



## **STAFF REPORT**

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### **Setting the Biannual Council Priority Calendar (Step One – Public Input and General Direction)**

Honorable Mayor and Council Members:

#### **Summary**

In 2002, a biannual process for reviewing and prioritizing current and proposed Council Priority Calendar items was implemented. These items are one-time projects that require significant staff time and generally are placed on the Council agenda for action. It is time for the biannual review.

A three-step process is again proposed:

- On September 14, review all current and proposed projects, seek clarification, solicit public input and provide general direction.
- On September 28, vote to remove any current or new projects that are not a priority for study and rank all remaining new projects.
- On October 12, review the rankings and final Project Description Forms (PDFs) and approve a six-month Priority Calendar.

The goal of the Priority Calendar is for Council to clearly state what their priority for study is and to prevent issues from coming up at different times and overwhelming staff without a clear sense of what is *most* important to the community. In exchange for this greater ability to do effective workload planning, staff will be held to a higher level of accountability for delivering on what is on the calendar when we say we will deliver it. The calendar also provides greater clarity and advance notice to the public on when they can expect a staff report on a particular issue to be before the City Council.

Attachment A is a summary of all current and proposed projects. PDFs for current projects can be found in Attachment B, and in Attachment C for new projects (including “below the line” items from the last ranking). Attachment D is the current Priority Calendar, noting what has been accomplished in the past six months.

Staff recommends Council review the attachments and, after soliciting public input, provide any direction to staff in anticipation of the ranking process at the September 28 meeting.

## **Background**

In October of 2001, staff presented Council a report that, among other things, was intended to enhance Council’s understanding of the multiple projects and competing demands on staff time. As a result of that report, the Council Protocols were amended to establish a biannual review of Priority Calendar items and a process for handling Agenda Item #9’s.

The definition used for Priority Calendar items is studies or implementation activities that -

- Require at least 20 hours of staff time
- Are one-time in nature
- Have been directed by Council or the City Manager through specific action, including the budget
- Do not reflect the routine provision of City services
- Are mandates imposed by the state or federal government, or other funding agencies
- Are major capital improvements

In order to ensure the system captures all issues, while recognizing the limited resources available to undertake studies, the October 2001 report led to the creation of a “below the line” category of projects. These are items that are not expected to be started within the next six months. PDFs are created with the descriptions and estimated hours/cost, but due dates for the milestones are not detailed. These items are not acted on, but are kept on the master list for the next biannual review by Council. Should Council desire that staff address an issue earlier than proposed, other projects might need to be adjusted or additional resources secured.

In February 2003, Council modified the biannual process somewhat to limit the fall review. As such, commissions did not provide input into this process, but will next March.

## **Discussion**

### Completed/removed projects

Since the current Priority Calendar was adopted in April 2004, the following projects have been completed or are otherwise being dropped for the reasons listed below and will be removed from tracking. They are noted in Attachment A, but not part of Attachment B

<u>Number</u>	<u>Title</u>	<u>Reason</u>
PR01	Recreation Program Fee Policy	Complete
PR03	Study for Teen Services	Complete
CD 04	Planned Development Review	Complete
CD 05	Secondary Dwelling Units	Complete
PW 04	Creek Maintenance and Easements	Complete
PW 05	Residential Shuttle Program	Tabled, pending grant funding

### Project Description Forms

One of the purposes of the Priority Calendar is to ensure Council and staff are on the same page with regard to the scope of a project and what it takes to complete it to Council's satisfaction (including timeframe). Thus, it is important that every project have a Project Description Form (PDF) reviewed by Council.

PDFs for current projects that were previously ranked by Council have been reviewed and updated as appropriate (see Attachment B). Several have been modified since the Council's last review. It is important for Council to review these and ensure the description and timeline remain acceptable. If Council wants to alter the scope or timeline for any of the current projects, direction should be provided to staff prior to ranking the new projects.

As in the past, the forms include a section for "Staff Recommendation." Generally, staff will make "No Recommendation" as the purpose of this process is for Council to set priorities and provide clear direction to staff. However, in some cases, staff will make a recommendation, in which case there is usually a brief explanation in the "Comments" section at the bottom of the page. Keep in mind staff capacity to take on new projects is limited, as first priority is for on going service delivery and then comes current projects.

