



CITY OF BERKELEY 2018-2019 STRATEGIC PLAN

An overview of strategic long-term goals with short-term priorities to guide City government operations within the 2-year fiscal cycle.

CITY OF BERKELEY STRATEGIC PLAN

PURPOSE OF THE CITY OF BERKELEY STRATEGIC PLAN

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

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

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

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

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

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

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CITY OF BERKELEY MISSION AND CORE VALUES

City of Berkeley Mission

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

City of Berkeley Core Values

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

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

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

Equity: We have a responsibility to advance social and racial equity.

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

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

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

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

Health: We believe that every person in Berkeley has a right to good health and we will work to ensure that the health and well-being of every community member.

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CITY OF BERKELEY STRATEGIC PLAN LONG-TERM GOALS

- 1. Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities**
- 2. Create affordable housing and housing support services for our most vulnerable community members**
- 3. Create a resilient, safe, connected, and prepared city**
- 4. Champion and demonstrate social and racial equity**
- 5. Foster a dynamic, sustainable, and locally-based economy**
- 6. Provide an efficient and financially-healthy City government**
- 7. Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment**
- 8. Attract and retain a talented and diverse City government workforce**
- 9. Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community**

*Note: The goals are numbered for ease of document review. The numbers are not meant to reflect order of priority.

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IDENTIFICATION OF STRATEGIC PLAN GOALS

Staff undertook a two-year process to develop this Strategic Plan, gathering input from the community, Council and staff. Among the steps taken were:

- 24 listening sessions with staff in every department and at all levels of the organization.
- Input from over 660 staff members at a June 23, 2016 staff event.
- Over 740 comments on Berkeley Considers, the City's online forum.
- Council work sessions on January 31, 2017 and September 16, 2017.
- A half-day session on November 17, 2017 that involved all City of Berkeley department directors, division managers and senior staff.

Projects identified through this extensive process are listed below as "Strategic Planning Process."

Priorities identified through other planning processes also played a role, such as the Climate Action Plan, the Berkeley Resilience Strategy, the Streets and Open Space Improvement Plan, transportation plans such as the Bike Plan, the Digital Strategic Plan and the Local Hazard Mitigation Plan.

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LONG-TERM STRATEGIC GOALS AND SHORT-TERM PRIORITIES

Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
1. Goal: Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities			
<p>1.1 Citywide Infrastructure Improvements: Implement voter-approved bond dollars to do multi-benefit upgrades to aging infrastructure, such as streets, sidewalks, storm drains, parks, and community centers (First two years of phase I of Measure T1 bond implementation).</p>	<p>Department of Parks, Recreation & Waterfront; Department of Public Works</p>	<p>City Attorney’s Office, City Manager’s Office, Finance Department, Department of Health, Housing & Community Services, Human Resources Department, Department of Information Technology, Planning Department, City Manager’s Office</p>	<p>Voter-approved General Obligation Bond</p>
<p>1.2 Adeline Corridor Plan: In collaboration with partners in the community, develop a long-range plan and Environmental Impact Report for the Adeline/South Shattuck Corridor that addresses key community priorities related to community character, affordable housing and anti-displacement, economic development, transportation and parking, and infrastructure.</p>	<p>Planning Department</p>	<p>City Manager’s Office, Department of Health, Housing & Community Services, Department of Parks, Recreation & Waterfront, Department of Public Works City Attorney’s Office; Department of Information Technology</p>	<p>City Council-approved project, including grant from the Metropolitan Transportation Commission</p>
<p>1.3 City Council Chambers: Identify a new location for the City Council and Zoning Adjustments Board to hold regular meetings and execute any agreements and physical improvements needed. Per</p>	<p>City Manager’s Office</p>	<p>City Clerk’s Office, Department of Information Technology, Department of Public Works</p>	<p>City Council referral</p>

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
<p>City Council direction, the first priority location is the BUSD West Campus Board Room. Alternatively, the City has final designs to install a Council Chamber at 1011 University Avenue.</p>			
<p>1.4 Conceptual Plan for the Berkeley Transfer Station: Develop a plan that identifies opportunities to re-design and modernize the Berkeley Transfer Station and Material Recovery Facility to accelerate progress toward the City’s Zero Waste goal.</p>	<p align="center">Department of Public Works</p>	<p align="center">Planning Department, City Attorney’s Office, Department of Information Technology</p>	<p align="center">City Council referral</p>
<p>1.5 Major Improvements to Downtown Berkeley Infrastructure and Amenities: Renovate the Downtown Berkeley BART Plaza, reconfigure Shattuck Avenue, implement the Hearst Complete Streets and Milvia Bikeway Projects, and modernize the Center Street Plaza to beautify the Downtown and improve flow and safety for all modes of transportation.</p>	<p align="center">Department of Public Works</p>	<p align="center">City Manager’s Office, Department of Parks, Recreation & Waterfront Planning Department, Department of Information Technology</p>	<p align="center">City Council-approved project</p>
<p>1.6 Berkeley Tuolumne Camp: Complete design, related environmental review and permitting, and secure long term special use agreement in order to rebuild the Berkeley Tuolumne Camp.</p>	<p align="center">Department of Parks, Recreation & Waterfront</p>	<p align="center">City Attorney’s Office, Planning Department, Department of Information Technology</p>	<p align="center">City Council-approved project</p>

