve the amenities and visitor experience at the Berkeley Waterfront.</p>	<p>City Manager’s Office, Office of Economic Development, Department of Parks, Recreation & Waterfront, Planning Department, Department of Public Works</p>
<p><i>Winter at the Waterfront Holiday Event:</i> Launch a new annual event that draws community members of all ages to the Berkeley Waterfront to celebrate the winter holidays.</p>	<p>Department of Parks, Recreation & Waterfront</p>
<p>6. Goal: Provide an efficient and financially-healthy City government</p>	
<p><i>Digital Strategic Plan & Roadmap:</i> Advance implementation of the City Council-adopted Digital Strategic Plan & Roadmap, which identifies responsive and innovative technology solutions that help the City to provide exemplary service to the Berkeley community.</p>	<p>This priority engages all City departments</p>
<p><i>Issuance of Measure T1 General Obligation Bond:</i> Issue the voter-approved Measure T1 general obligation bond to fund multi-benefit improvements to existing City infrastructure.</p>	<p>City Manager’s Office, Finance Department, Department of Parks, Recreation & Waterfront, Department of Public Works</p>
<p><i>Collection of Increased Business License Tax for Owners of Buildings with 5 or more Units:</i> Administer collection of the increased Business License Tax approved by Berkeley voters in November 2016 (Measure U1).</p>	<p>Finance Department, Department of Health, Housing & Community Services, Rent Board, Department of Public Works</p>
<p><i>Replace the City’s Core Data Management System:</i> To improve access to services and information for community members and create more efficient financial and information management processes for City staff, replace the City’s core data management system.</p>	<p>This priority engages all City departments</p>
<p><i>Optimization of Commercial Solid Waste Collection:</i> Evaluate the costs, benefits, and impacts on customer service and the City’s Zero Waste goal of</p>	<p>City Manager’s Office, Office of Economic Development, Department of Information Technology, Department of Public Works</p>

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the City's Zero Waste Division taking responsibility for commercial business solid waste collection from existing waste collection franchisees.	
<i>Succession Planning:</i> In advance of a large amount of expected retirements in fiscal year 2018, develop and provide guidance to all City departments to improve succession planning and minimize disruption to the City government and the community it serves.	This priority engages all City departments
<i>City Vehicle Fleet Assessment:</i> Evaluate the City's existing fleet of vehicles and update vehicle purchasing guidelines to meet future functional and value-for-money needs and to ensure consistency with the City's environmental goals.	City Manager's Office, Planning Department, Department of Public Works
<i>City Contract Development and Processing:</i> To increase City efficiency, design an improved, standardized process for the development, approval, logging, and archiving of City Contracts.	City Clerk, City Manager's Office, City Auditor, Department of Information Technology, City Attorney's Office, Finance Department
<i>City Records Retention:</i> Conduct a comprehensive update of the Records Retention Schedule for more efficient handling and disposition of City records.	This priority engages all City departments
<i>Transient Occupancy Tax for Short-Term Rentals:</i> Consistent with the Short-Term Rental Ordinance, collect the Transient Occupancy Tax for short-term rentals in Berkeley.	City Manager's Office, Finance Department, Planning Department
<i>Database of City Commissioners:</i> Launch a new database that enables the City to more efficiently track and update the composition of City commissions and any vacancies.	City Clerk, Finance Department, Department of Information Technology
<i>Training for City Commissioners and Commission Secretaries:</i> Update current training for commissioners and staff.	This priority engages all City departments
<i>New Fire Records Management System:</i> Prepare a new fire records management system that will be compliant with the National Fire Information System and improve data collection and response information.	Fire Department, Department of Information Technology