Staff is recommending PR04, Art Dedication Fee, and PR05, Create an Arts Alliance, both be placed below the line, due to the uncertain future of the Arts Commission. In addition, staff recommends Barrett (PR06) and Creek Restoration in PW remain below the line. Staff recommends "Athletic Field Use Policy" as a priority since there is an increasing problem scheduling fields. The "Open Space Sign Program" in Parks and Recreation is also recommended for study as the trails have already been named and this would make the trails more usable and complete the project.

There are a total of **16 projects to rank at the next meeting**. New PDFs have been drafted for each of the six new items that have surfaced since the last review in September (three in Community Development, two in Parks and Recreation, and one in Police). Four of these were initiated by staff, giving Council the opportunity to determine if these are priorities for the use of staff resources. Previous "Below the line" items for ranking include seven PDF's in Community Development, two in Public Works, and one in Parks and Recreation. Descriptions for all the projects to be ranked can be found in Attachment C.

### Commission Input

Commissions will not have formal input during the process this fall, but will again have their recommendations for the spring of 2005 priority setting.

### Biannual Review

Attachment D is the current Priority Calendar, noting which items were accomplished over the past six months. For the current Priority Calendar, 86% of the items were completed during this cycle, and for the previous two cycles, 59% of Priority Calendar items met the target due date.

Similar to what was done in the Spring, staff recommends Council adopt the process outlined below to develop the Council Priority Calendar. It is suggested that Council review all of the projects in two broad categories: current items and new items (those proposed since the last review as well as those “below the line”). Only the new items will be ranked, but Council can provide new direction on the current list if it so desires.

### **September 14 meeting**

- Public input on current and proposed issues.
- Council reviews, discusses and seeks clarification on the current issues (Attachment B).
- Council reviews, discusses and seeks clarification the new items (including those “below the line”). Attachment C is PDFs for the new items.
- Council can suggest additional items they would like staff to develop PDFs for.

### **September 28 meeting**

- Council has any additional discussion on the issues.
- A majority vote is required to remove or to modify any current item.
- Council will then be asked if there are any new items on the list that they want to drop or modify (majority vote required). *It is important that Council use this mechanism to ensure that only true priorities are undertaken.*
- Council will then rank all the remaining new items, by department.
- We will take a short break (or move on to the next agenda item) while staff tabulates the results and then reports back to Council.

### **Between September 28 and October 12**

- Staff will review the list and determine how many new items can be taken on given existing budgets, staffing and workloads - and what timelines are realistic for achieving them. This is more true than ever in light of recent budget reductions and layoffs. Council should note that the first priority for staff is providing day-to-day operations, then existing special projects, so *there is limited capacity for new projects.*
- Timelines will be filled in for those new projects that staff proposes to take on in the next six months.
- Those that can't be undertaken in the next six months will be recommended for “below the line” and will automatically come back at the next review.

### **October 12 meeting**

- Staff will bring back the list of what we feel can be accomplished, along with completed PDFs with timelines.
- Council will have the opportunity to review and revise the list, then adopt a Priority Calendar.

### Citywide Priorities

In the Spring of 2004, the City Council adopted 10 issues as “citywide priorities” for 2004-2005. The intent was to highlight projects that were significant in terms of the time and resources devoted to them, as well as their impact on the community. While the goal is that *all* items on the Priority Calendar will be completed according to the timelines established, the citywide priorities are those where Council and staff devote focused attention. It is also a way to show that, although we have established this biannual priority setting process, there are certain major issues that transcend the six-month timeframe and are the priorities for the Council during its entire two-year tenure (even though some may take longer than 2 years to complete, significant progress is expected in that timeframe).

Periodic updates on those issues have been provided to Council and posted on the web. Another update will be provided with the report for Step 3 of the Priority Calendar process in October.

### Fiscal Impact

There is no direct fiscal impact to this report. Individual projects have cost estimates associated with them on the PDFs and the fiscal impact of the alternatives would be discussed when the individual item is brought back to Council for action.