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
<p>1.7 Multi-Benefit Green Infrastructure Projects: Using voter-approved bond dollars (Measure M and Measure T1 bonds), plan, design, and construct green infrastructure projects that help reduce storm water flooding and protect ecosystems by removing pollutants.</p>	<p align="center">Department of Public Works</p>	<p align="center">City Manager’s Office, Department of Information Technology</p>	<p align="center">Voter-approved General Obligation Bond</p>
<p>1.8 Green Infrastructure Plan: Build on the City’s Watershed Management Plan and Resilience Strategy by developing a Green Infrastructure Plan that sets clear goals and serves as a guide for using green infrastructure to help reduce the adverse impacts of storm water runoff.</p>	<p align="center">Department of Public Works</p>	<p align="center">City Manager’s Office, Department of Parks, Recreation & Waterfront, Planning Department, Department of Information Technology</p>	<p align="center">City Council referral</p>
<p>1.9 Center Street Garage: Complete construction of the new Center Street Garage in Downtown Berkeley to increase the supply of public parking as well as provide space for additional bicycle parking and electric vehicle charging.</p>	<p align="center">Department of Public Works</p>	<p align="center">City Manager’s Office, Finance Department, Planning Department, Department of Information Technology</p>	<p align="center">City Council-approved project (and included in Digital Strategic Plan and Resilience Strategy)</p>
<p>1.10 Adult Mental Health Clinic Renovation: The Adult Mental Health Clinic at 2640 MLK is currently uninhabitable and in need of significant repairs to be open to help people in Berkeley with severe and persistent mental illness.</p>	<p align="center">Department of Health, Housing & Community Services</p>	<p align="center">City Attorney’s Office, City Manager’s Office, Finance Department, Department of Information Technology, Planning Department, Department of Public Works,</p>	<p align="center">City Council-approved project</p>

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<p>1.11 Willard Pool: Develop a long-term use agreement with the Berkeley Unified School District to enable continued operation of the Willard Pool for the benefit of the community.</p>	<p>Department of Parks, Recreation & Waterfront</p>	<p>City Attorney’s Office, City Manager’s Office, Finance Department</p>	<p>City Council referral</p>
<p>1.12 Upgrade Fire Station 2: Renovate Fire Station 2 to address maintenance needs, improve occupant comfort, and increase water and energy efficiency.</p>	<p>Department of Public Works</p>	<p>Fire Department, Department of Information Technology</p>	<p>Strategic Planning process</p>
<p>1.13 Cazadero Camp Landslide Fix and Dormitory Replacement: Repair significant damage to the City’s Cazadero Camp caused by a landslide that occurred in 2016.</p>	<p>Department of Parks, Recreation & Waterfront</p>	<p>City Attorney’s Office, Planning Department</p>	<p>City Council-approved project</p>
<p>1.14 Gilman Street Interchange Project: Improve the mobility and safety of the Gilman Street Corridor by reconstructing the Gilman Street Interchange and creating a new gateway into North Berkeley. In FY 2018-2019, complete the environmental documents and begin final design for the I-80 Gilman Interchange and pedestrian overcrossing projects.</p>	<p>Department of Public Works</p>	<p>City Attorney’s Office, City Manager’s Office</p>	<p>City Council-approved project</p>
<p>1.15 Bicycle and Pedestrian Infrastructure Improvements: Implement protected bicycle lanes on Milvia and Dana Streets and currently-funded Safe Routes to Schools and Active</p>	<p>Department of Public Works</p>	<p>City Attorney’s Office</p>	<p>Council-approved project</p>

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<p>Transportation Program projects, including the 9th Street path crossing at Ashby Avenue. Implement BeST and Bicycle and Pedestrian Plan improvements during repaving projects. Identify funding sources for implementing all Tier 1 Bicycle Boulevard crossing recommendations from the Bicycle Plan.</p>			
<p>2. Goal: Create affordable housing and housing support services for our most vulnerable community members</p>			
<p>2.1 Homeless Services: In partnership with community agencies and other entities, continue to refine and improve the City’s Homeless Coordinated Entry System and identify opportunities to build on existing efforts to get the homeless housed.</p>	<p>Department of Health, Housing & Community Services</p>	<p>City Manager’s Office, Finance Department, Fire Department, Department of Information Technology, Police Department</p>	<p>City Council-approved program</p>
<p>2.2 Homeless Outreach and Treatment Team (HOTT) Program: Launch the new HOTT program designed to provide outreach and treatment for homeless individuals in the community with serious mental health disorders, helping them to access the services they need and get housed.</p>	<p>Department of Health, Housing & Community Services</p>	<p>Department of Information Technology</p>	<p>City Council-approved program</p>
<p>2.3 Increased Affordable Housing: Increase the supply of affordable housing in Berkeley by expediting the zoning and building permit review process, facilitating</p>	<p>Department of Health, Housing & Community Services</p>	<p>City Attorney’s Office, City Manager’s Office, Finance Department, Planning Department</p>	<p>City Council-approved program</p>

