

COUNCIL MEMBERS  
Laura M. Hoffmeister, Mayor  
Ronald E. Leone, Vice Mayor  
Edi E. Birsan  
Timothy S. Grayson  
Daniel C. Helix

Civic Center  
1950 Parkside Drive  
Concord, CA 94519  
www.cityofconcord.org



**Special Meeting of the  
Concord City Council  
Concord Senior Center  
2727 Parkside Circle**

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April 2, 2016

9:00 a.m. – Continental Breakfast  
9:30 a.m. – 12:00 p.m. – Workshop

City of Concord  
Senior Center  
2727 Parkside Circle

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AGENDIZED ITEMS - The public is entitled to address the City Council on items appearing on the agenda before or during the City Council’s consideration of that item. Each speaker will be limited to approximately three minutes.

**1 OPENING**

**Roll Call**

- 2. TWO YEAR CAPITAL BUDGET FY 2016-17 AND 2017-18** – presentation on the process for developing, needs, and available resources related to funding the City’s Two-Year Capital Budget: Fiscal Years 2016-17 and 2017-18. Council will give feedback and make suggestions on the evaluation criteria to be used by staff in preparing the Capital Budget. No final actions will be taken at this meeting regarding any specific projects.
- 3. FY 2015-16, 2016-17 COUNCIL ADOPTED PRIORITY FOCUS AREAS** – Council will review, discuss, and affirm or modify the Priority Focus Areas. Current priority focus areas are long term financial stability, economic development, infrastructure maintenance, public safety, organizational health and employee success, quality of life, and customer service.
- 4. RECOMMENDED STRATEGIC INITIATIVES BY PRIORITY FOCUS AREAS & CONSTANT FOCUS AREAS FY 2016-17** – staff presentation of Strategic Initiatives for Council’s adopted Areas of Priority Focus for Fiscal Year 2016-17. Council will discuss, provide feedback, and may propose new or different initiatives.
- 5. ADJOURNMENT**

Next Meeting: Special Joint City Council Meeting with MDUSD  
Date: 4/4/16 6:30 p.m.

The following is a list of regular **Council Committee** meeting dates. Most meetings are held in the Garden Conference Room, 1950 Parkside Drive, Concord. **NOTE: Meetings are subject to change or cancellation. For latest information and committee agendas please call 671-3158.**

Committee	Chair/Member	Meeting Time
Policy Development & Internal Operations	Hoffmeister/Leone	2 <sup>nd</sup> Thursday at 5:30 p.m.
Housing & Economic Development	Leone/Helix	4 <sup>th</sup> Monday at 5:30 p.m.
Infrastructure & Franchise	Helix/Birsan	2 <sup>nd</sup> Monday at 5:30 p.m.
Recreation, Cultural Affairs & Comm. Svc.	Grayson/Hoffmeister	3 <sup>rd</sup> Wednesday at 5:30 p.m.
Youth & Education	Birsan/Grayson	3 <sup>rd</sup> Monday at 5:30 p.m.

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***CITY OF CONCORD MEMORANDUM***  
*Office of the City Manager*

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**Date:** April 2, 2016

**TO:** Mayor and City Council Members

**FROM:** Valerie Barone, City Manager

**SUBJECT:** Council April 2 Annual Council Workshop

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**Workshop Basics**

Attached are the agenda and packet for the Council's upcoming workshop scheduled for Saturday, April 2 at 9:00 a.m. at the Concord Senior Center.

A continental breakfast will be available at 9:00 a.m., the meeting will begin at 9:30 a.m. and end at noon. No lunch will be provided. Attire is casual.

The workshop is a noticed public meeting of the City Council, however similar to prior annual workshops, the meeting will not be televised. Attending will be the Mayor, Councilmembers, the Executive Team and senior members of the management team that oversee capital projects and facility maintenance.

**The goals for the workshop are:**

- (1) Discuss the City's two-year capital budget development process—including the process, infrastructure needs, fiscal resources, and staff's evaluation criteria for proposed projects;**
- (2) Affirm the organization's Priority Areas of Focus for the second year of the two-year operating budget; and**
- (3) Obtain feedback from Council on the City initiatives being pursued to achieve progress in the Council's adopted Areas of Priority Focus.**

**Discussion**

**Capital Budget:** At the workshop, Council will discuss the process for developing a two-year capital budget and receive a presentation on the City's infrastructure needs and fiscal challenges related to funding capital projects. Staff from the Information Technology Department, the

Community & Economic Department's Engineering Division, and the Public Works Department's Building Maintenance Division will be present to respond to Council members' questions. Staff looks forward to getting feedback from Council on staff's evaluation criteria because it will influence what projects are incorporated into the staff recommended capital budget that Council will consider in May and June at their budget workshop and public meetings.

**Priority Areas of Focus:** As part of preparing the Fiscal Year 2013-14 operating budget the City Council began a process of defining priority areas of focus as part of the budget preparation process. These Council-adopted areas of focus guide the City's work efforts and resource allocations. This approach has proven to be very successful and helped me guide the Executive Team in developing the operating budget and work plans and in developing recommendations to the Council throughout the fiscal year. This will be our fourth year using this approach and the first year under a two-year operating budget. What makes this year unique is that Council's adopted areas of priority focus last year were established to guide both Fiscal Year 2015-16 and Fiscal Year 2016-17. The Council's Priority Focus Areas are below:

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## **FY 2015-16 and FY 2016-17**

### **Council Adopted Priority Focus Areas**

(There is no priority to the listing order)

*The City Council adopts priority areas of focus as part of preparing its two-year general fund budgets. The priority areas of focus can and do change over time. Two areas of priority focus that remain constant, however, are customer service and quality of life. You'll find these listed as "Constant Areas of Focus" in the list below.*

- **Long Term Financial Stability**

- ✓ Adopt a balanced two-year budget and a 10-year financial forecast that acknowledges unfunded liabilities & deferred maintenance
- ✓ Implement strategies that reduce unfunded liabilities and address the City's Annual Recommended Contributions (ARC) for retiree benefits
- ✓ Outreach to the community on how Measure Q revenues are working for them and the City's responsible use of the revenues
- ✓ Pursue initiatives that enhance the City's long-term financial stability

- **Economic Development**

- ✓ Select and complete negotiations with a Master Developer for Phase 1 of development of the Concord Reuse Project Area
- ✓ Complete negotiations with the Navy on the value structure and transfer approach in support of the future development of the Concord Reuse Project Area
- ✓ Select a Master Developer for Phase One development of the Concord Reuse Project and make progress on the entitlements necessary for development to occur
- ✓ Initiate and complete work on the Specific Plan for Phase 1 development of the Concord Reuse Project Area
- ✓ Implement the Downtown Specific Plan
- ✓ Enhance the City's economic vitality by adding resources to the program and focusing the program on driving investment into the City's catalyst/high-opportunity development sites
- ✓ Implement strategies that address blighted and/or vacant properties

- **Public Safety**

- ✓ Focus all City departments on public safety
- ✓ Focus on preventative measures that enhance long-term public safety
- ✓ Reduce criminal activity in Concord—pay special attention to:
  - Homeless related criminal activity, and
  - Juvenile related criminal activity
- ✓ Assure the continued success of the Family Justice Center as part of the County's regional approach to wrap-around services

- **Infrastructure Maintenance**

- ✓ Maintain existing infrastructure & facilities in a safe and operational condition
- ✓ Implement strategies that optimize all modes of travel through the City
- ✓ Implement strategies that address sewer and storm-water needs
- ✓ Implement strategies that address pavement & roadway needs
- ✓ Implement strategies that address park infrastructure maintenance needs

- **Organizational Strength & Employee Success**

- ✓ Implement strategies that engage and strengthen Concord's relationship with regional, state and national organizations and elected officials

- ✓ Implement technology that enhances customer service and organizational efficiencies
- ✓ Perform timely and effective performance evaluations
- ✓ Adopt policies that address key personnel and legal needs
- ✓ Implement programs that support employee recognition and networking
- ✓ Enhance communication at all levels of the organization
- ✓ Develop employees, the executive team, and Council members through training & growth opportunities

## **Constant Areas of Focus**

Quality of Life

Customer Service

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After affirming and/or modifying the Priority Areas of Focus, staff will present the initiative binder, briefly highlighting completed and new initiatives. Council may want to provide feedback on the initiatives that the City is currently pursuing to achieve progress in each of the Priority Areas of Focus and the two Areas of Constant Focus. Department heads will be available at the meeting to answer any Council questions on the initiatives.

Please contact me if you have any questions about the workshop.

### **Attachments:**

1. Workshop Binder
  - Meeting Agenda
  - Council Adopted Priority Focus Areas for FY 2015-16 and FY 2016-17
  - CIP Budget Development Presentation (to be provided at the Workshop)
  - List of Initiatives for Fiscal Year 2016-17 presented by Priority Areas of Focus & Constant Areas of Focus; this list includes a section showing all completed initiatives from our current fiscal-year



## City Council Priority Setting Workshop Agenda

**April 2, 2016**

Senior Center  
9:00 a.m. – 12:00 p.m.

### Purpose

- Discuss the City's Two-Year Capital Budget Development Process—including the Process, City Needs, Fiscal Constraints, and Staff's Evaluation Criteria
- Affirm the organization's Priority Areas of Focus for Year 2 of the Two-Year Budget (Fiscal Years 2015-16 & 2016-17)
- Allow an opportunity for Council to provide feedback on City Initiatives that will be active next Fiscal Year

### Agenda

*Note: A continental breakfast will be available starting at 9:00 a.m.; the meeting begins at 9:30 a.m.*

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|-----------------------|--|
| <b>9:30 to 9:35</b>   | Meeting convened, public comment – Mayor Laura Hoffmeister   |
| <b>9:35 to 9:40</b>   | Agenda review – City Manager Valerie Barone  |
| <b>9:40 to 11:00</b>  | Presentation and Discussion on the Two-Year Capital Budget Development Process (Process, Demand/Needs, Fiscal Constraints, Staff's Evaluation Criteria — Deputy City Manager Jovan Grogan; City Engineer Robert Ovadia; Public Works Director Justin Ezell; and Information Technology Director Jeff Lewis |
| <b>11:00 to 11:10</b> | <b>Break</b>   |
| <b>11:10 to 11:20</b> | Affirm the Organization's Priority Areas of Focus for Year 2 of the Two-Year Budget (Fiscal Years 2015-16 & 2016-17) – City Manager Valerie Barone   |
| <b>11:20 to 11:45</b> | Question/Answer session on the various Initiatives being undertaken to achieve progress in each of Council's Priority Areas of Focus the City's Areas of Constant Focus—Mayor Laura Hoffmeister  |
| <b>11:45 to 11:50</b> | Wrap-up — Mayor Laura Hoffmeister  |

## **FY 2015-2016 and FY 2016-17 Council Adopted Priority Focus Areas**

(There is no priority to the listing order)

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- **Long Term Financial Stability**

- ✓ Adopt a balanced two-year budget and a 10-year financial forecast that acknowledges unfunded liabilities & deferred maintenance
- ✓ Implement strategies that reduce unfunded liabilities and address the City's Annual Recommended Contributions (ARC) for retiree benefits
- ✓ Outreach to the community on how Measure Q revenues are working for them and the City's responsible use of the revenues
- ✓ Pursue initiatives that enhance the City's long-term financial stability

- **Economic Development**

- ✓ Select and complete negotiations with a Master Developer for Phase 1 of development of the Concord Reuse Project Area
- ✓ Complete negotiations with the Navy on the value structure and transfer approach in support of the future development of the Concord Reuse Project Area
- ✓ Select a Master Developer for Phase One development of the Concord Reuse Project and make progress on the entitlements necessary for development to occur
- ✓ Initiate and complete work on the Specific Plan for Phase 1 development of the Concord Reuse Project Area
- ✓ Implement the Downtown Specific Plan
- ✓ Enhance the City's economic vitality by adding resources to the program and focusing the program on driving investment into the City's catalyst/high-opportunity development sites
- ✓ Implement strategies that address blighted and/or vacant properties

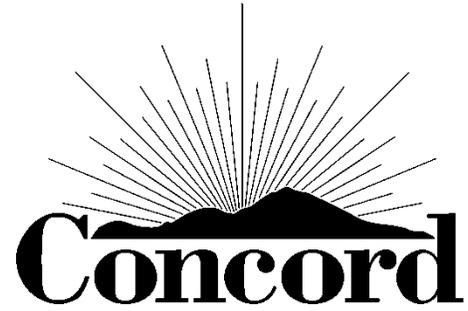
- **Public Safety**
  - ✓ Focus all City departments on public safety
  - ✓ Focus on preventative measures that enhance long-term public safety
  - ✓ Reduce criminal activity in Concord—pay special attention to:
    - Homeless related criminal activity, and
    - Juvenile related criminal activity
  - ✓ Assure the continued success of the Family Justice Center as part of the County’s regional approach to wrap-around services
  
- **Infrastructure Maintenance**
  - ✓ Maintain existing infrastructure & facilities in a safe and operational condition
  - ✓ Implement strategies that optimize all modes of travel through the City
  - ✓ Implement strategies that address sewer and storm-water needs
  - ✓ Implement strategies that address pavement & roadway needs
  - ✓ Implement strategies that address park infrastructure maintenance needs
  
- **Organizational Strength & Employee Success**
  - ✓ Implement strategies that engage and strengthen Concord’s relationship with regional, state and national organizations and elected officials
  - ✓ Implement technology that enhances customer service and organizational efficiencies
  - ✓ Perform timely and effective performance evaluations
  - ✓ Adopt policies that address key personnel and legal needs
  - ✓ Implement programs that support employee recognition and networking
  - ✓ Enhance communication at all levels of the organization
  - ✓ Develop employees, the executive team, and Council members through training & growth opportunities

## **Constant Areas of Focus**

Quality of Life

Customer Service

Capital Budget Development PowerPoint to be  
provided at the Workshop



**Recommended Strategic Initiatives by  
Priority Focus Areas  
&  
Constant Focus Areas**

**FY 2016-2017**

City Council  
April 2, 2016  
Council Workshop

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# Mission Vision and Values

## Mission Statement for the Organization

Our mission is to join with our community to make Concord a city of the highest quality. We do this by providing responsive, cost-effective, and innovative local government services.

## Our Vision for the Future

- We will be a customer based, performance driven, results oriented organization, focused on finding the answer, solving the problem, and achieving positive outcomes.
- We will partner with the Concord community to maximize resources, deliver high quality services, and be recognized as setting the standard for excellence.
- We will be trustworthy guardians of the public's resources.
- We will make Concord a premier business location.
- We will collaborate to provide "seamless" services that benefit both external and internal customers, streamlining our work processes and removing barriers wherever they arise.
- We will accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life, and economic vitality of our community.
- We will constantly look for new and better ways to deliver services. We will seek to be innovative, take reasonable risks, learn from our mistakes and always strive for excellence.
- We will welcome diversity in our community and our work place.
- We will conduct our work in an atmosphere of trust, respect and courtesy with open doors and open communication for our customers and each other.
- We will provide ethical, dynamic and effective leadership; establish clear direction and priorities, and model the mission and values in support of our common Vision.
- We will be accountable for our performance and our organization's success, and be recognized for our achievements.

# Organizational Values

## **Integrity and Trust**

We say what we mean and mean what we say. We honor our word and keep our commitments. We are worthy of the public's and each other's trust.

## **Commitment to Service**

We put our customers first. We respond to our internal customers and treat them with the same courtesy and respect as our external customers. We facilitate, enable, and problem-solve.

## **Partnerships**

We place a high value on building partnerships with members of our community to assure we understand their needs and continue to deliver the services they desire in the most effective manner possible.

## **Innovation and Continuous Improvement**

We strive for excellence in the quality and productivity of our work. We create a work environment in which we look for new solutions and experiment with innovative ways to do things - even if they don't always work the first time. We recognize the need to be dynamic in meeting the community's changing needs. Each and every employee is given the opportunity to develop and grow.