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<p><i>Results-Based Accountability Framework for Health, Housing & Community Services Programs:</i> Implement a results-based accountability performance management framework to better account for and improve the work that the Department of Health, Housing & Community Services undertakes, and to maximize impact.</p>	<p style="text-align: center;">Department of Health, Housing & Community Services</p>
<p>7. Goal: Be a global leader in addressing climate change and protecting the environment</p>	
<p><i>Long-Term Zero Waste Operations Strategy:</i> Develop a strategic plan for Zero Waste Division operations that guides City efforts to achieve its Zero Waste goal.</p>	<p style="text-align: center;">City Manager’s Office, Planning Department, Department of Public Works</p>
<p><i>Bike Share:</i> Oversee rollout of the Bay Area Bike Share Program in Berkeley.</p>	<p style="text-align: center;">Office of Economic Development, Department of Public Works</p>
<p><i>Evaluation of Possible Ban on Certain Tree Species that Present a Fire Hazard:</i> Evaluate the benefits and downsides of prohibiting the new planting of tree species that contribute to the fire hazard in the Berkeley and East Bay Hills.</p>	<p style="text-align: center;">Department of Parks, Recreation & Waterfront</p>
<p><i>Energy Efficiency in Existing Buildings:</i> Conduct an evaluation of Berkeley’s Building Energy Savings Ordinance (BESO) - which requires building owners to complete energy efficiency opportunity assessments – and identify next steps for advancing energy efficiency in existing buildings.</p>	<p style="text-align: center;">Department of Information Technology, Planning Department</p>
<p><i>Clean Energy Microgrid:</i> Design a clean energy microgrid in Downtown Berkeley that provides increased back-up power for critical facilities.</p>	<p style="text-align: center;">City Manager’s Office, Planning Department, Department of Public Works</p>
<p><i>Cleaner Electricity from East Bay Community Energy Program:</i> Engage Berkeley residents and businesses in participating in the new East Bay Community Energy program, which will provide a cleaner source of electricity starting in 2018.</p>	<p style="text-align: center;">City Manager’s Office, Planning Department</p>
<p><i>Measurement of Community Greenhouse Gas Emissions:</i> Develop the latest analysis of the main sources of local greenhouse gas emissions, historic trends, and future projections.</p>	<p style="text-align: center;">City Manager’s Office, Department of Parks, Recreation & Waterfront, Planning Department, Department of Public Works</p>

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<p><i>Fuel Switching to Encourage Cleaner Energy:</i> Collaborate with partners in the community to educate residents and businesses about the benefits of switching from natural gas to electricity for space and water heating, which has the potential to significantly reduce local greenhouse gas emissions.</p>	<p align="center">Planning Department</p>
<p>8. Goal: Attract and retain a talented and diverse City government workforce</p>	
<p><i>Fire Personnel Recruitment:</i> Conduct a 2017 and 2018 recruitment process to identify and hire excellent entry level Fire Department personnel.</p>	<p align="center">Fire Department, Human Resources Department</p>
<p><i>Hire, Train, and Retain Excellent Police Personnel:</i> In order to continue to provide excellent service to the community, expediently fill any position vacancies due to retirement, injury retirement, or employees who do not satisfactorily complete required training programs.</p>	<p align="center">Human Resources Department, Police Department</p>
<p><i>Employee Appreciation:</i> Launch a City employee recognition program and event to honor and celebrate the hard work, dedication, and excellence exhibited by staff throughout the organization.</p>	<p align="center">This priority engages all City departments</p>
<p><i>360 Degree Assessment Tool for Fire Department Personnel:</i> Implement a 360 Assessment Tool that enables continuous improvement by providing Fire personnel with periodic input and feedback from their peers.</p>	<p align="center">Fire Department, Human Resources Department</p>
<p><i>Leadership Development Program:</i> To continue to foster leadership skills and opportunities at all levels of the City government, conduct an evaluation of the existing Leadership Development Program and identify next steps in the program's evolution.</p>	<p align="center">City Manager's Office, Human Resources Department</p>
<p><i>Revision of Personnel Rules and Regulations and the Employer-Employee Relations Resolution:</i> Update and revise both sets of Rules and Regulations to comply with current federal and state laws; reflect best practices; and ensure the established rules are comprehensive and consistent.</p>	<p align="center">City Attorney's Office, City Manager's Office, Human Resources Department</p>
<p><i>Contract Negotiations:</i> Coordinate and negotiate with the City's seven employee labor unions to develop fair and equitable labor union contracts.</p>	<p align="center">This priority engages all City departments</p>