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the construction of the Berkeley Way project, and maximizing the amount of funding that is invested in Berkeley from the \$580 million Alameda County Affordable Housing Bond that voters passed in November 2016.			
<p>2.4 Berkeley Minimum Wage Ordinance Implementation: Implement the Berkeley Minimum Wage Ordinance, which includes the Paid Sick Leave Ordinance, and which requires a minimum wage of \$13.75 per hour in October 2017 and \$15.00 per hour in October 2018.</p>	<p align="center">Department of Health, Housing & Community Services</p>		<p align="center">City Council referral</p>
<p>2.5 Accessory Dwelling Units: Enable increased development of accessory dwelling units by streamlining the construction approval process.</p>	<p align="center">Planning Department</p>	<p align="center">City Attorney’s Office, Department of Information Technology</p>	<p align="center">City Council referral</p>
<p>2.6 Pathways Project: Establish a STAIR Center and, once funding is established, a Bridge Living Community, encampment outreach and support team, and a Homeward Bound program.</p>	<p align="center">Department of Health, Housing & Community Services</p>	<p align="center">City Attorney’s Office, City Manager’s Office, Fire Department, Planning Department, Department of Public Works</p>	<p align="center">City Council referral</p>
<p>2.7 1,000 Person Homeless Plan: Analyze homeless dynamics (# newly homeless, # exiting to housing of various types, etc.) to develop recommendations for reducing homelessness, including prevention measures and a</p>	<p align="center">Department of Health, Housing & Community Services</p>	<p align="center">City Attorney’s Office, City Manager’s Office</p>	<p align="center">City Council referral</p>

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comprehensive approach that addresses the long-term needs of the City’s approximately 1,000 homeless individuals and 120,000 residents.			
2.8 Storage for Homeless Persons’ Belongings: Create a secure storage facility for personal belongings and ensure adequate size and reasonable hours of access.	City Manager’s Office	Department of Health, Housing & Community Services, City Attorney’s Office, Department of Public Works	City Council referral
2.9 Landlord Participation in Affordable Housing Programs: Increase the supply of landlords who provide units for Shelter Plus Care and Section 8 programs. Provide other incentives to landlords to participate in these programs.	Department of Health, Housing & Community Services	City Attorney’s Office, City Manager’s Office	City Council referral
2.10 Paid Family Leave Ordinance: Develop an ordinance that guarantees paid leave for new parents.	Department of Health, Housing & Community Services	City Attorney’s Office, Human Resources Department	City Council referral
2.11 City-owned Land for Micro-unit Housing: Identify parcels of City-owned land appropriate for siting assisted-living modular micro-unit buildings.	Department of Health, Housing & Community Services	Department of Information Technology, Department of Public Works	City Council referral
2.12 Online Resource for Below Market Rate Units: Develop an online resource for below market rate units to provide more information on how to qualify and access them.	Department of Health, Housing & Community Services	City Attorney’s Office, City Manager’s Office, Department of Information Technology	City Council referral

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<p>2.13 Increased Student Housing: Identify opportunities to enable additional student housing, such as through Zoning Ordinance amendments focused on increasing student housing capacity in the Telegraph Avenue Commercial District.</p>	Planning Department	City Attorney's Office	City Council referral
<p>2.14 Development Fee Feasibility Analysis and Housing Pipeline Report: Conduct an economic feasibility analysis of housing development fees and develop an annual housing pipeline report that illustrates housing development trends.</p>	Planning Department	City Attorney's Office	City Council referral
<p>2.15 Local Density Bonus Policy: Develop and pilot a local Density Bonus program that enables payment of housing in-lieu fees to be used and leveraged to create additional affordable housing.</p>	Planning Department	City Attorney's Office	City Council referral
<p>2.16 Expanded and Streamlined Rental Housing Safety Program: Expand and streamline the Rental Housing Safety Program to enable proactive inspections and other actions to maintain Berkeley's aging rental housing stock.</p>	Planning Department	Human Resources Department	City Council referral
3. Goal: Create a resilient, safe, connected, and prepared city			
<p>3.1 Community Resilience Centers: Expand the Community Resilience Center program, which engages community-based organizations and apartment</p>	Fire Department	City Manager's Office, Department of Health, Housing & Community Services	Berkeley Resilience Strategy