## **Performance Accountability**

We set measurable performance goals which support the priorities of the City and our individual work groups. We are given the necessary authority, training and resources to enable us to achieve these goals. Performance reviews are conducted in a timely and effective manner. Employee advancement and other incentives are based on performance. We are proud of the professionalism, competency and dedication that exist throughout the organization.

## **Long Range Planning**

We conduct long range strategic and financial planning to maximize service delivery and build the economic stability of the City. We practice sound fiscal management to protect the public's resources.

## **Team Work**

We respect each other as individuals, and we take the time and effort to show it. Although certain positions have more decision-making authority, we treat all members of the organization with the same consideration for their ideas and concerns. We really listen to, and give each other honest feedback. We recognize partnerships among work groups and employees as essential to effectively maximizing resources and delivering high quality services.

## **Individual Worth and Diversity**

We recognize and appreciate the uniqueness of each individual. We value the contribution made and the synergy created by different experiences and perspectives. We are committed to treating each and every person within the organization and the larger community with respect and dignity.

# City of Concord Corporate Goals

- Goal 1** Continue to make Concord a desirable place to live, work, and raise a family.
- Goal 2** Be responsive to the needs of Concord citizens, maintain a high level of customer satisfaction, and provide quality public information and outreach.
- Goal 3** Promote and improve Concord as a premier location for existing, expanding and new businesses.
- Goal 4** Ensure a balanced budget for a ten-year planning period with adequate reserves and with adequate replacement funds for buildings and equipment.
- Goal 5** Preserve and enhance the livability of Concord's residential neighborhoods with opportunities for a broad range of housing options.
- Goal 6** Offer an array of recreation, leisure and cultural events and programs to meet the needs of citizens of all ages with an emphasis on the well-being of youth.
- Goal 7** Maintain a safe and efficient traffic circulation system.
- Goal 8** Have Concord be among the safest cities of comparable size in California and have citizens feel safe in their homes, places of work, and throughout the City.
- Goal 9** Maintain City parks, recreation facilities, streets, buildings, and other infrastructure to meet high standards of condition and appearance.
- Goal 10** Guide Concord's development according to the General Plan and manage physical resources based on sound environmental principles.

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# Adopted Priority Focus Areas

## FY 2015-16

(There is no priority to the listing order)

*The City Council adopts priority areas of focus as part of preparing its two-year general fund budgets. The priority areas of focus can and do change over time. Two areas of priority focus that remain constant, however, are customer service and quality of life. You'll find these listed as "Constant Areas of Focus" in the list below.*

### ▪ **LONG TERM FINANCIAL STABILITY**

- Adopt a balanced two-year budget and a 10-year financial forecast that acknowledges unfunded liabilities & deferred maintenance
- Implement strategies that reduce unfunded liabilities and address the City's Annual Recommended Contributions (ARC) for retiree benefits
- Outreach to the community on how Measure Q revenues are working for them and the City's responsible use of the revenues
- Pursue initiatives that enhance the City's long-term financial stability

### ▪ **ECONOMIC DEVELOPMENT**

- Select and complete negotiations with a Master Developer for Phase 1 of development of the Concord Reuse Project Area
- Complete negotiations with the Navy on the value structure and transfer approach in support of the future development of the Concord Reuse Project Area
- Select a Master Developer for Phase One development of the Concord Reuse Project and make progress on the entitlements necessary for development to occur
- Initiate and complete work on the Specific Plan for Phase 1 development of the Concord Reuse Project Area
- Implement the Downtown Specific Plan
- Enhance the City's economic vitality by adding resources to the program and focusing the program on driving investment into the City's catalyst/high-opportunity development sites
- Implement strategies that address blighted and/or vacant properties

### ▪ **INFRASTRUCTURE AND MAINTENANCE**

- Maintain existing infrastructure & facilities in a safe and operational condition
- Implement strategies that optimize all modes of travel through the City
- Implement strategies that address sewer and storm-water needs
- Implement strategies that address pavement & roadway needs
- Implement strategies that address park infrastructure maintenance needs

- **PUBLIC SAFETY**

- Focus all City departments on public safety
- Focus on preventative measures that enhance long-term public safety
- Reduce criminal activity in Concord—pay special attention to:
  - Homeless related criminal activity, and
  - Juvenile related criminal activity

Assure the continued success of the Family Justice Center as part of the County’s regional approach to wrap-around services

- **ORGANIZATIONAL HEALTH and EMPLOYEE SUCCESS**

- Implement strategies that engage and strengthen Concord’s relationship with regional, state and national organizations and elected officials
- Implement technology that enhances customer service and organizational efficiencies
- Perform timely and effective performance evaluations
- Adopt policies that address key personnel and legal needs
- Implement programs that support employee recognition and networking
- Enhance communication at all levels of the organization
- Develop employees, the executive team, and council members through training & growth opportunities

## **Adopted Constant Focus Areas FY 2015-16**

- **QUALITY OF LIFE**
  
- **CUSTOMER SERVICE**

# **COMPLETED INITIATIVES**

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## COMPLETED INITIATIVES

### **LTFS –11 Support the Concord Recycled Water Project**

**Description:** Central Contra Costa Sanitary District's (CCCSD) Concord Recycled Water Project will expand CCCSD's recycled water distribution system to provide tertiary-treated recycled water for irrigation in landscape medians in the Downtown Landscape Maintenance District Collector Median Zone. These landscape medians currently use potable water which originates from the Delta. Using recycled water in lieu of potable water is environmentally responsible and costs 25% less than potable water.

**Status:** The Contra Costa Water District has installed the main lines and service laterals necessary to deliver recycled water to a limited number of street medians. Retrofit of the potable irrigation systems to recycled water began in 2014. Remaining retrofit work is in the 95% design stage. CCCSD anticipates bidding the remaining work by end of March, with construction to begin in early May, 2015. The District anticipates a 60 day construction window and completion at end of July 2015.

The Contra Costa Water District installed the main lines and service laterals necessary to deliver recycled water to a limited number of City street medians. Retrofit of the potable irrigation systems to recycled water began in 2014 and is now complete.

**Timeline:** Completed

**Lead Dept.:** Public Works

### **LTFS – 12 Create Landscape Water Use Reports to Assist in Water Use Monitoring**

**Description:** Partner with the Contra Costa Water District (CCWD) to create water use reports (also called water budgets) for City medians, streetscapes and parks using domestic potable water sources. Water budgets are utilized by leading agencies as the best methodology for identifying and maximizing landscape irrigation efficiency. The budgets are created using site specific characteristics and real time weather conditions. Water budgets will assist the City in ensuring the most efficient and sustainable use of treated water and will play an integral role during periods of drought related water use restriction.

Sites enrolled in the CCWD water budget program reduce overwatering by more than 25% on average. The water budgets are designed to provide ample water for healthy, good-looking landscapes. The goal is to minimize water waste without compromising landscape appearance. Enrolled sites are compared with peer sites with respect to how closely irrigation matches water budgets. Ranking tables show average scores for landscape contractors and public park departments. Customized recommendations to cost-effectively improve efficiency are provided to sites needing efficiency improvements.

**Status:** Staff partnered with the Contra Costa Water District (CCWD) to create water budgets for City medians, streetscapes and parks using domestic potable water sources. Sites enrolled in the water budget program reduced overwatering by more than 25% on average.

## COMPLETED INITIATIVES

The water budgets are designed to provide ample water for healthy, good-looking landscapes. The goal is to minimize water waste without compromising landscape appearance. City staff can now monitor water use and explore opportunities to improve irrigation efficiency.

Timeline: Completed

Lead Dept.: Public Works

### **IM – 7                      Develop a Traffic Signal System Master Plan, Phase 2**

Description: This is the final phase (Phase 2) of the development of the Traffic Signal System Master Plan (Plan), which will modernize the City's centralized traffic signal monitoring and communications systems. When completed, the Plan will enable the City to apply for federal grants to upgrade the citywide traffic signal system for much improved traffic flow on City streets.

Traffic consultant DKS Associates completed Phase 1 of the Plan in which system deficiencies and opportunities for improvement were identified. DKS commenced work on Phase 2 in July 2014.

Status: The Phase 2 Traffic Signal Master Plan (Plan) was completed in November 2015. The plan identified system deficiencies and opportunities for improvement and offered a plan to modernize the City's traffic signal system to current industry standards for best traffic management practices. Plan implementation will occur incrementally as funding becomes available.

Timeline: Completed

Lead Dept.: Community and Economic Development

### **IM – 8                      Develop a Policy for Citywide Pavement Management Strategy**

Description: Establish Policy Strategy in the prioritization of where and how to use limited funding available for pavement management and maintenance. Explore alternative sources of funding for street maintenance. Previous City Council direction to prioritize funding for pavement maintenance and rehabilitation toward major roadways has improved these streets over the past few years and allowed for better use of grant funding. This strategy has also maximized the City's pavement condition index (PCI) with the limited funding available. During the same period maintenance of local streets has received minimal treatment, with a resulting loss in ride-ability and appearance.

Status: Complete.

The City Council approved a Lease Revenue Financing Agreement in March 2015 and dedicated \$22.4 million towards maintenance and improvement of the City's streets. A Pavement Management Expenditure Plan was reviewed through the Council Infrastructure and Franchise Committee and subsequently approved in October 2015. The first expenditure mile stone has been met and projects created and under design to meet the second milestone.

## COMPLETED INITIATIVES

Timeline: Completed  
Lead Dept.: Community and Economic Development

### **IM – 9                    Establish a Disaster Recovery Data Center**

Description: Establish a disaster site in a different earthquake zone for providing computer systems to the City if a disaster disrupts the City's computer locations.

Status: A co-location facility was established in Rocklin, CA. The site is set up to provide off-site backup for storing the City's mission critical information.

Timeline: Completed  
Lead Dept.: Information Technology

### **IM – 10                    Analyze Golf Course Infrastructure, Deferred Maintenance Conditions**

Description: Diablo Creek Golf Course was constructed in the 1960's and a renovation of the tees, greens and cart paths completed in the mid 1990's. This project will secure a consultant to inventory and analyze all golf course infrastructure and develop a report outlining the current conditions, and the fiscal resources required to address deferred maintenance and aging infrastructure. The study will also analyze the potential for increased revenue based on improved/expanded facilities.

Status: Completed. National Golf Foundation Consulting was selected to perform and analysis and develop a report on Physical Plant Assessment and Capital Replacement Study for the Diablo Creek Golf Course. A project team met with City staff and Diablo Creek Partners, performed facility inspections, reviewed historical plans and conducted a site visit in October 2015 to assess the current condition of golf course assets. A draft report outlining summary findings is completed and has been shared with golf course operational partners. Key findings related to safety issues and immediate preventative and corrective maintenance needs have been incorporated into Capital Improvement Project proposals for consideration.

Timeline: Complete by the end of FY 2015-16  
Lead Dept.: Parks & Recreation

### **IM – 11                    Identify and prioritize facilities and infrastructure repair and maintenance projects to be funded with Measure Q debt financing proceeds**

Description: On March 3, 2015, the City Council authorized the staff to execute lease financing of \$22.4 million at an interest rate of 1.91% for street and other infrastructure projects. With the passage of an extension of Measure Q for an additional nine years to March 2025, the City has the opportunity to prioritize repair and maintenance of roadways and other City infrastructure in the near term through a debt financing model.

## COMPLETED INITIATIVES

This debt financing provided funds immediately in order to escalate completion of street and other infrastructure projects over the next 3-4 years compared to what the City would be able to accomplish on a “pay as you go” basis. Annual debt service payments are estimated to be \$2.5 million and will be paid with annual Measure Q revenue.

**Status:** On October 13, 2015, the City Council approved the Measure Q Pavement Maintenance Expenditure Plan outlining the proposed roadway improvements utilizing the \$22.4 million in Lease Revenue Funds that were secured following the extension of Measure Q (sunsets March 31, 2025). City Council also approved the creation of four capital improvement projects that will construct these roadway improvements, and allocated funding totaling \$8.6 million for these projects. Design services contracts for these projects were approved by the City Council on January 5, 2016.

Several roadway improvement projects are underway and will be constructed in Summer 2016. Additional projects will be designed and implemented over the next three years consistent with the Measure Q Pavement Maintenance Expenditure Plan.

**Timeline:** Completed

**Lead Dept.:** Community and Economic Development

### **IM – 12                    Replace Existing Maintenance Management Software *NEW!***

**Description:** The existing Facilities Maintenance work order and asset management system is outdated and ineffective. This project will identify a new maintenance management system that provides effective tracking and reporting capabilities. The new system will allow use of hand-held devices to initiate and complete work orders, will be user friendly, and will provide relevant and accurate reporting capabilities. Additionally the new system will have an added communication component the current system lacks, which will provide real time updates to customers regarding work order status. Implementation of the new system will include condition assessments of certain City facilities to identify assets, determine useful life of said assets, and the cost of replacement.

**Status:** A new program was identified and implementation began during 2015. The new system was operational in May 2016.

**Timeline:** COMPLETED

**Lead Dept.:** Public Works

### **PS – 9                    Facilitate access to Family Violence Services**

**Description:** The Regional Family Service Network is now officially opened in the West and Central County. In the next two years, staff will work with local law enforcement and community based organizations to direct victims to the center for assistance. This will involve outreach, information technology improvements, and support programs. The intent of this strategy is to identify most, if not all, avenues that victims access and ensure the FJC is connected to that point of contact.

## COMPLETED INITIATIVES

Status: FJC opened in March 2015 and clients from Central and East County are using the service.

Timeline: COMPLETED

Lead Dept.: Police Department

### **PS – 10            Implement the Road Sign Replacement Program**

Description: The recent sign inventory collection program completed in FY2013-14 identified 14,800 road signs. The process revealed many regulatory, warning, and guide signs that do not meet the minimum California Manual on Uniform Traffic Control Devices (CAMUTCD) standards for retro-reflectivity. These signs must be systematically replaced signs to meet the minimum standards for retro-reflectivity. This process will take two years.

Status: In July 2015 the City Council awarded a contract to Safety Network Traffic Signs, Inc. to replace more than 1,700 failed traffic signs. Work began in the fall and continued into Spring 2016 and is now complete.

Timeline: Completed

Lead Dept.: Public Works

### **PS – 11            Participate in the Regional Criminal Street Gang Task Force**

Description: The violence and other related crime associated with gangs has been increasing in the past year. The dynamics surrounding the reasons for the increase range from the lucrative drug market to the changes made in the state prisons regarding housing segregation.

The Concord Police Department Violence Suppression Section will take the lead role of networking, collaborating, managing, and organizing what will be a multi-agency criminal street gang task force strategy in central and eastern Contra Costa County. The task force will include local, state, and federal law enforcement and intervention organizations.

This will allow Concord Police Department to develop and utilize strategies that have a broader reach outside of our city limits but have a direct nexus to gang activity in Concord.

Status: The Police Department has assigned two detectives to the gang task force. There is also mandatory attendance for the other staff at the monthly gang intelligence meetings.

Timeline: COMPLETED

Lead Dept.: Police Department

## COMPLETED INITIATIVES

### **PS – 12                      Coordinate AB109 Re-entry Services through Field Coordinators**

Description:                      AB109, which realigned prisoners destined for state prisons to the county level, placed an emphasis on assisting former prisoners into mainstream society. Local law enforcement committed to work with these efforts.

Central and East County were given AB109 Field Coordinators to work with police and those individuals who were recently released from jail and/or prison. Concord Police provides an office for one of the field coordinators.

Concord Police will work with this field coordinator to connect beat officers, local community based organizations and others with the field coordinator to allow him the opportunity to reduce recidivism rates among AB109 persons.

Status:                              The county contract employee is housed at the Concord Police Department and is working with re-entry individuals.

Timeline:                            COMPLETED

Lead Dept.:                         Police Department

### **PS – 13                      Create Mental Health/Police Evaluation Teams**

Description:                        Police officers frequently deal with AB109 and probation persons. Some of these individuals are involved in violence and have mental illness. In contrast, County Mental Health workers deal with the same individuals but for medical purposes, unaware of the police contacts and violence.