### Recommendation

Staff recommends Council approve the priority setting process outlined in this report and provide any appropriate direction to staff in advance of the September 28 ranking process.

### Alternatives

1. Modify PDFs in Attachment B and/or C and approve them
2. Modify the priority-setting process
3. Provide alternative direction to staff
4. Take no action at this time

### Attachments

- A. Summary (current projects, existing below the line and new to rank items)
- B. Project Description Forms for current projects
- C. Project Description Forms for new projects (including BTL)
- D. Current Priority Calendar, noting accomplishments

Respectfully submitted,

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Daniel Rich  
Interim City Manager



Microsoft Excel  
Worksheet

**PRIORITY CALENDAR STATUS REPORT**  
**Master List 2004-2005**

Attachment A

<b>COMMUNITY DEVELOPMENT</b>					
No.	Project Title	Source	Hrs.	Lead	Status
<b>Current Projects</b>					
CD01	Emmett House Renovations	Staff	200	Ewing	Plng Comm Approval of Detailed Development Plan
CD02	Harbor Industrial Area	Council	200	Ewing	On-going discussion of zoning, traffic control, flood control, pace of dialogue
CD03	1365 Fifth Avenue Planning	Council	100	Ewing	Project schedule needs additional revision to coincide with completion of City Hall remodel (temporary buildings on site being used for storage during remodel).
CD04	Planned Development Review	Planning Commission	100	deMelo	Council approved 8/10/04; second reading scheduled 9/14/2004.
CD05	Secondary Dwelling Units	Staff	150	deMelo	COMPLETE.
CD06	Re-Zone HRO-3 to Open Space / Agriculture	Council	20	deMelo	Public hearing with PC on map and code amendment, 9/7/04
CD07	Parking Standards Update	Staff	150	deMelo	Staff to prepare parking standards issue paper for Council review at 9/28 meeting.
<b>Current Below the Line - (To be re-ranked)</b>					
	Revision of Zoning Ordinance Definitions	PC	150	deMelo	
	Revision of Noise Ordinance	Council	100	Ewing	
	Site Planning for Current Emmett House Location	Council	80	Ewing	
	Commercial Zoning	Staff	150	deMelo	
	Redefine Building Height	PC	100	deMelo	
	Tree Ordinance	PC	100	Ewing	
	Sign Ordinance	PC	100	Ewing	
<b>NEW (To be ranked)</b>					
	Real Estate Signs	Council	100	deMelo	
	Permit Efficiency Task Force	Council	250	Ewing	
	Downtown Plan Reformat	Staff	200	Ewing	

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Attachment A

<b>PUBLIC WORKS</b>					
No.	Project Title	Source	Hrs.	Lead	Status
<b>Current Projects</b>					
PW01	Pavement Management System and Financing	Mandated		Davis	Pavement Management Program presentation to City Council made at the April 22, 2003 meeting. City Council on 1/04 postponed consideration until January, 2005.
PW02	101 Bike Pedestrian Bridge	Council	900	Davis	Final Env. Doc. resubmitted to CALTRANS. Add'l work required prior to sign off by Caltrans and FHWA. Final design underway. County contacted to acquire right of way. <b>PROJECT IS PENDING ADDITIONAL FUNDING.</b>
PW03	Review of Citywide Parking Issues	Staff	904	Davis	Residential permit & timed parking report presented in July. Staff determining a more cost effective means of analyzing sight distance restrictions on all the curves within the City. Staff will report to Council in October.
PW04	Creek Maintenance and Easements	Staff	160	Phalen	Staff presented findings to Council and it was concluded no further actions should be taken on this item. <b>THIS ITEM IS NOW COMPLETE.</b>
PW05	Residential Shuttle Program	Council	150	Davis	Feasibility Study was completed and presented to Council. Council tabled the Shuttle until grant funding can be found to offset the cost of the program. <b>COMPLETE</b>
PW06	Public Works Commission	Council	180	Davis	Staff completed survey of other Cities in June and will give Council a report in December. Project is on schedule
<b>Current Below the Line - (To be re-ranked)</b>					
	Creek Restoration	PC	100	Davis	Recommend Below the Line
	Paper Trails	Council	280	Phalen	
<b>NEW (To be ranked)</b>					