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
buildings to partner with the City of Berkeley to increase access to preparedness trainings and supplies for community members who have not been reached by existing programs.			
<p>3.2 Seismic Safety Programs: Continue implementation of the City’s Soft Story and Unreinforced Masonry Ordinances and administer a \$3 million Hazard Mitigation Grant from FEMA, which will provide design and construction grants to owners of the most seismically vulnerable buildings in Berkeley.</p>	Planning Department	Department of Information Technology	Berkeley Resilience Strategy
<p>3.3 Cyber Resilience Strategy: Develop a Cyber Resilience Strategy that guides City efforts to create safe digital environment for City government operations and the community.</p>	Department of Information Technology	City Attorney’s Office, City Manager’s Office, Finance Department, Fire Department, Human Resources Department, Department of Health Housing & Community Services, Police Department	Digital Strategic Plan and Berkeley Resilience Strategy
<p>3.4 Broadband Infrastructure Master Plan: Develop a master plan to improve infrastructure for high-speed internet access in Berkeley.</p>	Department of Information Technology	City Manager’s Office, Department of Public Works	City Council Referral (and included in Digital Strategic Plan)
<p>3.5 Pedestrian Plan Update: Update the 2010 Pedestrian Master Plan to guide City efforts to make walking in Berkeley</p>	Department of Public Works	Department of Health, Housing & Community	Required to maintain funding from the Alameda County

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safe, attractive, easy, and convenient for people of all ages and abilities.		Services, Planning Department	Transportation Commission
3.6 Fourth Ambulance: Fund and staff a fourth advanced life support transport ambulance to increase Berkeley’s capacity to respond to emergency medical calls and fires.	Fire Department	Human Resources Department, Department of Information Technology	City Council referral
3.7 Improved Emergency Notification System: Upgrade the citywide emergency notification system by converting to the new county-wide system, called AC Alert.	Fire Department	City Manager’s office, Department of Information Technology, Police Department	City Council referral (and included in Digital Strategic Plan)
3.8 Body-Worn Cameras: Improve incident documentation by deploying body-worn cameras and related data storage systems for Berkeley Police Officers and implementing a policy to govern their use.	Police Department	City Attorney’s Office, City Manager’s Office, Human Resources Department, Department of Information Technology	Council-approved project (and included in Digital Strategic Plan)
3.9 New Self Contained Breathing Apparatus (SCBA) for Fire Personnel: Replace the SCBAs, which are at the end of their user life (15 years) and must be purchased to meet Cal-OSHA and National Fire Protection Association standards.	Fire Department	Finance Department	Safety requirement for Fire Department personnel
3.10 Police Department Community Engagement Strategy: Enhance the Police Department’s existing efforts to engage and inform community members about	Police Department	City Manager’s Office	Strategic Planning process

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
public safety by developing a Police Department Community Engagement Strategy.			
3.11 Fire Department Reserve Truck: Enhance the City’s firefighting capacity by replacing a 20-year old ladder truck that has exceeded its user life.	Fire Department	Finance Department, Department of Information Technology, Department of Public Works	Strategic Planning process
3.12 Public Safety Building Improvements: Renovate the Public Safety Building lobby to improve service to community members and enhance the safety of Police Department personnel.	Department of Public Works	Fire Department, Department of Information Technology, Police Department	Strategic Planning process
3.13 Community Safety During Demonstrations: Increase Police Department capacity, resources, tools and training, including training a bike-officer response unit, to effectively protect and facilitate free speech and maintain community safety when demonstrations and protests occur.	Police Department	City Attorney’s Office, City Manager’s Office, Fire Department, Department of Information Technology	Strategic Planning process
3.14 Management System for Residential and Commercial Burglar Alarms: Implement a system to reduce the need for Police response to false burglar alarms, thus increasing available officer time to address other community needs.	Police Department	City Attorney’s Office, Finance Department, Department of Information Technology	Digital Strategic Plan

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
<p>3.15 Comprehensive Review of Police Department Equipment and Technology Needs: Conduct a needs assessment and prioritization of tools and technology that would better enable the Police Department to safeguard the community.</p>	<p align="center">Police Department</p>	<p align="center">City Manager’s Office, Department of Information Technology, Department of Public Works</p>	<p align="center">Strategic Planning process</p>
<p>3.16 Comprehensive Police Department Policy Review: Fully implement and update Police Department policies to ensure full compliance with current law, case law, and incorporate best practices.</p>	<p align="center">Police Department</p>	<p align="center">City Attorney’s Office, City Manager’s Office, Department of Information Technology</p>	<p align="center">Strategic Planning process</p>
<p>3.17 Expanded Gun Safety Measures: Consider creation of ordinances relating to storage of guns and ammunition in unattended vehicles.</p>	<p align="center">Police Department</p>	<p align="center">City Attorney’s Office</p>	<p align="center">City Council Referral</p>
<p>3.18 Fourth Bore Implementation/Ashby Tunnel: Following a \$2 million settlement between Caltrans and the Fourth Bore Coalition of Neighborhood Groups for potential traffic impacts of the Caldecott Tunnel Fourth Bore, the City has undertaken to deliver a series of neighborhood serving pedestrian, bike, and traffic improvements. These projects are under construction and have estimated completion dates between February and August of 2018.</p>	<p align="center">Department of Public Works</p>		<p align="center">Fourth Bore Settlement Funds</p>