Los Angeles and Burbank Police Departments have been combining police officers and mental health clinicians for a few years, targeting those individuals involved in street and/or family violence who are dealing with mental illness. Most of the individuals are in the criminal justice system.

County Mental Health is willing to designate two clinicians to ride with police officers. County Chiefs are currently discussing funding plans for two officers to ride with clinicians. This funding is from the State Budget, through Cal Chiefs.

Status:                                This program rolled out Summer 2015. There is now a clinician and a police officer riding together to address services centered around violent mentally ill persons.

Timeline:                            COMPLETED

Lead Dept.:                         Police Department

## COMPLETED INITIATIVES

### **OHES – 13      Develop a Preschool Teacher Succession Plan**

**Description:**      The Concord Parks & Recreation Department runs Preschool at two locations in the City; Baldwin Park and Centre Concord. Over the years, the department has been very fortunate to have quality Preschool Teachers that have remained with the City long term. By creating a succession plan it will help to ensure that program maintains the high quality that our community has come to expect. Staff will develop a plan to attract new and qualified personnel, while continuing to train those Aides that also work in the program.

**Status:**      Completed. The City of Concord’s Preschool program is a top producer and has been for many years. This is in large part due to the dedication of the Preschool Teachers that have been with the City for multiple decades (in some cases). There are several items that make up the new succession plan including the continual update of their Curriculum Binder on an annual basis.

This binder contains all the lesson plans, complete with lists of supplies needed and calendars for each month. There are also pictures, artwork, academic sheets, and other educational resources.

In addition, staff continually trains new substitutes and current Aides so they can step in at a moment’s notice to teach class when needed. Staff have also met with the current teachers to discuss this important topic and to get their input. Program Coordinator Sarah Jackson attended a session at the 2015 Fall Forum called “Succession Planning – A Tool for Everyone”. The session was geared towards staff evaluations that put an emphasis on who (which staff member) is the most prepared to take on the role of Preschool Teacher. Worksheets and training aides have been created that will be used in conjunction with the staff evaluation. This tool will help our Aides and Subs know if they are ready, and/or what they need to work on should a position open up in the Preschool program here in Concord. The overall goal is to ensure that Concord’s Preschool program continues the high quality of programming no matter who is teaching.

**Timeline:**      To be completed in FY2015-16 by June 30, 2016.

**Lead Dept.:**      Parks & Recreation

### **OHES – 14      Transfer of “Pitchess” Motions and Firearm Forfeiture Motions In-House**

**Description:**      Currently the City Attorney’s Office (CAO) utilizes a contract attorney to handle *Pitchess* Motions (requests for police officer disciplinary information) and weapons confiscation motions. The CAO intends to move forward with transferring these responsibilities to Assistant City Attorney Josh Clendenin, thereby saving contractor attorney costs.

**Status:**      Completed to extent feasible given staff resources and demands.

**Timeline:**      Completed

**Lead Dept.:**      City Attorney

## COMPLETED INITIATIVES

### **OHES –15            Implement an Employee Safety Training to prevent back injuries**

**Description:**            Provide “Sit Safe/Back Safe Safety Training” to all employees. A review of the statistics of the last 3 years’ reported injuries shows the highest incidents in the areas of low back and repetitive motion injuries. City of Concord offered this training in 2011, and it would be prudent to offer this training again to educate employees in an effort to prevent these types of injuries.

Additionally, as part of this training, ten supervisors receive in depth training on ergonomics. The intent behind this training is to develop more internal resources to perform first-line ergonomic evaluations.

**Status:**                    HR Staff has identified a consultant to conduct job assessments in order to customize employee safety training for optimum effectiveness. SittingSafe and BackSafe Ergonomic Training Workshops have been completed for Community and Economic Development (CED) and Public Works (PW), and are in progress and scheduled to be completed for all other employees who primarily work at a computer work station by March 31, 2016, and by May 2016 for the Police Department.

**Timeline:**                Completed.

**Lead Dept.:**              Human Resources

### **OHES – 16            Audit the City’s third-party workers’ compensation claims company**

**Description:**            A project to evaluate the performance of the City’s third party administrator (York) on its administration of the City’s workers’ compensation claims.

The audit will identify:

- What York is doing well and areas for improvement.
- Is York meeting all of its internal standards, policies, and procedures?
- Is the caseload per adjuster appropriate?
- Are the activity checks occurring timely?
- Verify timelines of benefit payments.
- Quality of service to the City’s employees.
- Compare York to industry best practices (initial claim investigation, three point contact, and return to work action plans).

The purpose of this audit is to evaluate the overall services provided to the City’s employees as they recover from industrial injuries.

**Status:**                    Completed. HR Staff coordinated with the City’s Excess Workers’ Compensation insurance carrier (CSAC-EIA) to complete a thorough audit of York’s claims management processes in September 2015. There were no findings other than very minimal issues which were immediately addressed. The audit determined that the services provided by York to the City’s employees as they recover from industrial injuries was in compliance with all regulatory requirements and met appropriate service guidelines.

## COMPLETED INITIATIVES

Timeline: Completed.

Lead Dept.: Human Resources

### **QOL – 6      Establish a Senior Citizen Produce Market**

Description: Eating healthy and having access to fresh fruits and vegetables is important to aging strong and living long. This project will research the feasibility of having a senior citizens farmers market to provide easy access to high-quality produce at wholesale prices.

Status: Completed. A site visit was performed with the coordinator at the Stoneman Village Senior Produce Market. After extensive evaluation, a more viable option is the Freshest Cargo Mobile Farmers' Market on wheels by Fresh Approach. Fresh Approach is the non-profit organization whose mission is dedicated to creating a more effective local food system that makes healthy food more accessible for everyone.

'The *Freshest Cargo* Mobile Farmers' Market is a "farmers' market on wheels" that addresses issues related to lack of access to fresh, locally-grown produce in the Bay Area. They source produce directly from local farmers to sell at sites across the Bay Area. Their goal is to serve food desert communities, where fresh, quality produce is not accessible. To achieve this goal, the model includes sales sites at mixed-to-high income sites which help to cover their operating costs. Without these sites, it would be impossible to maintain affordable prices in these low income communities.

The senior center is assigned to the Freshest Cargo's Monday route and we are waiting for funding to expand the market. This option requires a parking area for the mobile unit at a designated time for about an hour or longer once a week. The mobile market is operated by Fresh Approach staff. Senior center staff will be responsible for getting the word out to seniors and low income families through flyers, postcards, news releases, and other outreach approaches.

Timeline: To be completed by end of FY2015-16.

Lead Dept.: Parks & Recreation

### **QOL – 7      CDBG Accessibility (ADA) Public Facility Improvement Projects**

Description: HUD requires that CDBG jurisdictions have no more than 1.5 times their annual grant remaining in their line of credit. Concord has reached its cap and needs to draw down funds to meet HUD regulations. There is an estimated \$400,000 in unallocated CDBG funds that can be applied to projects that will improve accessibility at public facilities. Staff will be exploring 2-3 project options that can be presented to HUD representatives for consideration and approval.

## COMPLETED INITIATIVES

Status: Complete.

All CDBG funds are now being awarded annually which will avoid ratio issues in the future.

During FY 2015/16, the City expedited a curb ramp project as part of the ADA Transition Plan, which reduced the funding ratio to below the 1.5 cap for that year. For FY 2016/17, CDBG funds were allocated for two ADA projects within the City. The first, bathroom renovations at Centre Concord, was awarded \$263,000 and was completed in December, 2015, reducing the current ratio in the line of credit to 1.4.

The second, a citywide curb ramp project, was awarded \$355,500 and is expected to be completed by the end of April, 2016. Upon completion of the project and drawdown of funds from HUD, the ratio will be approximately 1.05, well below HUD's requirement.

Timeline: This project is completed because it has established an on-going program that resolves the funding allocation concern.

Lead Dept.: Community and Economic Development

### **QOL – 8      Implement a new Adult Sports Pickleball Program**

Description: Adults of all ages are becoming more active every year and the demand for affordable, social, low-impact, safe, physical activities is growing. Pickleball is now one of the fastest growing sports among adults of all ages and is especially popular with adults nearing or in their retirement years. Partnering with the USAPA (USA Pickleball Association) staff will research and develop a Pickleball program to bring this growing sport to Concord.

Status: Completed. Introductory and Intermediate level Pickleball Classes are still in high demand and are now part of the Parks and Recreation departments ongoing programming. The Interest/Mailing list continues to grow and now has almost 200 contacts. In addition, the Pickleball equipment rental program was fully implemented in FY 14/15.

In November, staff implemented the final phase of the initiative to introduce Pickleball to Concord by establishing a drop-in Pickleball Program at Willow Pass Park. The drop-in program provides an opportunity for participants to play Pickleball five days a week at a variety of times to accommodate their active lifestyles. Participants in the Pickleball drop-in program are successfully using the social media site, Meetup, to connect and coordinate playing times with other Pickleball players. Also in November, Pickleball Enthusiasts from Concord attended the Parks, Recreation and Open Space Commission meeting to give a presentation on the sport and the potential for future growth in the city.

## COMPLETED INITIATIVES

Timeline: Completed.

Lead Dept.: Parks & Recreation

### **CS – 12 Implement Efficient Lease Management System**

Description: The current tracking of City leases is inefficient and outdated. Finance Department staff will lead a coordinated effort with designated staff from other City departments to identify responsibilities, active leases, and required documents to ensure that all parties have current, accurate information organized in an efficient manner.

The revised management system shall assist responsible parties to better manage leases in order to effectively capture true costs and earned revenues and to ensure compliance with lease provisions.

Status: Completed. Ongoing quarterly lease management meetings have been established. Collaborate with internal Lease Management Team to establish and implement a comprehensive and efficient system to manage all leases.

Last lease management meeting was held on 2/1/16 and the following has been accomplished:

- A comprehensive spreadsheet has been developed and implemented with resourceful links and information accessible to all lease managers and responsible parties.
- Responsible parties have been working collaboratively with appropriate staff in order to ensure that the spreadsheet is updated consistently and timely.
- Since the spreadsheet system is working efficiently and effectively, the team has all agreed that only an annual meeting is necessary, preferably a month or two prior to the deadline for the County's Possessory Interest Annual Usage Report (which is the primary purpose of the data collection from the Master Lease Management Spreadsheet.)

Timeline: Completed.

Lead Dept.: Finance

### **CS – 13 Revise Engineering Forms/Templates**

Description: Collaborate with Engineering Division to update and/or create standard forms (bond forms subdivision agreements etc.) so that staff can give applicants a complete packet of required documents early in the development process.

Status: Completed

Timeline: Completed

Lead Dept.: City Attorney

## COMPLETED INITIATIVES

### **CS – 14                      Streamline Boards and Commission Recruitment Processes for Efficiency**

**Description:**                      The current processes for Boards and Commission recruitments are in need of improvement. Staff believes that the process can be streamlined to both improve the experience of applicants and reduce the overall cycle time for the recruitment process (from development of applications to the appointing board/commission members).

**Status:**                                      A revised application was developed and a process for electronic submission of Boards and Commissions applications was installed and implemented in FY 2014-15, improving the accessibility and ease of applying to a board or commission, and streamlining the process for City Clerk staff.

**Timeline:**                                      Completed

**Lead Dept.:**                                      City Manager’s Office

### **CS – 15                      Meadow Homes Spray Park Enhancements *NEW!***

**Description:**                      Public Works created a working team to address complaints and observed deficiencies with the Spray Park. The work included installing a new controller which allows remote access and automated alarm calls to PW staff in real time. Staff also made mechanical improvements which improved system functionality and reduced the frequency of failures. Staff switched the pre-recorded hotline with a live City employee to answer questions and provide information during regular business hours (pre-recorded messages are still used during Holidays and non-business hours). Improved signage was added to the Spray Park to create consistency and improve the display of information. Additional enhancements were made that improved user experience such as adding indicators where the activator buttons are located.

**Status:**                                      The work occurred between the 2015 Labor Day weekend season ending, and the 2016 Spray Park Memorial Day weekend opening.

**Timeline:**                                      Completed

**Lead Dept.:**                                      Public Works

**LONG TERM  
FINANCIAL STABILITY**

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**LTFS – 1                    Coordinate a revision to the City’s Cost Allocation Plan and Oversee a User Fee Analysis**

Description:                    This initiative has two components; (1) the development of an updated cost allocation plan and (2) a review and update to the City’s user fees to determine the current cost of services. The current cost allocation plan is outdated and no longer represents the City’s current organizational structure. A documented cost allocation plan is required to meet federal and state grant funding guidelines. Additionally, the information is necessary for Council to fully understand the costs associated with City services and programs. In addition to completing the analysis of the City’s fees and charges, the City Council will be asked to consider adopting a user fee cost recovery policy to guide the update of the Master Fee Schedule.

Status:                            Cost Allocation Plan was completed December 22, 2014. User Fee study has been presented to the Policy Development and Internal Operations Committee in two February 2016 committee meetings and a third meeting is scheduled for April 6. Next steps include presentation of the recommendations to City Council in a Study Session and a subsequent meeting to consider policy adoption and updated Master Fee Schedule.

Timeline:                        Completion is anticipated by June 30, 2016.

Lead Dept.:                      Finance

**LTFS – 2                    Finalize Concord’s California Environmental Quality Act (CEQA) Guidelines**

Description:                      In collaboration with the City Attorney’s Office, update the Planning Division environmental document forms and templates to comply with current CEQA regulations, and establish environmental thresholds to aid in determining levels of significance. Updating the City’s Local CEQA Guidelines will assist staff to complete timely environment review and will also provide more certainty and direction to the development community.

As development activity increases, the updated Local CEQA Guidelines with established significance thresholds will ensure a more consistent and efficient environmental review process. In addition, establishing clear thresholds of environmental significance will provide certainty for the development community in regard to CEQA standards and encourage economic development in the city.

Status:                            Underway. A draft outline and procedures have been prepared for internal staff review. A survey of appropriate staff in the departments of Planning, Engineering, and Public Works and staff in the City Attorney’s Office was completed to identify key priorities and needs to be addressed in the updated Concord CEQA Guidelines.

Based on the results found in this survey, procedures have been prepared to process CEQA exemptions that should apply to the majority of the City’s discretionary development permits. Once the completed draft Concord CEQA Guidelines document has been reviewed by the City Attorney’s office, it will be presented to the Planning Commission for review and recommendation, and then to the City Council for adoption into the Development Code.

## LONG TERM FINANCIAL STABILITY

Timeline: Present guidelines to the Planning Commission for recommendation in late 2016 and City Council for adoption in early 2017.

Lead Dept.: Community and Economic Development

### **LTFS – 3                    Develop Quarterly Financial Reporting Model**

Description: Develop a quarterly financial reporting model to provide the City Council with regular updates on the status of the City’s revenues and expenditures.

Status: This project has been delayed due to staff turnover and the implementation of a new budgeting system. It is anticipated that the first quarterly report will be presented to the City Council in the last quarter of FY2015-16.

A draft reporting model has been developed by the Finance Department and distributed to Senior Executive staff for review. Feedback received will be incorporated into the report to be distributed to the City Council. The financial reports will be distributed ongoing on a quarterly basis.

Timeline: The first quarterly report is anticipated to be distributed April 2016 and then quarterly, thereafter.

Lead Dept.: Finance

### **LTFS – 4                    Revise City’s Procurement Policy, Incorporating Best Practices**

Description: To incorporate best practices, the City’s Attorney’s Office and Finance Department/Purchasing Division will collaborate to establish refinements to purchasing policy, increasing efficiency, and enhancing legal protections to City.

Status: Delayed, pending new City Attorney appointment. Finance will prepare proposed revisions to procurement policies and practices in conjunction with City Attorney’s input/approval

Once Finance meets with all of the departments and incorporates proposed changes into the new policy, it will then require both the City Manager and City Attorney’s Review. Upon final approval by City Manager and City Attorney, the new policy will be presented at a public meeting for City Council consideration.