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Attachment A

<b>PARKS AND RECREATION</b>					
No.	Project Title	Source	Hrs.	Lead	Status
<b>Current Projects</b>					
PR01	Recreation Program Fee Policy	Staff	100	Mittelstadt	Council approved 3 tiered fee schedule at 6-22-04 meeting. COMPLETE.
PR02	Patricia Wharton Park/Alameda Gateway	P&R Comm.	100	Mittelstadt	CONTRACT AWARDED TO P & A CONSTRUCTION FOR \$135,000. WORK TO COMMENCE ON AUGUST 16TH.
PR03	Study for Teen Services	P&R Comm.	200	Mittelstadt	PROGRAM WILL OPERATE OUT OF ITS CURRENT LOCATION. COMPLETE.
PR04	Art Dedication Fee	AC	100		Recommend for Below the Line
PR05	Create an Arts Alliance	AC	40		Recommend for Below the Line
<b>Current Below the Line - (To be re-ranked)</b>					
	Barrett Community Center	PR Comm	400+	Mittelstadt	Recommend for Below the Line
<b>NEW (To be ranked)</b>					
	Athletic Field Use Policy	P&R Staff	100	Brunson	Recommend for Priority Study
	Open Space Trail System Sign Program	P&R Staff	100	Mittelstadt	Recommend for Priority Study
<b>FINANCE</b>					
No.	Project Title	Source	Hrs.	Lead	Status
<b>Current Projects</b>					
FN01	New Library	Council	1024	Finance Director	Design devlp. & const. doc prep. underway. Project will bid in two phases: 1 - Site prep and 2 - Construction. Phase 1 appvd, bid opening 8/31/04 and construction 9/17-12/14/04. Phase 2 approvals planned late fall, construction early winter.
FN02	Development Impact Fee Study	Staff	160	Finance Director	Initial proposals exceed budget. Revised funding included in FY 2005 Budget New RFP to be issued in fall.
FN03	SCFPA Special Financial Project	Council	300	Finance Director	The sub-committee interviewed key staff and reviewed the report of Chief Lowden. The sub-committee has reached consensus on a recommendation and is drafting a final report
<b>Current Below the Line - (To be re-ranked)</b>					
<b>NEW (To be ranked)</b>					

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Attachment A

<b>CITY ATTORNEY</b>					
No.	Project Title	Source	Hrs.	Lead	Status
<b>Current Projects</b>					
CA01	Municipal Code Revision/Update	Council	Up to 1000	Savaree	NEXT CHAPTER DUE TO COUNCIL IN OCTOBER.
<b>CITY MANAGER'S OFFICE</b>					
No.	Project Title	Source	Hrs.	Lead	Status
<b>Current Projects</b>					
CM01	Service Delivery Initiative/Performance Measurements	CM	500	Rich	YEAR END DATA BEING REVIEWED; REPORT TO COUNCIL EXPECTED BY END OF YEAR.
CM02	Police Facility/City Hall Renovation	Council	400	Rich/Mattei	Groundbreaking on Nov. 12. Construction proceeding - ONE MONTH BEHIND SCHEDULE. MONTHLY REPORTS TO COUNCIL AT SECOND MEETING. POLICY ISSUES TO BE DISCUSSED AT SEPT. MEETING.
CM03	Planning for PD Site	Staff	50	Rich	Options presented to P&R Comm. in July AND AGAIN IN SEPTEMBER; TO COUNCIL FOR DIRECTION SEPT 28, THEN TO PLANNING COMMISSION
<b>Current Below the Line - (To be re-ranked)</b>					
<b>NEW (To be ranked)</b>					
<b>POLICE</b>					
No.	Project Title	Source	Hrs.	Lead	Status
<b>Current Projects</b>					
<b>NEW (To be ranked)</b>					
	Neighborhood Safety Awareness	Staff	100	Mattei	