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
<p>3.19 Waterfront Safety Initiative: Take immediate actions to improve Waterfront security in Marina facilities and parking lots.</p>	<p>Department of Parks, Recreation & Waterfront</p>	<p>City Attorney’s Office, Police Department</p>	<p>Strategic Planning process</p>
<p>3.20 Increased Campus Safety and Violence Prevention: Consider program(s) focused on student awareness, safety, and violence prevention in campus environs.</p>	<p>Police Department</p>	<p>City Manager’s Office</p>	<p>Strategic Planning process</p>
<p>3.21 Sexual Assault Prevention and Awareness: Increase educational safety information focused on sexual assault prevention and awareness.</p>	<p>Police Department</p>		<p>Strategic Planning process</p>
<p>3.22 Surveillance Ordinance: Respond to referral regarding development of a surveillance ordinance that would require all uses of equipment defined as surveillance tools by all City Departments to be reported to Council and for Council to make annual assessments as to whether the benefits of using the equipment outweigh the “risks” to civil liberties. Staff may identify alternatives to an ordinance, so that Council’s needs are met.</p>	<p>Police Department</p>	<p>City Attorney’s Office, Fire Department, Human Resources Department, Department of Information Technology</p>	<p>City Council referral</p>

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3.23 Fire Prevention: Increase fire/life safety capacity and resources to effectively maintain community safety.	Fire Department	City Manager’s Office, Finance Department, Human Resources Department, Department of Information Technology, Department of Public Works	Resilience Strategy, Local Hazard Mitigation Plan
4. Goal: Champion and demonstrate social and racial equity			
4.1 Racial Equity Action Plan: With assistance from the Government Alliance on Race and Equity and researchers from UC Berkeley, develop a Racial Equity Action Plan designed to integrate equity considerations throughout City operations and services and to influence change within the community.	City Manager’s Office	This priority engages all City departments	Resilience Strategy
4.2 2020 Vision Program to Advance Equity in Education: Develop strategic initiatives designed to advance equity and end the racial predictability of academic achievement that exists in Berkeley Public Schools.	City Manager’s Office	Fire Department, Department of Health, Housing & Community Services, Department of Parks, Recreation & Waterfront	City Council-approved program
4.3 Americans with Disabilities Act Transition Plan: Update the City’s ADA Transition Plan to guide efforts to improve services for community members with disabilities.	Department of Public Works	This priority engages all City departments	Necessary update to existing ADA Plan

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<p>4.4 African American Resource Center: In partnership with many in the community, plan for the development of a holistic African American Resource Center in South Berkeley, which will serve as a place of support and strength for the Berkeley community.</p>	<p>Department of Health, Housing & Community Services</p>	<p>City Manager’s Office, Department of Information Technology</p>	<p>City Council referral</p>
<p>4.5 Aging-Friendly Berkeley Plan: As part of the World Health Organization’s “Age-Friendly Cities and Communities” Project, partner with community agencies and leaders to develop an Aging-Friendly Berkeley Plan that demonstrates Berkeley’s commitment to create a livable community for older adults.</p>	<p>Department of Health, Housing & Community Services</p>	<p>This priority engages all City departments</p>	<p>Strategic Planning process</p>
<p>4.6 Diversity Training for City Employees: To continue to advance and appreciate diversity and inclusion within the City government, conduct an evaluation of the City’s existing diversity training and launch a new training module for managers and supervisors.</p>	<p>Human Resources Department</p>	<p>City Manager’s Office</p>	<p>Strategic Planning process</p>
<p>4.7 Gender Pay Equity Audit for City of Berkeley Staff: Respond to the City’s ability to conduct a pay audit on the salaries of City Employees on potential pay gaps within the city workforce.</p>	<p>Human Resources Department</p>	<p>City Attorney’s Office</p>	<p>City Council referral</p>

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<p>4.8 Equal Pay Vendor Preference: Draft an ordinance related to an equal pay vendor preference for City contractors who demonstrate equal pay for male and female employees (gender based on self-identification).</p>	Finance Department	City Attorney’s Office, Department of Health, Housing & Community Services	City Council referral
<p>4.9 Very Low Income Refund Program: Develop improvements to Berkeley’s Very Low Income Refund Program. Berkeley’s Very Low Income Refund Program, which provides refunds to qualified individuals who are assessed various City and BUSD taxes and fees. The eligibility threshold is based on the US Department of Housing and Urban Development’s Income Limit for Alameda County, Income Limit Category of Very Low Income Limits for a two-person family.</p>	Finance Department		City Council Referral
5. Goal: Foster a dynamic, sustainable, and locally-based economy			
<p>5.1 Updated City Arts and Culture Plan: Work with community stakeholders to update the Plan, which will guide public policy and public and private investments related to arts and culture.</p>	City Manager’s Office		City Council-approved project
<p>5.2 Implementation of the Public Art in Private Development Policy: Develop the systems, tools and processes to implement the newly-adopted policy</p>	City Manager’s Office	Finance Department, Department of Information Technology, Planning Department	City Council referral