Timeline: Completion by September 30, 2016.

Lead Dept.: Finance/City Attorney’s Office

**LTFS – 5                    Manage the Concord Reuse Project**

Description:                    The Project Management Office (PMO) for the Concord Reuse Project is unique as a department because it is essentially one big project. The PMO has previously been supported by grant funding from the Department of Defense, Office of Economic Adjustment, State of California and the Metropolitan Transportation Commission and Association of Bay Area Governments. The PMO consists of a Project Director and an Executive Assistant. Staffing is primarily provided by consultants/outside legal counsel that is now primarily funded by loans to the LRA from the General Fund. The loans will be repaid, with interest, from land sales or leases within the former Concord Naval Weapons Station (CNWS).

The work program for the PMO for the period July 1, 2016 to June 30, 2017 consists of five primary tasks:

- Secure permits for Natural Resource Conservation Strategy to support site-wide mitigation. Commenced in June 2013, to be completed by July/August 2016.
- Complete civil surveys for Public Benefit Conveyances (PBC) and utility corridors/pads. Commence in May 2016, to be completed by October 2016.
- Develop Real Property Disposition and shared proceeds deal points. Commence in spring 2016, to be completed by fall 2016.
- Complete Economic Development Conveyance (EDC) application to support disposition strategy in collaboration with the selected Master Developer and present to the Navy for review. Commence in spring 2016, to be completed by fall 2016.
- Implement risk management strategies for site clean-up including potential establishment of an Environmental Services Cooperating Agreement. Commence in October 2014, to be completed by spring 2017.

Status:                            The PMO will remain very small (no more than 3 staff members) with support from consultants and outside legal counsel. The timing and achievement of many of the PMO initiatives are largely dependent on the schedules of the Navy and regulatory agencies.

LRA has achieved a number of milestones. The Authority has successfully transitioned to a new Director of Community Reuse Planning and integrated the Office of Community Reuse Planning into the organization as a city department. Staff negotiated and evaluated Term Sheets from Master Developer finalists for Phase 1 of development. Staff has chosen and Council has approved a financial consultant to assist staff in evaluating the feasibility of various infrastructure funding options. Staff collaborated with the Navy and East Bay Regional Park District in the pursuit of an agreed upon Natural Resource Conservation Strategy to support site-wide mitigation.

## LONG TERM FINANCIAL STABILITY

The Local Reuse Authority will continue to make progress on negotiations with the Navy for land transfer and future development at the Naval Weapons Station in addition to the following:

- Development of memorandum of agreement with East Bay Regional Park District to guide issues of site conservation, security access, infrastructure requirements. Commenced in June 2014, to be completed in summer 2016.
- Development of financing strategy fee structure. Commence in May 2016, to be completed in spring 2017.
- Coordinate with Navy on transfer phasing and secure finding of suitability for transfer. Commenced in January 2014, to be completed at property transfer in spring 2017.
- Finalize land value discussions with Navy. Commence in July 2015, to be completed by December 2016.
- Select Master Developer. Commenced in January 2014, to be completed by May 2016.

Timeline: End of 2017

Lead Dept.: Local Reuse Authority

### **LTFS – 6 CNWS Reuse Specific Plan Development**

Description: After the selection of the Master Developer by the City Council, CED staff and the Local Reuse Authority will work with the Master Developer to prepare a Specific Plan and environment documents for a portion (Phase 1 or more) of the CNWS site.

Status: Ongoing. Recruitment is underway for a Community Reuse Area Planner to manage the Specific Plan process for the CNWS and other subsequent Planning work on the Reuse Area project.

Timeline: Summer 2016-Summer 2017 for Specific Plan process

Lead Dept.: Local Reuse Authority and Community and Economic Development Department

### **LTFS – 7 Incorporate the Franchise Agreement Oversight Function into the Finance Department**

Description: Various departments have hold oversight over the various Franchise Agreements. Finance staff will lead the oversight of the Franchise Agreements, ensuring consistent review and compliance of Franchise Agreement requirements, including revenue recognition and compliance of Agreement covenants.

## LONG TERM FINANCIAL STABILITY

Status: In progress. Finance will prepare a central location to house all Franchise Agreements and assign one individual and a supervisor for oversight. A database will be prepared to track all annual required covenants, contract dates, payment requirements and the compliance with each of these requirements.

Timeline: Review of all agreements and corresponding database to be completed by June 30, 2016 and monitoring will be on-going.

Lead Dept.: Finance

### **LTFS – 8 Prepare a Corridor Study to implement the Downtown Specific Plan**

Description: With \$200,000 of grant funds from the Contra Costa Transportation Agency (CCTA), a Corridor Study is being prepared to implement recommendations from the Downtown Specific Plan.

The grant has funded the consulting contract with ARUP to prepare a plan with streetscape designs and street sections, etc. for Salvio, Grant and Oak Streets. Staff resources are used to meet the in-kind match requirement for the project.

Status: Underway. A Cooperative Agreement between CCTA and the City was approved by City Council and CCTA. A kick-off meeting was held for the project in April 2015 with outreach and planning beginning in Summer 2015. Consultants from ARUP are currently preparing Conceptual Designs for Grant St., Oak St., and Salvio St. Public meetings were held in Nov. 2015 and Feb. 2016 to obtain feedback and input; Existing Conditions Report and Design Guidelines Report were completed during the last few months. The City Council is tentatively scheduled to consider adoption of the Corridor Plan in July, 2016.

Timeline: Summer 2016

Lead Dept.: Community and Economic Development

### **LTFS – 9 Draft Small Equipment Replacement Fund Policies and Procedures & Establish the Fund**

Description: Staff at community facilities have developed an inventory of FF&E (Furniture, Fixtures & Equipment) noting condition, descriptions, value and life expectancy of each asset. This project will take the collected data and develop a spreadsheet for each facility and a cumulative spreadsheet for the department. Next steps will include an analysis of financial resources needed to manage replacement, development of Policies and Procedures (P&P) and a process for establishing a Small Equipment Replacement Revolving Fund.

Status: \$400,000 was allocated by Council for Furniture, Fixtures and Equipment. Inventory of each facility is complete and was used to develop and prioritize a list of important facility and program related FF&E requests for consideration during the FY2015-2016 mid-year budget process.

Equipment and materials selected for funding consideration are necessary to maintain basic levels of service at community facilities operated by the Parks & Recreation Department; examples include tables and chairs used for lifelong learning classes and rentals at Willow Pass Center and Centre Concord. Policies and procedures that guide how the funds will be allocated and spent annually will be completed by January 2017.

Timeline: To be completed by January 2017

Lead Dept.: Parks & Recreation/Finance Department

**LTFS – 10 Evaluate Camp Concord Operator Proposals**

Description: A Request for Interest (RFI) process was completed in FY2014-15 for solicitation of interested organizations to operate Camp Concord on behalf of the City. Two proposals were received. The goal of the project is to identify a potential third party operator that will retain the Camp Concord brand but will be successful operating the facility to serve Concord residents and will significantly decrease the City's subsidy to the program and possibly create a revenue source.

Status: Upon review of the two proposals, staff determined only one was a feasible option worth consideration. Staff entered into discussions to develop a draft agreement to operate Camp Concord on behalf of the City of Concord. Shortly after discussions began, the proposed operator withdrew from the negotiations, stating they had determined it was not a viable option for their business model

In October 2015, a new vendor/operator, Mountain Camp, contacted the City about operating Camp Concord. On December 3, 2015 they submitted a brief and basic expression of interest with the goal of operating Camp Concord beginning in 2017. After preliminary discussions with this company, staff has determined the company appears to be qualified and capable of successfully operating Camp Concord. Mountain Camp is in the early stages of developing a viable financial plan. Staff is in the process of developing a draft agreement which will be brought forward for appropriate review by the PD&IO committee for further consideration. Next steps include discussing the concept further with the Lake Tahoe Basin Forest Service where Camp Concord operates under a Special Use Permit and meeting with owners on site in South Lake Tahoe to tour the property and discuss their proposal in more depth.

Timeline: The interested party is entering their busiest part of the year preparing to simultaneously operate three summer resident camps. A commitment has been made to perform an initial on-site visit to Camp Concord by May 31, 2016 (after the snow melts). Further exploration of this concept is contingent on whether Camp Concord is determined as an acceptable site that fits with their vision for operating.

Lead Dept.: Parks & Recreation

**LTFS – 11      Energy Efficiency Program *NEW!***

**Description:** Public works will take advantage of PG&E’s third party programs in an effort to benchmark several of the City’s high energy use facilities. PG&E’s Third Party Programs consist of a range of distinct programs managed by an energy efficiency implementation specialist selected by PG&E. These PG&E programs offer a range of services to support customers in their energy efficiency efforts. Services may include:

- Industry-specific expertise that can provide customized energy management solutions
- Facility energy audits, engineering services and technical design assistance
- Installation of energy efficiency equipment, at low or no cost
- Facilitation of applications and support services to ensure customers receive rebates and incentives upon installation of energy efficiency solutions
- Services to facilitate and sustain long-term optimization of energy savings, such as employee training and post-installation quality control
- Information on other energy management program offerings, funding options or assistance accessing funds

These programs are offered by PG&E at no cost to the City. This initiative supports the City of Concord Climate Action Plan.

**Status:** The new program was initiated in April and is currently underway.

**Timeline:** Initial audits and reporting completed by June 30, 2017.

**Lead Dept.:** Public Works

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# **ECONOMIC DEVELOPMENT**

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**ED – 1 Finalize Park-n-Shop Design Guidelines**

Description: Redevelopment funds were used to prepare an administrative draft of these Design Guidelines which was completed in April 2011. The project was then put on hold to focus on a number of higher priority advanced planning projects. The goal is to refine the draft Design Guidelines document and complete the review and recommendation process with the Design Review Board and Planning Commission, with final adoption by the City Council.

Status: Underway. The architecture firm SZFM was hired to assist with finalizing the Draft Design Guidelines. A public workshop was conducted in late 2015 for tenants and property management within the Park-n-Shop retail center, and SZFM has revised the guidelines subsequently. The draft Guidelines will be considered by the Design Review Board on March 24, 2016. The project is anticipated to be taken for recommendation to Planning Commission in July 2016, with Council consideration for adoption thereafter.

Timeline: September 2016

Lead Dept.: Community and Economic Development

**ED – 2 Market Former RDA Properties**

Description: In collaboration with the City Attorney's Office, develop and implement disposition strategies (working within the framework of AB1 x26 and recently passed law) for the four former RDA properties to maximize the development opportunity value of each property in a manner consistent with City goals.

The goal is to provide opportunity for development of key downtown properties and create anchor uses such as multi-family and commercial uses to increase daytime and night time use of downtown Concord.

Status: Underway. The State Department of Finance approved the Successor Agency's Long Range Property Management Plan (LRPMP) in early December 2015. This was an important milestone that had to be achieved in order for the City to move towards marketing the former RDA properties. The LRPMP sets forth the manner in which the land held by the former Redevelopment Agency (RDA) can be transferred or disposed/sold. Staff is currently preparing deeds of trusts and quick claims to file with County Recorder office on the 14 properties subject to the LRPMP. Staff is also developing compensation agreements that need to be entered into so property proceeds can be distributed to the various taxing entities.

Timeline: Request for Qualifications/Request for Proposals on certain properties held for development expected to be issued by July, 2016. Staff also anticipates Council consideration of Exclusive Negotiation Agreements with potential developers on certain properties held for development by June 2016.

Lead Dept.: Community and Economic Development

**ED – 3                    Refine Site Development Review Procedures**

Description:            Refine the City’s procedures for reviewing Design and Site Development Review process. The procedures will improve customer service and the coordination and timeliness of Development Advisory Committee (DAC) review of projects and provide the development community with more certainty as to the process and requirements for their projects.

                                 Revised procedures are needed to address the adopted Development Code including administrative reviews, minor exceptions, development standards, and standard conditions. The procedures will also provide better customer service by providing guidance for processing projects within the timeframes established by the Permit Streamlining Act. In addition, the procedures will provide the development community with more certainty as to the process and requirements for their projects.

Status:                    Not yet started. This project has been on hold due to staffing levels and pending revisions to the City’s Municipal Regional Stormwater Permit from the Regional Water Quality Control Board. The updated Stormwater Permit is expected by the end of 2015.

Timeline:                Work on this project is expected to begin in January 2016 and be completed by July 2016.

Lead Dept.:              Community and Economic Development

**ED – 4                    Update Subdivision Ordinance**

Description:            The Subdivision Ordinance is being updated to ensure consistency with the Development Code and to provide consistent and uniform development standards. The Ordinance sets requirements for major and minor subdivisions and improvement and design standards for development as well as development standards for condominium developments. The last update to the Ordinance was in 2008, and it will be reviewed for compatibility with other regional standards, as well as consistency with the City's own Development Code. This effort will assist in streamlining processes and timing for developers by reducing internal conflicts on varying policy guidance between divisions. This is an important project to support economic development within the community.

Status:                    Underway. The City Council approved a Professional Services Agreement with Ben Noble, City and Regional Planning, to complete an analysis of the discrepancies between the current Subdivision Ordinance and the Development Code, other pertinent state and federal regulations, and develop proposed modifications to reflect current conditions, city policies, methods, and nomenclature.

                                 On August 26, 2015, staff conducted a Stakeholder Meeting to discuss key issues regarding the City’s subdivision requirements. The Planning Commission held a study session on January 6, 2016 and a similar study session was conducted with the City Council on March 1, 2016.

## ECONOMIC DEVELOPMENT

The Draft EIR and revised Subdivision Ordinance will be prepared and reviewed for recommendation and adoption by Fall 2016.

Timeline: Complete review and adoption process by Fall 2016.

Lead Dept.: Community and Economic Development

### **ED – 5 Prepare the Bicycle, Pedestrian and Safe Routes to Transit Master Plan**

Description: The Bicycle, Pedestrian, and Safe Routes to Transit Master Plan is funded by a combination of two grants and matching City Measure J funds. The project team consists of a partnership between the City of Concord's Community and Economic Development Department (CED), Contra Costa County Health Services Department (CCHS), and Monument Impact, supplemented by Alta Planning + Design, a consultant specializing in non-motorized transportation planning. A five member Plan Advisory Committee has also been established by the Council to help guide the plan's progress.

Status: Under way. Public outreach began in the Summer of 2014. Contracts with Alta Planning + Design, Monument Impact, and CCHS were approved in fourth quarter of 2014. The Project Advisory Committee was formed in February 2015.

The Bicycle, Pedestrian, and Safe Routes to Transit Plan reached a number of milestones over the past year. In Fall 2015, the Plan Advisory Committee established the Plan's Goals and Vision Statement, as well as the Project Evaluation Criteria to be utilized when scoring project priorities. Consultants from Alta Planning + Research and Kimley-Horn began work on the Corridors and Intersections Conceptual Design Plans and the Bicycle Facility Design Guidelines to accompany the plan. The consultants are currently working on the administrative draft of the plan, anticipated for public release and comment in Spring 2016. The project is scheduled to be completed in Summer 2016.

Timeline: Complete in the Summer 2016

Lead Dept.: Community and Economic Development

### **ED – 6 Market the Concord Reuse Project (CRP)**

Description: Coordinate outreach to attract large anchor tenants to the Concord Reuse Project in conjunction with the selected Master Development team.

Status: Commence in May 2016.

Timeline: On-going

Lead Dept.: Local Reuse Authority with Community and Economic Development support

**ED – 7                    Coast Guard Property Development**

**Description:**            The US Coast Guard owns 58 acres of property adjacent to the Concord Naval Weapons Station on Olivera Road. The property is developed with housing that was used for military personnel, that is generally in deteriorated condition and currently vacant. After the US Coast Guard notified the City that it was intending to dispose of the property, the City expressed interest in a negotiated sale. This interest was initially reciprocated by the USCG. However, since September 2015, the Coast Guard has the project on “pause” as they reconsider use of the site and investigate site conditions. Staff continues to monitor the progress with the Coast Guard monthly, and is keeping the four potential Master Developers, who have indicated an interest in developing the property, informed of the project status.