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<p><i>Training and Certification for Sports Coaches and Officials:</i> Implement a new program to provide the latest training and certifications all staff who serve as sports officials and coaches for the City’s many sports programs, including softball, baseball, and tennis leagues, skateboarding, and more.</p>	<p>Department of Parks, Recreation & Waterfront</p>
<p>9. Goal: Provide excellent, easily-accessible service and information to the community</p>	
<p><i>New City of Berkeley Website:</i> Create a new design, look and information architecture for the City website so that it serves and prioritizes the needs of the community, including a focus on increasing the number and types of transactions and services available online.</p>	<p>This priority engages all City departments</p>
<p><i>Online Communications:</i> Train and guide all departments in using effective communication to better serve Berkeleyans across a variety of different tools, including social media and our online forum, Berkeley Considers.</p>	<p>This priority engages all City departments</p>
<p><i>Pay-by-Phone Parking:</i> Continue to improve ease of travel in Berkeley by implementing pay-by-phone parking technology and next phases of the City’s goBerkeley parking program, which adjusts meter rates to improve parking availability.</p>	<p>Finance Department, Department of Information Technology, Police Department, Department of Public Works</p>
<p><i>Web Content Training:</i> Create and develop a governance structure and a training program so that all staff in all departments have the appropriate tools and skills to build effective web content.</p>	<p>This priority engages all City departments</p>
<p><i>Opportunities for Volunteering in Parks:</i> Create additional opportunities for volunteers to help improve our parks and to be recognized for their contribution.</p>	<p>Department of Information Technology, Department of Parks, Recreation & Waterfront</p>
<p><i>Improved Reservation System for Berkeley Parks:</i> Improve the park reservation policies and system to make it easier for community members to reserve park space for picnics and other uses.</p>	<p>Department of Parks, Recreation & Waterfront, Department of Information Technology</p>
<p><i>Planning Department Customer Service Improvement Plan:</i> To improve and provide the best possible customer service to community members seeking assistance or services from the Planning Department, advance actions</p>	<p>Planning Department</p>

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identified by an external consultant’s review of the Permit Service Center, Plan Review, and Current Planning functions.	
<i>Zoning Ordinance Revision:</i> Revise the City of Berkeley Zoning Ordinance in order to clarify zoning rules and procedures for community members and improve the implementation process for City staff.	City Attorney’s Office, Office of Economic Development, Planning Department, Department of Public Works
<i>New Web Portal for City Online Records:</i> Implement a new Records Online web portal to improve access to and increase searching capabilities of City records.	City Clerk, Department of Information Technology
<i>Sugar-Sweetened Beverage Tax:</i> In coordination with the City Council-appointed Sugar-Sweetened Beverage Products Panel of Experts Commission, continue to reduce consumption and negative health impacts of sugary drinks by advancing the “Health Berkeley” program (“Healthy Berkeley is the new name for the programs and services related to Berkeley’s first-in-the-nation sugar-sweetened beverage tax.”).	City Manager’s Office, Finance Department, Department of Health, Housing & Community Services
<i>City Council Redistricting:</i> Prepare for the 2020 redistricting process and the first iteration of the Citizens’ Redistricting Commission.	City Attorney’s Office, City Clerk, Department of Information Technology
<i>Fire Department Communications:</i> Increase and improve communication to the community by updating the Fire Department webpage and creating a social media policy and procedures.	City Manager’s Office, Fire Department, Department of Information Technology
<i>Medical Cannabis Inspection Plan:</i> Develop and implement a plan that guides City efforts to educate residents, protect public health and enhance environmental safety related to medical cannabis dispensaries.	City Attorney’s Office, City Manager’s Office, Finance Department, Fire Department, Department of Health, Housing & Community Services, Planning Department, Police Department
<i>New Public Campaign Financing:</i> Consistent with the ballot measure passed by Berkeley voters in 2016, implement and administer the new Public Financing program for candidates running for Mayor and City Council.	City Clerk