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requiring incorporation of public art in private development projects.			
5.3 Berkeley Branding & Marketing Project: Create communications content and materials to market the City of Berkeley as a place to do business.	City Manager's Office	Department of Information Technology	City Council referral (Small Business Support referral)
5.4 Small-Scale Ferry Service at the Berkeley Marina: Implement a year-long pilot plan and analyze the potential for permanent small-scale ferry service between the Berkeley Marina and other bay locations.	Department of Parks, Recreation & Waterfront	City Manager's Office	Strategic Planning process
5.5 Conceptual Plan for the Berkeley Waterfront: Initiate a plan that identifies future economic opportunities and improves the amenities and visitor experience at the Berkeley Waterfront.	Department of Parks, Recreation & Waterfront	City Manager's Office, Planning Department, Department of Information Technology	Strategic Planning process
5.6 Winter at the Waterfront Holiday Event: Launch a new annual event that draws community members of all ages to the Berkeley Waterfront to celebrate the winter holidays.	Department of Parks, Recreation & Waterfront	Fire Department	Strategic Planning process
5.7 Small Business Support Package: Develop a package of policies and programs to support the establishment of new and sustainability of existing small and/or locally owned businesses.	City Manager's Office	Planning Department, Department of Health, Housing & Community Services, Department of Public Works	City Council Referral

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
5.8 Assistance for Berkeley Non-Profit Service Providers: Analyze various methods to assist nonprofits planning for capital renovation, rehabilitation and/or relocation.	City Manager’s Office		City Council Referral
5.9 Downtown Berkeley BART Plaza: Activate the newly renovated Downtown Berkeley BART plaza with place-making and cultural activities.	City Manager’s Office	City Attorney’s Office, Department of Public Works	Strategic Planning process
6. Goal: Provide an efficient and financially-healthy City government			
6.1 Digital Strategic Plan & Roadmap: Advance implementation of the City Council-adopted Digital Strategic Plan & Roadmap, which identifies 60 responsive and innovative technology solutions that help the City to provide exemplary service to the Berkeley community.	Department of Information Technology	This priority engages all City departments	Digital Strategic Plan
6.2 Issuance of Measure T1 General Obligation Bond: Issue the voter-approved Measure T1 general obligation bond to fund multi-benefit improvements to existing City infrastructure.	Finance Department	City Manager’s Office, Department of Parks, Recreation & Waterfront, Department of Public Works, Department of Information Technology	Voter-approved General Obligation Bond
6.3 Collection of Increased Business License Tax for Owners of Buildings with 5 or more Units: Administer collection of the increased Business License Tax approved by Berkeley voters in November	Finance Department	Department of Health, Housing & Community Services, Department of Information Technology, Rent Board	Voter-approved tax

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
2016 (Measure U1) and identify any opportunities to improve collection of the Business License Tax.			
<p>6.4 Replace the City's Core Data Management System (erma): To replace City's Enterprise Resource Management Application to improve access to services and information for community members and create more efficient financial and information management processes for City staff, replace the City's core data management system.</p>	Department of Information Technology	This priority engages all City departments	Digital Strategic Plan and Berkeley Resilience Strategy
<p>6.5 Optimization of Commercial Solid Waste Collection: Evaluate the costs, benefits, and impacts on customer service and the City's Zero Waste goal of the City's Zero Waste Division taking responsibility for commercial business solid waste collection from existing waste collection franchisees.</p>	Department of Public Works	City Manager's Office, Finance Department, Department of Information Technology	City Council-approved project
<p>6.6 Succession Planning: In advance of a large amount of expected retirements in fiscal year 2018, develop and provide guidance to all City departments to improve succession planning and minimize disruption to the City government and the community it serves.</p>	Human Resources Department	This priority engages all City departments	Strategic Planning process

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
<p>6.7 City Vehicle Fleet Assessment: Evaluate the City’s existing fleet of vehicles and update vehicle purchasing guidelines to meet future functional and value-for-money needs and to ensure consistency with the City’s environmental goals, including transitioning to electric vehicles.</p>	<p align="center">Department of Public Works</p>	<p align="center">City Manager’s Office, Fire Department, Planning Department, Department of Information Technology, Department of Parks, Recreation & Waterfront, Police Department</p>	<p align="center">City Council referral</p>
<p>6.8 City Records Retention: Conduct a comprehensive update of the Records Retention Schedule for more efficient handling and disposition of City records.</p>	<p align="center">City Clerk</p>	<p align="center">This priority engages all City departments</p>	<p align="center">Strategic Planning process</p>
<p>6.9 Short-Term Rental Program: Implement the Council-adopted Short-Term Rental Ordinance.</p>	<p align="center">City Manager’s Office</p>	<p align="center">City Attorney’s Office, Finance Department, Department of Information Technology, Planning Department</p>	<p align="center">City Council-approved project</p>
<p>6.10 Database of City Commissioners: Launch a new database that enables the City to more efficiently track and update the composition of City commissions and any vacancies.</p>	<p align="center">City Clerk</p>	<p align="center">Finance Department, Department of Information Technology</p>	<p align="center">Digital Strategic Plan</p>
<p>6.11 New Fire Records Management System: Prepare a new fire records management system that will be compliant with the National Fire Information System and improve data collection and response information.</p>	<p align="center">Fire Department</p>	<p align="center">Department of Information Technology</p>	<p align="center">Digital Strategic Plan</p>