**Status:**                    Ongoing. City of Concord staff continues contact with the U.S. Coast Guard and General Services Administration staff to determine the status of the potential property sale and transfer. In late 2015, the U.S Coast Guard commissioned a Retention Study to determine if they should retain and rehabilitate some or all of the property. The USCG estimates that Retention Study will be completed in later March, 2016.

The USCG has also spent several months determining the proper scope of services for the additional environmental study and said they should be ready to award the contract sometime in early April, 2016. The environmental investigation and remediation has not commenced, and the Coast Guard estimated it will take 12 – 24 months to complete.

**Timeline:**                Uncertain. After site transfer to the City of Concord, staff anticipates that there will be preparation of a Specific Plan and re-zoning.

**Lead Dept.:**              Local Reuse Authority and Community and Economic Development

**ED – 8                    Create a Fiber Communications Plan**

**Description:**            The City relies on fiber leased through an Institutional Network (I-Net) agreement to provide computer, telephone, radio communications infrastructure to many facilities distributed across the City. The leased fiber does not connect every location the City needs or provide connectivity to services the City delivers like traffic signal synchronization and streaming the City’s Government channel to the community. A city-owned fiber network could enhance public services and save money over the long run.

By leveraging the City’s existing traffic conduit assets and coordinating efforts internally and with local government agencies that serve our community, the City can upgrade its existing communications technology with fiber and wireless broadband to serve the City government and the community in a more efficient manner while adding new services.

A regionally owned conduit infrastructure and fiber optic network will result in cost effective, secure, fast and reliable communications capabilities between City facilities, reducing the reliance on expensive and limited third party service.

## ECONOMIC DEVELOPMENT

The primary focus of the infrastructure would be to support video services to the community for the City's government channel and include data and telecommunication service requirements of the City. Traffic signal conduits will be integrated into the fiber infrastructure to improve communications to signals, other city field assets and ultimately businesses which are in close proximity to the infrastructure.

**Status:** An inventory assessment of existing traffic system conduit resources was completed identifying undamaged conduit that is available for fiber use. The result is over 50% of the traffic signal infrastructure is available for fiber communications. The value of the undamaged conduit infrastructure is approximately \$3,500,000. The report included estimated costs for upgrading the existing traffic system for fiber communications abilities including replacing 14 miles of damaged infrastructure.

Staff is utilizing information from the City's recently completed Traffic Master Plan and inventory assessment to prepare a report for the Infrastructure and Franchise Committee to obtain feedback for moving forward on a scope of work for developing a Fiber Communications and Broadband Master Plan.

**Timeline:** 1<sup>st</sup> Quarter FY 2016/17.

**Lead Dept.:** Information Technology

### **ED – 9                      Update to the Wireless Communications Facilities Ordinance- *NEW!***

**Description:** The City's Wireless Communications Ordinance Update is intended to bring Chapter 18.205 of the Development Code into conformance with Federal and State laws which have changed significantly over the past five years. The Telecom Law Firm PC will assist with preparation of the draft ordinance. This important project will bring the Development Code into compliance with the existing legal framework regulating wireless communications applicants and will enable a streamlined application and approval process for wireless communication facility applicants.

**Status:** Underway. The Planning Commission and City Council will need to approve the new ordinance.

**Timeline:** Complete the review and adoption process by end of 2016.

**Lead Dept.:** Community and Economic Development

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# **INFRASTRUCTURE MAINTENANCE**

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**IM – 1                      Develop a Sidewalk Inspection and Repair Policy**

**Description:**                      The City currently does not have a procedure in place to encourage the maintenance and repair of sidewalks by private property owners. The City Attorney’s Office and the Streets division of the Public Works Department wish to create a Sidewalk Inspection and Repair Policy.

The policy will also assist the City in the defense and handling of claims made against the City for defects to sidewalks. The policy will formalize some of the programs already occurring whereby the City offers property owners the opportunity to participate in the City’s sidewalk repair activities in order to take advantage of lower costs (due to the size of the contracts) and elimination of City inspection fees. Additionally, the policy would delineate an inspection program for sidewalks throughout the City.

The Sidewalk Inspection and Repair Policy will include the following:

- A definition or criteria of conditions of what constitutes a “sidewalk defect;” Depending on the conditions found on-site, a listing of preferred repair options, including temporary repair measures (such as ramping or grinding) and permanent repair options;
- A mechanism for identifying and notifying the private property owner of the sidewalk defect;
- Development of an inspection program in which the City is divided into at least five inspection zones, to be inspected at least every two years, with an inventory of existing sidewalk conditions;
- Formal documentation of private/public partnership opportunities that could assist in lowering repair costs to the responsible property owner.
- Retention of records schedule that demonstrate if/when the City had “notice” of the sidewalk defect.

Once drafted by staff, the new policy would be brought before the Council Policy Development and Internal Operations Committee for consideration and then proceed to the full Council.

**Status:**                                      Public Works worked with the City Attorney’s Office and the PD&IO Committee to develop the new policy. It is expected to go before the City Council for adoption by August 2016.

**Timeline:**                                      Completed by August 2016.

**Lead Dept.:**                                      Public Works/City Attorney’s Office

**IM – 2                    Coordinate with PG&E on the Pipeline Pathways Project - “Coming off Hold”**

Description:            In response to the wide-ranging and unified pushback by affected cities (including Concord) and other agencies, PG&E placed its proposed 2014 Pipeline Pathways Project on hold for an extended period. They are now advocating a “Coming off Hold” plan. Under that plan, PG&E has significantly reduced the number of City-owned trees slated for removal, but has not substantively altered the number of privately-owned trees that they seek to remove.

City Staff is working with PG&E to gain compliance with the “Framework Agreement.”

Status:                    In Progress. PG&E and City staff met several times in an effort workout terms of an agreement for “coming off hold.” A draft agreement went before the Policy Development and Internal Operations Committee on April 14 and the full City Council for adoption on April 26. PG&E resumed the project following City Council adoption on April 26.

Timeline:                Unknown.

Lead Dept.:             Public Works/ City Attorney

**IM – 3                    Enhance the Disaster Recovery Data Center-Phase II**

Description:            Upgrade the Disaster Recovery site with server equipment to allow critical City applications to run at the Rocklin, CA co-location facility in the event of a disaster.

Status:                    Staff has installed equipment and connected the site to the City’s data network. Network and data storage systems have been procured and installed. The next step is to create a disaster recovery plan working with an interdepartmental team.

Timeline:                Equipment to host critical City applications will be implemented in 2015-2016 fiscal year. Project to be completed by the end of the fiscal year.

Lead Dept.:             Information Technology

**IM – 4                    Research Infrastructure Funding Options of the Concord Reuse Project**

Description:            Evaluate feasibility of various infrastructure funding options for the Concord Reuse Project, to include Enhanced Infrastructure Financing Districts (EIFD), Community Benefit Districts (CBDs), Lighting and Landscaping Districts (LLDs), and others.

Status:                    Commence in May 2016, to be completed by December 2016

Timeline:                June 2017

Lead Dept.:             Local Reuse Authority/Finance Department

**IM – 5                    Implement Traffic Signal System Master Plan**

**Description:**            A Traffic Signal System Master Plan (Plan) was recently developed by traffic consultant DKS Associates for the City of Concord. The Plan identified system deficiencies and opportunities for improvement and offered a plan forward to modernize the City’s centralized traffic signal system to current industry standards for best traffic management practices.

This is a multi-million dollar project. Full cost to implement the Plan could reach \$3.0 million depending on field-specific improvements that will be identified during design. As a result, it could take several years to secure the necessary funds to complete this project. Plan implementation will likely occur in incremental phases as funds become available.

The highest cost item on this project will involve upgrading the City’s traffic monitoring and communications systems by installing new CCTV cameras at major intersections and upgrading the existing signal interconnect system from copper to fiber-optic cable for increased bandwidth and availability for other City applications.

When completed, this project will facilitate incident management in and around the City, improve traffic flow on major streets and reduce greenhouse gas emissions throughout the City.

Community and Economic Development staff will work closely with MTC to identify funding opportunities for this project to accelerate its implementation. The Plan will form the basis for requesting Federal and State funds over the next few years.

**Status:**                    Ongoing. As a first step toward full implementation of the Plan, the City Council approved a new CIP project in FY 2015 16 – Operational Improvements on Parallel Arterials – to install state-of-the-art transportation systems along major parallel corridors to Interstate 680 (I-680) and State Route 242 (SR 242) to improve traffic flow in the downtown/West Concord area. The project includes upgrading the existing interconnect cable for 45 traffic signals from twisted-pair copper to fiber-optic cable for faster and more reliable communication and traffic monitoring capabilities. Measure C I-680 funds (\$2,893,103) have been programmed by MTC for this project.

The project area is surrounded by Concord Avenue to the north, Galindo Street to the east, Monument Boulevard to the south, and I-680 to the west. The street network contained within these boundaries includes: Clayton Road, Diamond Boulevard, Gateway Boulevard, Market Street and Willow Pass Road. The project is currently under design and expected to be completed by 2018.

Additionally, the City recently upgraded its central traffic management system to a state-of-the art system for advanced monitoring of traffic flow and CCTV cameras in real time. The new system cost \$225,000 and was funded through Measure J funds. The system should improve the City’s abilities to improve traffic flows in the City.

Additional projects will be identified in the future as outside funding becomes available from MTC or other sources. City staff continues to pursue funding opportunities to fully implement the Plan possibly by FY 2020-21.

## INFRASTRUCTURE MAINTENANCE

Timeline: Plan implementation began in 2015 as noted above, with full implementation of the Plan possibly occurring by FY 2020-21.

Lead Dept.: Community and Economic Development

### **IM - 6                    Localized Asphalt Base and Pothole Repair Work *NEW!***

Description: Localized pavement and pothole repair activities are a critical component of a comprehensive pavement management program. Public Works developed a program that strategically identifies and repairs asphalt failures in residential and low volume traffic areas within the City's five street maintenance zones. The "Asphalt Zipper," which is an asphalt grinding machine that attaches to a backhoe or loader, was purchased for this purpose in the fall of 2015 using Measure Q lease financing funds. The machine grinds or mills the asphalt (depending on need) and turns it into material that can be reused onsite to repair the underlying base failure or to improve the shoulder. Alternatively the grinding material can be stored for use at other projects requiring base material. Asphalt removal via grinding is a more efficient process when compared to other techniques used by staff; and by grinding asphalt staff can execute a higher quality and more permanent repair job.

Status: The Asphalt Zipper has been received and staff has been trained to operate the machine. The program is in its initial stages of rollout.

Timeline: Ongoing

Lead Dept.: Public Works

# **PUBLIC SAFETY**

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**PS – 1                      Create a Revised Inspection/Building Code Enforcement Program  
Associated with Affordable Multi-Family Housing Units**

Description:            Develop a new model Affordable Multi-Family Housing Inspection and Building Code Enforcement Program within the Building Division that addresses the City’s affordable multi-family housing stock, including multi-family rental units.

Status:                    Underway.

As part of the Building Division's work plan for FY 2014-15, staff began the evaluation and creation of a new model Multi-Family Rental Housing Inspection Program in July 2014. Staff met with the California Apartment Association to develop goals and objectives for modifications to the program that would help reduce costs to both the property owners in the self-certification process and to the City.

In FY 2015-16, City staff continued to meet with the California Apartment Association and jointly developed proposed modifications to the program that met the goals and objectives created earlier. Included in the proposed modifications are proposed fee changes that were part of the City’s cost allocation and fee study.

Timeline:                Originally, the proposed program modifications were targeted to go to City Council for adoption by the end of calendar year 2015, but additional stakeholder outreach was needed which resulted in extending the time period for consideration by City Council to calendar year 2018. Since the program runs in three year cycles, the next opportunity for changes is 2018. The current proposed schedule for this program is summarized as follows:

- FY 2015-2016: City Council Consideration of modified fees
- Beginning July 2017: Expanded stakeholder outreach with property owners and tenants and then consideration of proposed program changes by Council subcommittee and full City Council for adoption
- By end of CY2018: Adoption by City Council where effective date for program changes is January 1, 2019 (the start of a new 3-cycle).

Lead Dept.:             Community and Economic Development

**PS – 2                      Replace the City’s Law Enforcement Records Management  
System (RMS)**

Description:            The Police Department is in need of a new Records Management System (RMS) in order to meet community need in predicting and responding effectively to crime trends. The new RMS system will position the Police Department to better respond statistically to outside inquiries on crime and crime trends as well as automate our obligatory reporting on Uniform Crime Reports (UCR Crimes). This will further automate the Records Bureau function, freeing up staff time for other duties as well. It will include improved capabilities in crime analysis, case management functions; field reporting, booking and arrest procedures, permitting and licensing, asset and training management functions.

A document, *Standard Function Specifications for Law Enforcement Records Management Systems (RMS)*, published by the National Institute of Justice (NIJ) was used as a foundation for the research and review of outside vendors capabilities and incorporated in the Request for Proposals (RFP). The new RMS system will improve the effectiveness of the Police Department while improving our ability to meet the needs of the community.

Status: This RMS project is in implementation. Trittech (the selected vendor) is close to completion. Roll out is anticipated for late spring or early summer 2016.

Timeline: Expected completion by June or July 2016

Lead Dept.: Police Department / Information Technology

**PS – 3                      Develop a Strategic Plan to Address False Alarm Service Calls**

Description: False alarms are a costly problem for law enforcement. Resources are already stretched thin and unnecessary police dispatches add extra strain, not to mention threatening those with real emergencies. Responding to false alarm signals wastes precious time that could be spent getting to a genuine crisis.

Council approved a project to establish this strategic plan as part of the Fiscal Year 2012-13 budget with the expectation that periodic updates and information would be brought back to them as appropriate.

Status: This project is currently working on several fronts. The RMS project has delayed the implementation of the new software (CryWolf) for the alarm service. The City Attorney’s Office is working with staff on the revised ordinance that should be in front of council by Fall 2016.

Timeline: Expected completion by December 2016.

Lead Dept.: Police Department

**PS – 4                      Implement Cyber Security Measures to Minimize Financial Risk to the City**

Description: The City is obligated to protect the Personally Identifying Information (PII) of employees and anyone conducting business with the City voluntarily or involuntarily under State and Federal law. Additional State and Federal Department of Justice regulations establish rigorous requirements for securing Law Enforcement information.

Financial institutions also establish and enforce additional security requirements for payment card and other electronic financial transactions.

This set of regulatory requirements is updated at least annually placing the City under additional requirements in order to preserve its ability to conduct electronic commerce and maintain connection with critical Law Enforcement information sources.

In addition to the regulatory complexity, the cyber threat environment rapidly changes with major new, never before seen threats appearing almost weekly.

Compliance with the regulatory requirements establishes a “safe harbor” shielding the City from financial exposure in the event of a cyber-security breach.

Failure to comply exposes the City to the risk of being cut off from Law Enforcement data bases and information sources critical to the Police Department’s on-going operations.

Failure to comply with the “standard of care” and the financial industry security requirements exposes the city to the risk of being denied the ability to receive or make electronic payments; incurring expenses associated with a forensic security breach analysis, and punitive fines up to \$10,000 per individual piece of PII potentially exposed.

Status: Redundant security equipment has been put in place that proactively monitors network traffic for known threats. Staff has also implemented an Internet based scanning system that automatically reports potential vulnerabilities of City systems that are accessible from the internet.

Per industry standard best practices, an auditor was engaged to conduct a full system security audit of the City’s information technology systems. Remediation of discrepancies is in progress.

Timeline: Installation of new Network Access Control equipment by June 2016.

Lead Dept.: Information Technology

**PS – 5                      Implement a Short-Term Security Plan for the Concord Reuse Project**

Description: Coordinate short-term security requirements with the Concord Police Department and Police Department for the East bay Regional Park District. Staff expects short-term security needs with respect to the City to occur between the time that land transfers to the City and the Master Developer takes possession and responsibility for security issues throughout the development process.

Status: To be implemented during 2016 as licensee and in 2017 after land transfers to LRA control.

Timeline: 2016/2017

Lead Dept.: Local Reuse Authority

**PS – 6                      Countywide Taxi Permit Process *NEW!***

**Description:**                      Currently each jurisdiction in Contra Costa County is responsible for the regulation of taxicab services within its own respective boundaries. Accordingly, each jurisdiction has separately established rules and requirements governing a variety of issues such as licensing/permitting of vehicles and drivers, background checks, drug testing, vehicle inspections, and approval of rates. Given these separate regulatory schemes, each owner/driver is currently obligated to obtain a separate license/permit and to comply with a separate set of rules/regulations in each jurisdiction.

It is anticipated that regional oversight would allow for the enactment of uniform rules and regulations which could be applied on a County-wide basis across all participating jurisdictions. This would enable owners and drivers to obtain a single license/permit covering all participating jurisdictions instead of having to obtain multiple licenses/permits throughout Contra Costa County, while at the same time providing efficiencies that could potentially reduce the overall cost and staff time dedicated to the administration and regulation of these services across participating jurisdictions.

**Status:**                                      This project is currently in the briefing/development stages. City Managers, City Attorneys, and Chiefs of Police are reviewing best options to present to City Councils.

**Timeline:**                                      The current timeline for implementation is Summer 2017.

**Lead Dept.:**                                      Police Department (co-leading the project with Walnut Creek Police Department)

**PS – 7                      Private Creek Maintenance Communication Plan *NEW!***

**Description:**                                      Public Works will create a working team comprised of the Communications Manager, Infrastructure Maintenance Manager and key Public Works and Code Enforcement staff to inform and assist owners of properties with private creeks. The owners of properties in which creeks traverse have a responsibility for maintaining the creeks. The communication plan will help answer questions and provide resources to the owners for completing creek maintenance. The program will consist of letters to property owners and other outreach and educational materials including a webpage.

**Status:**    Work is underway with the target complete date of August 1, 2016.

**Timeline:**    Completion by August 1, 2016

**Lead Dept.:**    Public Works

**PS – 8                      Create Civilian Video Registry System *NEW!***

**Description:**                      There are hundreds, if not thousands, of video camera systems operating in the City of Concord. We have learned that these systems can provide important information and evidence for criminal and civil cases. To date, there is no formal system in place to make these videos available for police use.

The Social Media Team, in an effort to build and maintain positive community relations, is taking the lead in this project. The team is researching other agencies systems and programs to determine the most effective and efficient way to implement a system for the Concord Police Department.

A Video Registry System Database will be created containing contact names and addresses and/or locations where video systems are located. Ideally, when crimes occur or issues arise in a neighborhood that involve any level of Police or Code Enforcement response, the database can be searched in an effort to locate video evidence through contacting those individuals listed who will allow us to use view their video systems.

**Status:**                                      Researching other systems and entering into discussions with IT to see what options we have.

**Timeline:**                                      More research needed before timeline can be established

**Lead Dept.:**                                      Police Department

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**ORGANIZATIONAL  
HEALTH  
AND  
EMPLOYEE  
SUCCESS**

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**OHES – 1                   Oversee a Job Analysis Project to Update Citywide Job Descriptions**

Description:           A project to improve upon and update information used in returning injured or disabled employees to work, as well as to ensure that ADA compliant job descriptions are in place for the City.

Status:                 Staff worked with an outside consulting firm (Diversified Management Group) to complete job analyses that look at essential job functions and physical and environmental job demands. The analyses have been received and used to update the City's job classification descriptions.

The updated descriptions will enhance communication with potential new hires on essential job functions and job demands, improve communication with doctors when an injury has occurred, and provide the basis for the “interactive process” looking at reasonable accommodations for employees with injuries and disabilities.

In February 2014, project consultants completed their audit of all active positions throughout the City and drafted recommended modifications to 118 current job descriptions. Human Resources staff incorporated the recommended changes and has provided copies of the changes to the Executive Team and other Managers within the City. The feedback received from the Executive Team and Managers was incorporated into new job descriptions. The next step is to meet and confer with bargaining groups.

Timeline:             This project has been placed on hold, pending the completion of current negotiations.

Lead Dept.:           Human Resources

**OHES – 2                   Draft Policy and Procedure Addressing Driving-Related Offenses Affecting an Employee's Ability to Drive at Work**

Description:           At times employees are in off duty vehicular offenses which result in suspension of the affected employees’ driver’s license, sometimes for lengthy periods. For those employees whose positions require them to drive as a condition of employment, the City is confronted with the necessity of either “accommodating” them by reassignment or by utilizing other employees to drive them in the field; suspending/demoting them until their driving privileges are reinstated; or terminating them. A City policy is needed in order to have a consistent approach in dealing with conduct leading to driving restrictions.

Status:                 The City Attorney and Human Resources Offices have drafted an amendment to the City’s Alcohol and Drug-Free Work Environment policy and procedure confirming that in the event that an employee for whom driving is a condition of their job receives a DUI or engages in any other act or omission leading to restrictions on their ability to drive, the City shall have the option, depending upon the length of the restriction, of terminating or suspending that employee, requiring him/her to take unpaid leave, or demoting the employee to a non-driving position until such time as his/her license is restored.  
Completion of this initiative will require:

Meeting and conferring with the various bargaining units before implementing the policy.

Obtaining approval from the Council for the proposed policy and procedure.

The City Attorney and Human Resources Departments drafted an amendment to the City’s Alcohol and Drug-Free Work Environment policy and procedure. In-lieu of separate meet and confer sessions with all bargaining groups, the draft amendment was submitted as a proposal during the formal negotiations process with all bargaining groups. Status is dependent upon negotiation outcomes.

Timeline: In progress, timeline dependent upon negotiations.

Lead Dept.: City Attorney’s Office/Human Resources

**OHES – 3      Draft Policy and Procedure and Memorandum of Understanding Revisions Establishing IRS Compliant Vacation and Compensation Time Cash-Out Policy**

Description: Our current vacation cash-out policy is “hardship based.” Pursuant to Policy and Procedure 37.17, employees may cash out a maximum of one week of vacation time a calendar year, but only with the approval of their Department Head and the City Manager. Employees who accrue significant vacation leave banks pose a fiscal liability to the City. Moreover, through their representatives, employees have expressed their desire to be able to periodically cash out vacation time for personal needs which do not necessarily rise to the level of a hardship.

If the City Council is amenable to this proposal, it will require an amendment to the existing Policy and Procedure No. 37.17 (“Vacation”). The policy changes have been drafted so that it is consistent with Internal Revenue Service requirements, which limit how and when vacation cash-out elections can be requested and paid.

Failure to follow these guidelines potentially can result in vacation hours being deemed as constructively received as pay as soon as it accrues—irrespective of when it is used—and taxed accordingly.

Similarly, the current Memoranda of Understanding between the City and all four bargaining units contain provisions allowing for each bargaining unit to cash out 40 hours of compensation time twice per year. These provisions likely do not comply with IRS restrictions, potentially triggering “constructive receipt” characterization.

Status: Ongoing; completion is linked to ongoing negotiation outcomes. The Vacation Policy has been revised to provide for annual cash-outs that are not hardship based, and ensures policy provisions are in compliance with IRS regulations; the policy is one of several that have been brought forward during the current negotiation process with all the bargaining groups.

If adopted, the proposed Policy and Procedure and MOU revisions will provide more flexibility to City employees in their ability to cash out vacation time; will reduce the fiscal liability posed by unused vacation accruals; and will bring the City's compensation time cash-out provisions in its MOU's in compliance with IRS regulations.

Timeline: To be implemented dependent upon negotiation outcomes.

Lead Dept.: City Attorney's Office/Human Resources

**OHES – 4                    Review and Update Current Policies and Procedures/Administrative Directives to Ensure they Meet Today's Business Needs and Organizational Practices**

Description: The City's Policies and Procedures/Administrative Directives have not been reviewed since 2004. Today's business needs and organizational practices have changed considerably with the improvement of technology and the reduction of staffing levels.

This project will require the cooperation and input of the entire organization. The City Attorney's Office will be providing ongoing assistance and legal oversight throughout the duration of this project.

Status: Before being placed on hold, all Policies and Procedures and Administrative Directives were distributed to departments for review. Staff expects to finalize all policies and directives and take them to the Council's Policy Development & Internal Operations Committee in the third quarter of 2016-17.

Timeline: Complete by the end of FY 2016-17

Lead Dept.: City Manager's Office

**OHES – 5                    Audit the City's Internal Recruitment Process**

Description: A project to improve the recruitment process, with a goal of decreasing the timeline from date employment requisition is received in HR to date of hire from a maximum of 4 months to a maximum of 2.5 months.

Status: HR staff is tracking each step of the recruitment process to determine where the bottlenecks occur. Once the data has been collected, staff will identify areas for improvement to expedite the process. Staff has developed and is in the process of implementing a tracking system for external recruitments that will identify specific areas for process improvement, with the goal of reducing the timeframe from requisition receipt to successful hire.

## ORGANIZATIONAL HEALTH AND EMPLOYEE SUCCESS

- Timeline:
1. Initial data collection will be completed and evaluated by September 30, 2016.
  2. A report of the findings will be presented to Executive Team by November, 2016.
  3. Initial improvements implemented by January, 2017.
  4. Reevaluation completed by June 30, 2017.

Lead Dept.: Human Resources

### **OHES – 6      Implement a Police Department Staff Development Program**

Description: Professional police careers are compressed into relatively short time frames, while diversity of experience and exposure has become more essential to provide professional service to the community at all ranks. The Administrative Services Section has embarked on a staff development program to enhance legacy learning, task expertise, personal ethics development, and diversity of context and experience for all ranks. Development pathways will be identified as well as administrative and testing processes measure and monitor results of the program.

Status: The first stage of this strategy was completed. A new Lieutenant and Sergeant promotion process was implemented that gave immediate feedback and direction to candidates from command staff. The next stage is a possible career development matrix. The matrix should include specific assignments, training, and skill sets that will better prepare candidates for promotional and selection assignment opportunities.

Timeline: Full implementation by July 2017.

Lead Dept.: Police Department

### **OHES – 7      Revise ADA Grievance Resolution Procedure**

Description: Under the Americans with Disabilities Act, public agencies having more than 50 employees “must adopt and publish grievance procedures providing for prompt and equitable resolution of complaints alleging any action that would be prohibited by Title II.”

In Concord, complaints that could not be resolved by the ADA Coordinator were previously decided by the Human Relations Committee, which was dissolved a few years ago. The HRC’s role remains codified in Section 9.35.110 of the Concord Municipal Code.

In collaboration with the City Manager’s Office and Human Resources Department, the City Attorney’s Office will bring forward for City Council approval a proposed alternative to the current ADA grievance procedure, along with a revision to the current ordinance reflecting that change. It is anticipated that the proposal will first be reviewed by the Policy Development and Internal Operations Council Committee before consideration by the full Council.

Status: In progress  
Timeline: Completion by the end of Fiscal Year 2016-17  
Lead Dept.: City Attorney

**OHES – 8      Train Executive Legal Secretary to Perform Preliminary Document and Insurance Review *NEW!***

Description: Train executive legal secretary (incumbent holds a paralegal certificate) to perform preliminary insurance and contract review, consisting of researching carrier ratings and identifying deviations from City-standard contract forms; flagging differences for attorney consideration. This base level review shift will enable the City Attorney’s Office staff to provide faster turnaround on contract approvals, freeing up attorney time for higher level work which might otherwise be outsourced, thereby saving both time and contact attorney costs.

Status: In Progress  
Timeline: Completion by the end of Fiscal Year 2016-17  
Lead Dept.: City Attorney

**OHES – 9      Revise the City’s Injury and Illness Prevention Program (IIPP) and develop an IIPP Electronic Training Module *NEW!***

Description: A project to ensure the City’s Injury and Illness Prevention Program (IIPP) is in compliance with CalOSHA regulations. Development of an electronic Injury and Illness Training module which will be used for training employees on the requirements of the IIPP.

Status: HR staff has identified a vendor, executed the contract and is working in conjunction with the Safety Committee to complete this project.  
Timeline:  

1. First draft of IIPP provided to HR by 2/19/16.
2. Second draft to be discussed at Safety Committee Meeting on 3/15/16
3. Final Draft and electronic training module to be completed by 3/31/16.
4. Training to be provided to all staff electronically, and live training will be provided to Public Works personnel no later than 9/30/16.

Lead Dept.: Human Resources.

**OHES – 10      Audit and Improve the City’s Performance Review Tracking System**  
*NEW!*

**Description:** A project to improve the tracking and timely receipt of evaluations for all employees with regards to probationary reviews, quarterly check-ins, annual reviews, and other applicable review types.

**Status:** HR staff has identified certain technological challenges in the Lawson system that is impeding our current tracking efforts, and is working with the affected departments to address these issues. These challenges will encompass aligning the Lawson system to mirror the differing review cycles for employees, as well as identifying a solution that will capture the Police Department’s reporting structure to ensure that assignment rotations and supervisory changes are tracked accurately in the system.

**Timeline:**

1. The technological challenge of aligning the Lawson system to reflect review cycles accurately will be completed and evaluated by September 30, 2016.
2. The technological challenge of identifying a solution to the Police Department’s reporting structure will be completed and evaluated by September 30, 2016 and monitored on an on-going basis to incorporate any changes that are necessary.

**Lead Dept.:** Human Resources

**OHES – 11      Create and Implement a Strategic Plan for Organizational Training and Development** *NEW!*

**Description:** A project to develop, implement and manage an Organizational Training and Development strategic plan with the goal of increasing professional growth and training opportunities for all employees. An emphasis will be made to provide customer service, supervisory and management training seminars, with special emphasis placed on assisting front-line supervisors. This project will include the development of a master training events calendar (Citywide Training Events Calendar) that will be accessible by all employees via the City’s Intranet HR page.

**Status:** HR staff is in the process of developing a training strategic plan with an emphasis on customer service, supervisory and management training seminars. Training vendors have been identified and staff will soon be negotiating vendor contracts. HR staff is further collaborating with IT staff on the development and implementation of the Citywide Training Events Calendar.

**Timeline:**

1. Develop an organizational training and development strategic plan for FY 16/17 by April 15, 2016.
2. Develop annual Citywide Training Events Calendar accessible to all employees on the City’s HR Intranet page by April 30, 2016.
3. Evaluation of strategic plan will be completed by December 31, 2016, with any necessary adjustments being implemented for the remainder of the fiscal year; planning for FY 17/18 workshop offerings will be completed by March 2017.

**Lead Dept.:** Human Resources

**OHES – 12**

**Public Works Award of Excellence Program *NEW!***

Description:

Public Works uses a variety of techniques to reach and engage employees. For enhanced communication and recognition the department sends out a weekly “Good News Friday” email to all Public Works staff. The weekly email lists personal and professional accomplishments of staff; recaps calls and letters received from the public regarding exceptional customer service; and publicizes important news such as upcoming promotional recruitments. Much of the same information is also re-publicized in the monthly City Talk newsletter.

The department also uses a text broadcasting system to send messages directly to staff cell phones such as holiday greetings or reminders about important meetings. These are only a couple of examples of ways the department strives to engage its employees. What the department lacks is an employee recognition program that highlights employee successes in a formal way. This strategic initiative will establish a formal award program that is presented to individuals who have demonstrated one or more of the following: initiative; creativity; excellent customer service; and or leadership. One individual will be selected per quarter to receive the award. This new program was inspired by and shaped with the support of Councilmember Helix.

Status:

The new program was initiated in April.