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
<p>6.12 Results-Based Accountability Framework for Health, Housing & Community Services Programs: Implement a results-based accountability performance management framework to better account for and improve the work that the Department of Health, Housing & Community Services undertakes, and to maximize impact.</p>	<p>Department of Health, Housing & Community Services</p>	<p>Department of Information Technology</p>	<p>Strategic Planning process</p>
<p>6.13 Residential Preferential Parking (RPP) Program: Assess the potential for and interest in expansion of RPP in additional commercial districts.</p>	<p>Department of Public Works</p>	<p>City Manager’s Office, Finance Department, Human Resources Department, Department of Information Technology, Police Department</p>	<p>City Council Referral</p>
<p>6.14 New Process for Creating the City’s Biennial Budget: In partnership with the City’s labor groups, develop a list of implementable budget balancing strategies for City Council to consider. These strategies will be designed to address the General Fund budget deficit, which is projected to be at least \$6.8 million in FY 2020 and grow significantly thereafter unless budget balancing strategies are implemented. Components of the scope of work may include:</p> <ul style="list-style-type: none"> • fiscal analysis and budget strategy development for the City’s General Fund (and funds that impact or have 	<p>City Manager’s Office</p>	<p>This priority engages all City departments</p>	<p>Strategic Planning process</p>

CITY OF BERKELEY STRATEGIC PLAN

Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
the potential to impact the General Fund) <ul style="list-style-type: none"> • a citizen engagement process • focus groups, surveys, and/or working groups of City staff 			
7. Goal: Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment			
7.1 Long-Term Zero Waste Operations Strategy: Develop a strategic plan for Zero Waste Division operations that guides City efforts to achieve its Zero Waste goal.	Department of Public Works	City Manager’s Office, Planning Department, Department of Information Technology	Climate Action Plan
7.2 Bike Share: Oversee rollout of the Bay Area Bike Share Program in Berkeley.	Department of Public Works	City Manager’s Office	City Council-approved program
7.3 Energy Efficiency in Existing Buildings: Conduct an evaluation of Berkeley’s Building Energy Savings Ordinance (BESO), which requires building owners to complete energy efficiency opportunity assessments and identify next steps for advancing energy efficiency in existing buildings.	Planning Department	Department of Information Technology	City Council-approved project
7.4 Clean Energy Microgrid: Design a clean energy microgrid in Downtown Berkeley that provides increased back-up power for critical facilities.	Planning Department	City Manager’s Office, Department of Public Works, Department of Information Technology	Berkeley Resilience Strategy
7.5 Cleaner Electricity from East Bay Community Energy Program: Engage Berkeley residents and businesses in	Planning Department	City Manager’s Office	City Council-approved program

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
participating in the new East Bay Community Energy program, which will provide a cleaner source of electricity starting in 2018.			
<p>7.6 Measurement of Community Greenhouse Gas Emissions: Develop the latest analysis of the main sources of local greenhouse gas emissions, historic trends, and future projections.</p>	Planning Department	City Manager’s Office, Department of Parks, Recreation & Waterfront, Department of Public Works, Department of Information Technology	Climate Action Plan
<p>7.7 Fuel Switching to Encourage Cleaner Energy: Advance the Berkeley Deep Green Building Initiative by collaborating with partners in the community to educate residents and businesses about the benefits of switching from natural gas to electricity for space and water heating, which has the potential to significantly reduce local greenhouse gas emissions.</p>	Planning Department		City Council referral
<p>7.8 Compostable or Recyclable Foodware: The Zero Waste Commission’s Foodware Subcommittee is in the process of reviewing a proposed update to the Foodware Ordinance focused on the reduction of single-use disposables. The Zero Waste Commission plans to submit a</p>	Department of Public Works		City Council referral

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
revised Foodware Ordinance recommendation to City Council in 2018.			
7.9 Increased Housing: Identify options for removing barriers to creating more housing at all income levels.	Planning Department	City Attorney’s Office, Department of Information Technology	City Council referral
7.10 Increased Electric Vehicle Infrastructure: Identify opportunities to enable increased electric vehicle infrastructure and adoption.	Planning Department	Department of Information Technology, Department of Public Works	City Council referral
7.11 Increased Rooftop Solar: Identify and advance opportunities to increase solar on municipal building and to enable increased solar on private homes and businesses.	Planning Department	Department of Public Works	City Council referral
8. Goal: Attract and retain a talented and diverse City government workforce			
8.1 Fire Personnel Recruitment: Conduct a fiscal year 2018 recruitment process to identify and hire excellent entry level Fire Department personnel; create targeted outreach programs to recruit a diverse workforce.	Fire Department	Human Resources Department	Strategic Planning process
8.2 Hire, Train, and Retain Excellent Police Personnel: In order to continue to provide excellent service to the community, expediently fill any position vacancies while maintaining a highly qualified, well educated work force.	Police Department	Human Resources Department	Strategic Planning process