Timeline:

Ongoing

Lead Dept.:

Public Works

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# **QUALITY OF LIFE**

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**QOL – 1                    Implement the Monument Neighborhood Shuttle**

Description:            Initiate the Monument Neighborhood Shuttle program in partnership with Monument Impact to operate free shuttle service for the Monument Corridor community for a period of three years. The total cost of the project is estimated at \$627,694, with 50% of this cost (or \$311,704) to be funded through a federal funding program known as the Jobs Access and Reverse Commute (JARC). JARC is one of several federal funding sources used by the Metropolitan Transportation Commission (MTC) to fund its Lifeline Transportation Program (LTP). A 25% local match (\$160,138) will be provided through Line 20(A) Measure J funds recently approved by TRANSPAC. The remaining local match of \$155,852, which will be required to fully fund the project, will be provided through in-kind services by the City and Monument Impact in the form of staff time to administer the project and provide oversight. Managing this Project is expected to occupy 5% of the Transportation Manager’s time for the three-year project duration.

Status:                    Underway. Federal JARC funds lapsed before the obligation deadline in 2014 due to California Public Employee Pension Reform Act (PEPRA) issues. This funding gap was recently backfilled with regional Measure J funds following approvals from MTC, TRANSPAC and CCTA.

In September 2015, the City of Concord entered into a Cooperative Agreement with the Contra Costa Transportation Authority (CCTA) to fund the Monument Neighborhood Shuttle project using Measure J funds designed to provide enhanced transit service and transportation for seniors and people with disabilities. A Project Working Group was subsequently formed to start planning the management and operation of the shuttle program. Working Group meetings were held in late 2015 and early 2016 with more meetings scheduled in 2016 to launch the shuttle service by summer 2016. The Measure J funds for this project are expected to support the shuttle service for up to three years.

Timeline:                Shuttle service to begin by Summer 2016.

Lead Dept.:             Community and Economic Development

**QOL – 2                    Facilitate State Route 4 Operational Improvements**

Description:            Work cooperatively with the Contra Costa Transportation Authority (CCTA) to perform project development studies of capacity improvements on State Route 4 within the Concord area that will improve traffic flow through this corridor during the morning and evening commute periods.

These improvements were previously identified in the traffic studies conducted by Caltrans and CCTA. They include widening of SR-4 (in both directions) between SR-242 and San Marco Boulevard in Pittsburg, to provide additional mixed-flow lane capacity to relieve traffic congestion during commute periods.

Currently, freeway capacity through this corridor is not sufficient to accommodate peak period traffic demand; leading to sever congestion and substantial vehicle diversions from the freeway onto City streets, resulting in cut-through traffic, which has become a major source of congestion in the City of Concord.

This problem is expected to intensify in the future in response to increasing traffic volumes, unless the proposed improvements are implemented in a timely fashion.

This project is important to the City of Concord and it will improve quality of life for City residents, hence making Concord a more attractive place to live.

Moreover, this project will contribute to the economic vitality of the Concord Reuse Project (CRP) by mitigating off-site traffic impacts from the CRP using outside grant funds. The proposed improvements will also improve access to the CRP site via the freeway system, thus minimizing the CRP traffic impacts on the nearby residential streets.

Status: Underway. The City of Concord has secured \$4.6 million in Regional Measure J funds from CCTA to cover the costs of project development. This project is being coordinated closely with the CRP project. Additional funding will be needed to complete project development, design and construction.

The first step in project development was the preparation of a mandatory Project Study Report (PSR) to review the feasibility of the proposed improvements and develop viable alternatives. This study was started by CCTA in February 2014 in coordination with Caltrans and the City of Concord. The PSR is expected to be completed and approved by Caltrans in 2016, which will then be followed by the environmental review process possibly lasting through December 2018.

Due to the complexity and high cost of this project (about \$300 million), the project will be implemented in smaller packages that will be identified in the PSR according to a prioritized multi-phase system and as outside funding becomes available. Once the PSR is complete, this project could receive additional funding from a potential new sales tax measure that may be placed on the ballot for Contra Costa voters in 2016. If approved by voters, funds obtained from this new measure will leverage the project to receive federal funds for construction.

Timeline: Project development (PSR + environmental review) is scheduled to be complete by December 2018.

Lead Dept.: Community and Economic Development

**QOL – 3                      Purchase and Installation of Trash Capture Device**

Description: Pursue additional funding sources for trash capture device purchase and installations to meet trash capture requirements while helping to prevent storm water pollution from used oil byproducts.

Status: The City was unsuccessful seeking an award during the 2015/16 grant cycle. Staff consulted with CalRecycle and gained a better understanding of what is needed to improve its next request and will submit a new application during the 2016/17 round.

Timeline: April 2018

Lead Dept.: Public Works

**QOL – 4                      Establish City Pickleball Leagues & Tournaments *NEW!***

Description:                      Pickleball in Concord has substantially increased in demand over the last year. Pickleball players from around the bay area are looking for leagues and tournaments to participate in. Partnering with the USAPA (USA Pickleball Association) staff will bring Pickleball Tournaments to Concord and research, develop and implement Pickleball Leagues to be played on designated Pickleball courts.

Status:                                      In Progress.

Timeline:                                  Spring/Summer 2017 (Subject to resurfacing of appropriate court space.)

Lead Dept.:                                Parks and Recreation

**QOL – 5                      Todos Santos Design Guidelines - *NEW!***

Description:                      As an implementation measure of the Concord Downtown Specific Plan (2014), Council directed staff to develop design guidelines that reflect Early California Architecture, in particular Spanish mission style in designated areas near Todos Santos Plaza. The Housing and Economic Development Committee have reviewed the work on this project, along with a Council-appointed Committee including two Councilmembers and a Design Review Board member.

Status:                                      Underway.

The Todos Santos Design Guidelines are 30% complete. The City Council will conduct a study session on this draft in April, 2016. The draft guidelines will be reviewed by both the Design Review Board and the Planning Commission, and will be considered for final adoption by the City Council.

Timeline:                                  City Council consideration for adoption anticipated in September 2016.

Lead Dept.:                                Community and Economic Development

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# **CUSTOMER SERVICE**

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**CS – 1                      Transition the organization into a new Document Imaging System**

Description:                The City’s current document imaging system is non-compliant with current mandates and is not being supported by the City’s current computer systems. Consequently, the Council approved the goal of replacing this system.

Status:                      The City Clerk's Office launched OnBase, the new Electronic Content Management System in the first quarter of FY 2015-16. Documents that require retention are being uploaded into the new system by the City Clerk’s Office and documents from the prior system (Questys) are being migrated into the new system. Full implementation of OnBase for content management in all City departments is staggered. Implementation in the Building Department is currently underway and the Purchasing Department is next for implementation. The project is on schedule for completion by the end of the fiscal year.

Timeline:                   Implementation will be completed by June 2016.

Lead Dept.:                Information Technology/City Clerk’s Office

**CS – 2                      Establish Enhanced Development Review Technologies – Related Improvements**

Description:                Technology related improvements to provide more efficient permit processing within the development review process are being considered over the next three fiscal years. To fund these new technologies, and to provide a funding mechanism for the City’s ongoing maintenance costs of development review technologies, staff is proposing a new Technology Fee starting in FY2016-17. Council will consider this proposal as part of their review of citywide fees, planned for May/June 2016.

To provide more efficient and effective development review services, the following additional technology improvements are being considered over the next three years:

Accela Point of Sale (POS)

- Accela Mobile Office
- Online permitting, inspection and reporting through Accela Citizen Access
- Accela Electronic Document Review (utilizing paper-less submittal and review processes)

Many of these were identified within the Climate Action plan to help reduce the City’s carbon footprint. The proposed Technology Fee would also fund the entire replacement cost of these systems over a 12 year period.

As part of a process improvement initiative, the Building Division Permit Center Technicians began imaging development review documents on behalf of the entire development review process within CED, beginning March 1, 2014. This process provides needed records management and research for staff and citizens and also reduces storage needs within Civic Center buildings.

Status:                      On-going. Reporting through Accela Citizen Access (ACA) is currently available and has been expanded to allow customers to run customized Crystal Reports to pull data from the hosted environment.

The Engineering Division is also very close to implementing its first online permit, associated with transporting oversized vehicles and equipment, known as a “Wide Load” permit. Until ACA is reconfigured to accept and account for online payments, applicants will need to set up depository accounts for the permit processing fees.

The implementation of Accela Mobile Office (AMO) is very close to being completed, although the vendor recently indicated that they will be moving to support a more robust product. Staff is in the process of evaluating the mobile hardware options and will be making a decision on the selection well before the end of FY2015-2016.

The Cost Allocation and Fee Study was postponed for Council consideration from FY2014-2015 until the second half of FY2015-2016. This in turn postponed the potential adoption of the Technology Fee that is targeted to fund the proposed technology improvements remaining to be implemented.

Timeline: FY2016-2017 and FY2017-2018 (Contingent on Council approval of proposed Technology Fee).

Lead Dept.: Community and Economic Development

**CS – 3 Provide Accessible Information/Resources to Streamline Procurement Processes to Save Time and Costs**

Description: Extra time is being consumed unnecessarily to complete the entire procurement process from bidding, to entering information in the City’s financial system to processing the final vendor payment. Finance will work collaboratively with the IT department and all user departments to streamline the procurement process, reducing redundancy and utilizing the City’s existing software systems more efficiently to provide complete information and a more efficient procurement process to users.

Status: Continue established procurement training and provide training information and forms on the Intranet. Collaborate with IT and user departments to modify existing systems to capture additional information and create customized reports. Provide outreach to all users on system enhancements.

Important content, forms, and documents relating to Procurement have been created and posted on the City of Concord’s Intranet under the Resource tab. The information is consistent with the Procurement Training Handbook and provides links to other relevant information. This was developed during the later months of 2015 and updates to it are ongoing.

Meetings with the City’s financial software team have been set up for the week of March 21, 2016 in order to address revisions to the financial system’s procurement module including utilizing fields and/or streamlining processes to reduce redundancy and duplication of efforts.

Timeline: Completion by September 30, 2016

Lead Dept.: Finance/IT



## CUSTOMER SERVICE

Status: This project was rescheduled by the Information Technology Executive Committee to begin April 1, 2016. Parks & Recreation staff is currently participating in software demonstrations from potential vendors. An informal bid or RFP will take place in the fourth quarter of FY2015-16. Implementation of new software product will begin in FY2016-17.

Timeline: To be completed by the end of FY 2016-17.

Lead Dept.: Information Technology/Parks and Recreation

### **CS – 7                    Replace the City Legacy Time Card System**

Description: The City relies on its current Time Card Management software to track all City employee time records and pay codes. The City's current software was developed in house, and resources are no longer available to support this application in the event of necessary changes or disaster.

Status: Funding estimates completed for FY16-17 Capital Improvement Project (CIP) and Information Technology Project (ITP). The RFP and implementation cannot be implemented until funding is approved for FY2016-2017.

Timeline: This project was rescheduled by the Information Technology Executive Committee to FY16-17.

Lead Dept.: Information Technology

### **CS – 8                    Upgrade the Lawson Finance and HR Enterprise Resource Planning (ERP) Software**

Description: The City relies on its current Lawson ERP software to manage the City's financial and human resource requirements. The version the City is currently running is near end of life, and requires a major version upgrade in order to stay current with security patches, and to maintain vendor support of the application.

Status: The project is scheduled to start April 1, 2016 and is required to be started by May 31<sup>st</sup> by the software vendor.

Timeline: To be completed by the end of FY 2016-17.

Lead Dept.: Information Technology

### **CS – 9                    Assess and Plan for Improvements to the Audio/Visual and Communication Equipment in the City Council Chambers**

Description: The City of Concord broadcasts City Council, Planning Commission and Parks, Recreations and Open Space Commission meetings held in the City Council Chamber over the Concord Cable TV channel. Events from Todos Santos Plaza are also broadcast from the video services area using remote cameras. In the event of an emergency, public information would be broadcast to Concord residents over the cable channel.

The video services equipment was installed in the 1990s, and is showing its age. This initiative would identify equipment replacement needs and explore upgrades to improve the quality and reliability of the video services system.

This project will require the cooperation and input of the City Council. A potential funding source for equipment and infrastructure improvements is the City's existing Public, Education, and Government (PEG) channel revenue.

**Status:** Meetings have been held with CM and IT staff to discuss the scope and goals of the project. A complete upgrade from Standard Definition (SD) to High Definition (HD) broadcasting capabilities will be proposed as a CIP project to provide more dependable service as the current SD broadcast platform is being phased out as the industry standard.

**Timeline:** CIP project proposal to be completed in time to be included in 2016-18 CIP Budget.

**Lead Dept.:** City Manager's Office

**CS – 10 Streamline City Council Agenda Packet Processes for Efficiency**

**Description:** The current processes for City Council agenda packets are inefficient and outdated. City Clerk staff will lead a coordinated effort with designated staff from other City departments to identify deadlines, responsibilities, and required documents to ensure that staff reports and attachments are routed and reviewed in a timely manner and agenda packets are distributed according to schedule.

**Status:** In Progress. Initial discussions and an assessment the City's current agenda packet process is underway. A working group of staff from various departments will be established by the end of the current fiscal year to assist with development of a new process.

Initial configuration of the agenda management module within OnBase for meetings of the City Council and Council Committees is ongoing. Process workflows as well as new templates for agendas and staff reports have been created and loaded into the system. The Public Works Department will be the first to test the new agenda management process in the third quarter of FY 2016-17, and full implementation of the agenda management module is anticipated by the fourth quarter of FY 2016-17.

Testing of the automated agenda management process is in progress, and the first packet produced by the system was for the March 22, 2016, City Council meeting. Full implementation of the automated agenda management process for City Council and City Council Committee meetings is anticipated by the end of FY 2015-16.

**Timeline:** Complete by the end of FY 2015-16

**Lead Dept.:** City Manager's Office

**CS – 11 Identify and Implement a New Golf Course Point of Sale/Tee Time Software System**

Description: The software system currently in use at Diablo Creek Golf Course for booking tee times and entering point of sale was installed in October 2002. The system has not kept up with current technologies such as the ability to capture customer data to interface with email marketing, to allow online booking of tee times, and to interface with a 24-7 call center service. This project will develop an RFP to solicit point of sale/tee time software systems, and call center services.

Status: In progress. Preliminary information on golf course reservation software is being gathered for further evaluation. The Parks & Recreation Director will be facilitating a meeting between staff from the City Information Technology Department and the operator of Diablo Creek Golf Course to establish a timeline for this project and begin the process of exploring modern reservation systems. The I.T. Department will be responsible for implementing the new software system.

Timeline: To be completed by end of FY 2016-17

Lead Dept.: Parks & Recreation

**CS – 12 Website Cloud Rehosting *NEW!***

Description: To place the City’s public facing website in a hosted environment and provide departments with additional control over their content. This will allow for faster updates for publicly viewed information and greater transparency.

Status: Funding estimates completed for FY16-17 Capital Improvement Project (CIP) and Information Technology Project (ITP).

Timeline: FY2016-17

Lead Dept.: Information Technology/City Management

**CS – 13 Implement Online GIS Functionality *NEW!***

Description: The City does not currently have online mapping available for citizens. This is a common service that is provided at the local government level to improve customer service and transparency. An online GIS presence will provide self service capabilities to citizens and businesses from anywhere with an internet connection on a 24x7 basis reducing the impact on staff resources.

Status: Funding estimates completed for FY16-17.

Timeline: FY2016-17

Lead Dept.: Information Technology/Community and Economic Development/Public Works

**CS – 14**                      **Streamline Public Records Act Responses** *NEW!*

Description:                      Collaborate with City Clerk’s Office to create a standard process for use in tracking and timely responding to public record act requests, including initial responses, identifying potentially responsive public records, and providing responsive disclosable materials.

Status:                              Commenced November 2015

Timeline:                          Completion during Fiscal Year 2016-17

Lead Dept.:                        City Attorney

**CS – 15**                      **Explore Internship/Law Clerk Program** *NEW!*

Description:                      Explore establishing a program whereby students enrolled in law or who have graduated from an accredited law school may work on a limited basis in the City Attorney’s Office. If necessary, compensation would be offered for services rendered at rates far below those charged by law firms. The City Attorney’s Office would also explore participation in externship programs offered by law schools. Interns/clerks could perform certain research and other basic legal functions, freeing up attorney time for higher level work which might otherwise be outsourced, thereby saving both time and contact attorney costs.

Status:                              Commencement at the start of Fiscal Year 2016-17

Timeline:                          Completion by the end of Fiscal Year 2016-17

Lead Dept.:                        City Attorney

Strategic Initiatives in Department Order  
to be provided at the Workshop

# Capital Budget Development

City Council Workshop

April 2, 2016

# *Key Council Priority Focus Areas Related to the Capital Budget*

- Long Term Financial Stability
  - Adopt a budget that acknowledges unfunded liabilities and deferred maintenance
- Public Safety
  - Focus all departments on public safety
- Organizational Strength and Employee Success
  - Implement technology that enhances customer service and organizational efficiencies

# *Key Council Priority Focus Areas Related to the Capital Budget*

- Infrastructure Maintenance
  - Maintain existing infrastructure and facilities in a safe and operational condition
  - Implement strategies that optimize all modes of travel through the City
  - Implement strategies that address sewer and storm-water needs
  - Implement strategies that address pavement and roadway needs
  - Implement strategies that address park infrastructure maintenance needs

# *2-Year Capital Budget*

- FY 2014-15: one-year Operating budget and Capital program
- FY 2015-16: transitioned to a two-year Operating budget and one-year Capital program
- FY 2016-17: transitioning to a two-year Capital program, and will provide a mid-cycle update on the Operating budget
- FY 2017-18: two-year Operating budget with a mid-cycle update on the Capital program

# *Capital Budgeting Process*

1. Capital Requests are initiated by the various Departments
2. Requests are reviewed, prioritized and approved by the Director of the initiating Department
3. Staff reviews the various requests with the initiating departments to clarify the project scopes and project justifications
4. Departments update their requests as needed
5. Finance provides an estimate of funds available for the Capital program

# *Capital Budgeting Process (cont.)*

6. Staff compiles the various requests received
7. The requests are evaluated against pre-identified scoring criteria
8. The evaluated projects are compared against the available funds and initial funding recommendations are prepared
9. Funding recommendations are reviewed by an Executive Committee (Late April 2016)

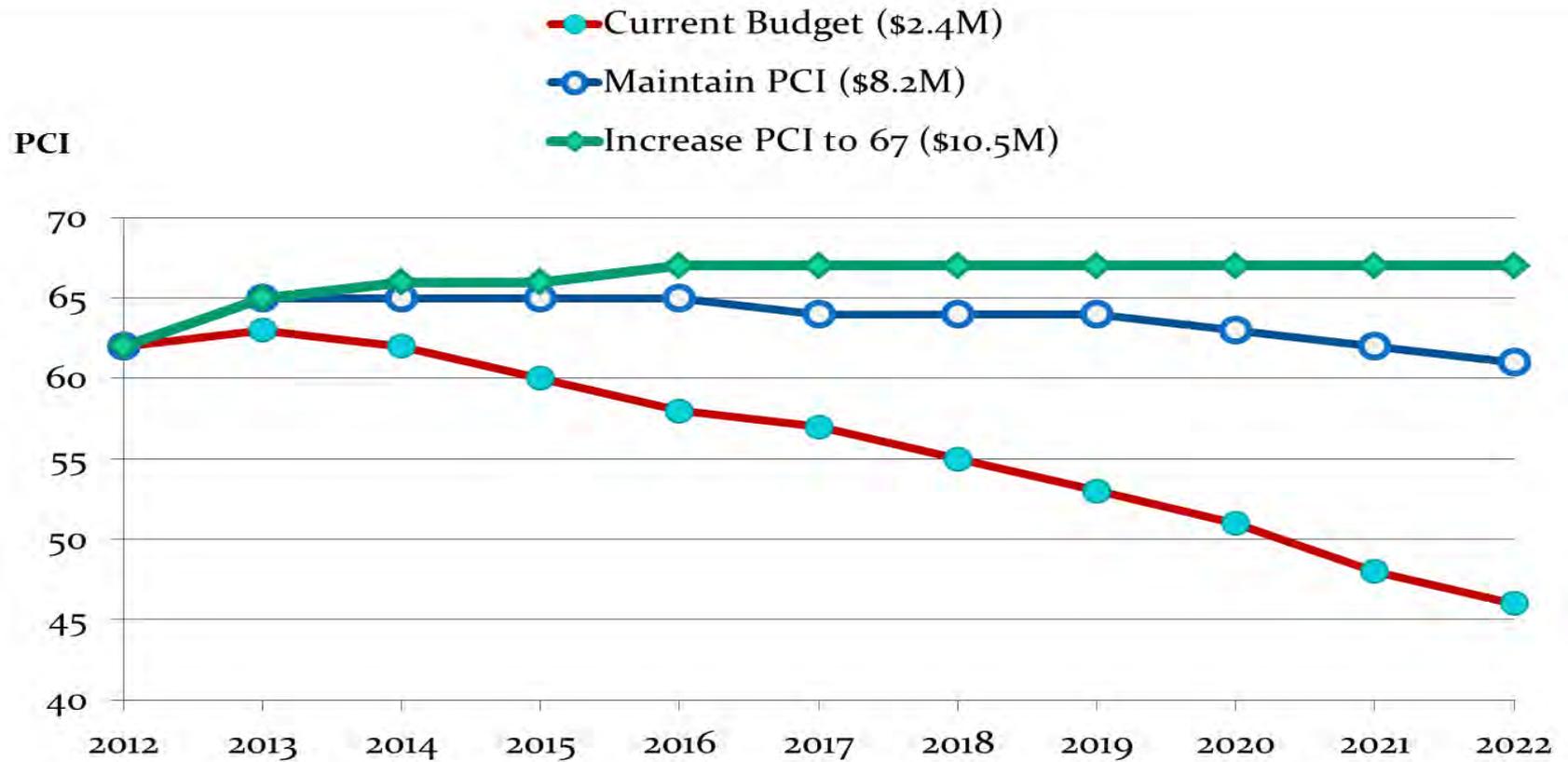
# *Capital Budgeting Process (cont.)*

10. Executive Committee recommendations are reviewed by the City Manager (Early May 2016)
11. Recommendations are forwarded to the Planning Commission for General Plan Conformity Review and to the Measure Q Oversight Committee for review of Measure Q funded projects (Mid May 2016)
12. Recommendations are presented to Council for Consideration (Late May and June 2016)



# *Overview of Infrastructure Needs and Challenges*

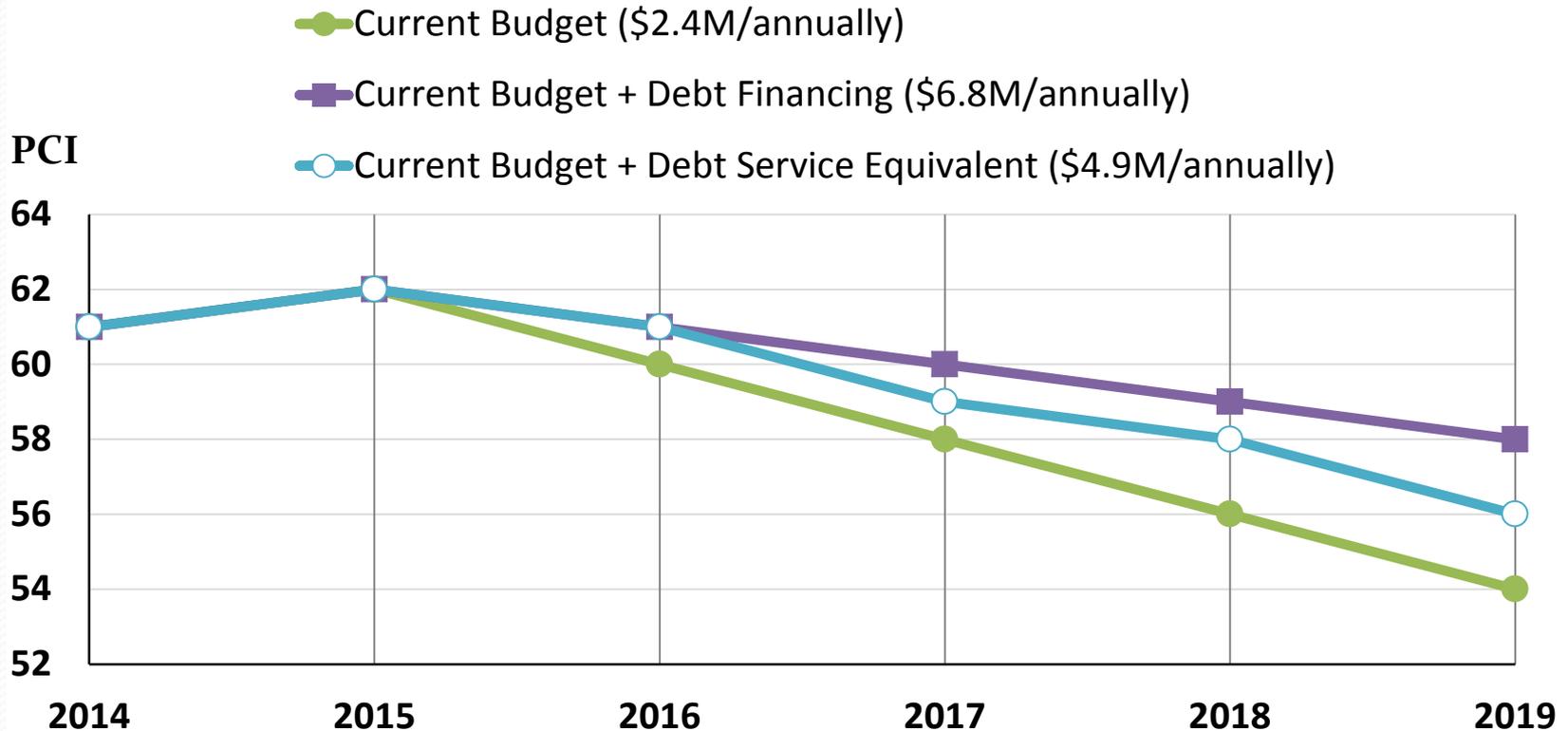
# Roadways



# Roadways

- Concord's 2014 Average PCI = 61

## Effect of Debt Financing on PCI



# *Measure Q Status Update*

- Met initial (1-year) expenditure target (\$2,245,000)
- On-track for second (2-year) expenditure target (\$6,735,000)
- Purchased Asphalt Zipper and increased materials budget
- Completed - Pavement Maintenance – Zone 3
- Near Complete –
  - Detroit Ave Green Pavement Pilot Project
  - Roadway Sign Replacements

# *Measure Q Status Update*

- Coming Soon – (spring/summer 2016)
  - Salvio Street and Oak Grove Rd
  - Hillsborough Rd and Olivera Rd
  - Walters Way and Detroit Ave @ Monument Blvd Intersection
  - Solano Way, Wren Ave and 6<sup>th</sup> Street
  - Pothole / Base Repairs

# Stormwater

- New Municipal Regional Permit was adopted
- Trash Load Reduction (from 2009 level)
  - 60 % by July 2016
  - 70 % by July 2017
  - 80 % by July 2019
  - 100% by July 2022
- Green Infrastructure
  - No Lost Opportunities
  - Green Infrastructure Plan Framework
  - Green Infrastructure Implementation Plan
- Program costs are increasing with reserves being drawn down

# *Sewer*

- Council adopted a 4-year rate plan starting FY 2015-16
- Rate adjustment notice for FY 2016-17 to be mailed in May 2016
- Sewer Enterprise is currently building reserves
- Repair projects are proposed in the FY 2016-17/2017-18 Capital program

# Staffing

- Project delivery is hampered by CIP Engineering staffing levels
  - 1 Sr. Engineer (CIP Manager), 2 Assoc. Engineers, and 1 Limited Service (part-time) Project Manager
  - 2 Vacant Assoc. Engineer positions with three failed recruitments
  - All design, construction management and inspection services are outsourced
  - Additional staff augmentation (consultant project managers) and alternative project delivery methods are needed to deliver approved and planned projects

# *Facilities*

**Estimated cost of backlog in FY 2014-15:     \$6.6 m**

Amount budgeted in FY 2014-15:             \$0.5 m

Amount budgeted in FY 2015-16:             \$1.1 m

Major accomplishments:

- Roofing projects
- Building removals
- Boilers and HVAC
- PD Evidence Freezer
- Lighting
- Building management

# *Parks*

**Estimated cost of backlog in FY 2014-15: \$19.7 m**

**Estimated cost of 20-year need: \$34.9 m**

**Immediate needs projects budgeted: \$280k**

**Priority projects underway or CIP:**

- Water quality
- Tennis courts
- Safety and signage
- Irrigation pumps
- Scorekeepers booth

# *Golf Course / Pavilion*

- **Diablo Creek Golf Course**
  - The National Golf Foundation (NGF) recently completed a physical plant assessment and capital replacement study.
  - A CIP project in the amount of \$127,000 has been submitted to address safety issues.
  - The NGF Study also identified ongoing maintenance needs of \$6,975,000.
- **Concord Pavilion** (operated by Live Nation)
  - Live Nation and the City of Concord both set aside funds for capital expenditures on a yearly basis.

# *Information Technology*

Major technology improvement projects requested over the next 2-years:

- Replace Time and Attendance System
- Upgrade Finance/Human Resource System
- Replace Point of Sale System
- 911 Phone System Replacement
- Police Vehicle Mobile Data Computer Replacement

# *Summary of Needs*

- Infrastructure Annual Need
  - Roadways \$10.5 M annually
  - Facilities \$1.6 M annually
  - Parks \$1.3M annually

# Available Capital Funding (Est.)

Funding Source	FY 15-16 Adopted	FY 16-17 Est.	FY 17-18 Est.	FY 18-19 Est.	FY 19-20 Est.	FY 20-21 Est.
Gas Tax	\$390,000	\$0	\$0	\$0	\$0	\$0
Measure J (local)	\$974,900	\$591,400	\$1,116,900	\$1,120,400	\$1,124,000	\$1,627,700
Measure J 28a (Local)	\$265,000	\$272,900	\$281,100	\$289,500	\$298,200	\$307,200
Measure Q LRFA	\$13,560,000	\$6,840,000	\$2,000,000	\$0	\$0	\$0
General Fund	\$2,191,200	\$312,100	\$218,500	\$225,100	\$231,800	\$238,800
Measure Q	\$1,535,000	\$2,435,000	\$2,823,000	\$3,219,000	\$3,632,000	\$4,654,000
Parkland	\$60,000	\$0	\$0	\$0	\$225,000	\$240,000
Sewer	\$750,000	\$1,250,000	\$4,500,000	\$3,550,000	\$3,400,000	\$2,250,000
Golf Course	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Pavilion	\$104,000	\$106,100	\$108,200	\$110,400	\$112,600	\$114,800
Total	\$19,880,100	\$11,857,500	\$11,097,700	\$8,564,400	\$9,073,600	\$9,482,500

# *Conclusion*

- Needs exceed available funds
- Need to review projects and prioritize
- Consistency with Council priorities
- Feedback on evaluation criteria

# *Evaluation Criteria for Capital Project Requests*

- Does the Project implement one or more **Council Initiatives**?
- Does the project address critical **health and safety needs**?
- Is the project continuing from a **previously approved CIP**?
- Is the project needed to satisfy **regulatory compliance** issues?
- Is the project primarily funded with **grants, enterprise, other restricted funds**?
- Does the project implement the City's **Complete Street** policies?

# *Evaluation Criteria for Capital Project Requests*

- Does the project help implement the City's **Climate Action Plan**?
- Has the project been identified in the **General Plan**?
- Does the project conform to **General Plan Principles**?
- Does the project conform to **IT Principles**?
- Does the (IT) project impact a **large customer** base?
- Does the project increase ability to provide **service effectively**?
- Does the project **generate new resources** or add ongoing costs?



*Council Feedback and  
Suggestions on  
Evaluation Criteria*