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
<p>8.3 Employee Appreciation: Hold a City employee recognition event to honor and celebrate the hard work, dedication, and excellence exhibited by staff throughout the organization.</p>	<p align="center">City Manager’s Office</p>	<p align="center">This priority engages all City departments</p>	<p align="center">Strategic Planning process</p>
<p>8.4 Leadership Development Program: To continue to foster leadership skills and opportunities at all levels of the City government, conduct an evaluation of the existing Leadership Development Program and identify next steps in the program’s evolution.</p>	<p align="center">Human Resources Department</p>	<p align="center">City Manager’s Office</p>	<p align="center">Strategic Planning process</p>
<p>8.5 Revision of Personnel Rules and Regulations and the Employer-Employee Relations Resolution: Update and revise both sets of Rules and Regulations to comply with current federal and state laws; reflect best practices; and ensure the established rules are comprehensive and consistent.</p>	<p align="center">Human Resources Department</p>	<p align="center">City Attorney’s Office, City Manager’s Office</p>	<p align="center">Strategic Planning process</p>
<p>8.6 Training and Certification for Sports Coaches and Officials: Start to implement a new program to provide the latest training and certifications all staff who serve as sports officials and coaches for the City’s many sports programs, including softball, baseball, and tennis leagues, skateboarding, and more.</p>	<p align="center">Department of Parks, Recreation & Waterfront</p>	<p align="center">City Attorney’s Office</p>	<p align="center">Strategic Planning process</p>

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
9. Goal: Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community			
<p>9.1 New City of Berkeley Website: Create a new design, look and information architecture for the City website so that it is interactive and serves and prioritizes the needs of the community, including a focus on increasing the number and types of transactions and services available online.</p>	City Manager’s Office	This priority engages all City departments	City Council-approved project (and included in Digital Strategic Plan)
<p>9.2 Online Communications: Train and guide all departments in using effective communication to better serve Berkeleyans across a variety of different tools, including social media and our online forum, Berkeley Considers.</p>	City Manager’s Office	This priority engages all City departments	Strategic Planning process
<p>9.3 Pay-by-Phone Parking: Continue to improve ease of travel in Berkeley by implementing pay-by-phone parking technology and next phases of the City’s goBerkeley parking program, which adjusts meter rates to improve parking availability.</p>	Department of Public Works	Finance Department, Department of Information Technology, Police Department	City Council referral (and included in Digital Strategic Plan)
<p>9.4 Web Content Training: Create and develop a governance structure and a training program so that all departments have the appropriate tools and skills to build effective web content.</p>	City Manager’s Office	This priority engages all City departments	Strategic Planning process

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
9.5 Sports-Field Reservations: Assume responsibility for coordinating the process to reserve use of sports fields.	Department of Parks, Recreation & Waterfront	Department of Information Technology	Digital Strategic Plan
9.6 Planning Department Customer Service Improvement Plan: To improve and provide the best possible customer service to community members seeking assistance or services from the Planning Department, advance actions identified by an external consultant’s review of the Permit Service Center, Plan Review, and Current Planning functions.	Planning Department	Human Resources Department, Department of Information Technology	City Council referral
9.7 Zoning Ordinance Revision: Revise the City of Berkeley Zoning Ordinance in order to clarify zoning rules and procedures for community members and improve the implementation process for City staff.	Planning Department	City Attorney’s Office, City Manager’s Office, Department of Information Technology	City Council-approved project
9.8 New Web Portal for City Online Records: Implement a new Records Online web portal to improve access to and increase searching capabilities of City records.	City Clerk	City Manager’s Office, Department of Information Technology	Digital Strategic Plan
9.9 City Council Redistricting: Prepare for the 2020 redistricting process and the	City Clerk	City Attorney’s Office, City Manager’s Office,	Charter Amendment – November 2016

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Fiscal Year 2018-2019 Short-Term Priority	Lead City Department	Supporting City Department(s)	Source of the Priority
first iteration of the Citizens' Redistricting Commission.		Department of Information Technology	
9.10 Fire Department Communications: Increase and improve communication to the community by updating the Fire Department webpage and creating a social media policy and procedures.	Fire Department	City Manager's Office, Department of Information Technology (Website)	Strategic Planning process
9.11 Medical Cannabis Inspection Plan: Develop and implement a plan that guides City efforts to educate residents, protect public health and enhance environmental safety related to medical cannabis dispensaries.	Department of Health, Housing & Community Services	City Attorney's Office, City Manager's Office, Finance Department, Fire Department, Department of Information Technology, Planning Department, Police Department	City Council-approved action
9.12 New Public Campaign Financing: Consistent with the ballot measure passed by Berkeley voters in 2016, implement and administer the new Public Financing program for candidates running for Mayor and City Council.	City Clerk	City Attorney's Office, City Manager's Office, Department of Information Technology	Charter Amendment – November 2016
9.13 Cannabis Regulations: Develop comprehensive cannabis regulations that govern medicinal and recreational cannabis businesses.	Planning Department	City Attorney's Office, City Manager's Office, Department of Health, Housing & Community Services, Department of Information Technology, Police Department	City Council Referral