

City of Yakima 2014 Business Plan



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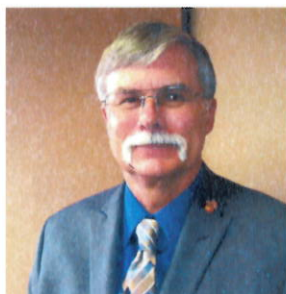


2013 City of Yakima Officials

Back Row: Council Member Rick Ensey, Council Member Dave Ettl, Mayor Micah Cawley, Council Member Bill Lover

Front Row: Council Member Kathy Coffey, Council Member Sara Bristol, Assistant Mayor Maureen Adkison

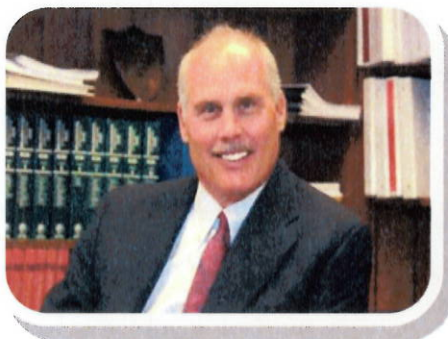
2014 Council Member:



Tom Dittmar

City Manager

Tony O'Rourke



Mascot/Security

Murphy



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Introduction



OFFICE OF THE CITY MANAGER
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CITY HALL, Yakima, Washington 98901
Phone (509) 575-6040

Honorable Mayor and members of the Yakima City Council,

I am pleased to present u for your review and adoption the City's 2014 Business Plan. The 2014 Business Plan operationalizes the implementation of the City Council's Strategic Plan that was adopted in November 2012. The Business Plan is the culmination of a comprehensive process undertaken by the City Council and City staff to evaluate community needs and interests and identify the key strategic priorities to move the community and City organization forward.

The Business Plan focuses on integrating the City's strategic priorities, key intended outcomes, and performance measures into daily operations.

Business Plan: The Business Plan includes a brief description of the City's organizational structure and the City Council's Five Strategic Priorities.

1. Economic Development
2. Public Safety
3. Improving the Built Environment
4. Public Trust & Accountability
5. Partnership Development

Each strategic priority section then identifies proposed initiatives to address each strategic priority and achieve the Key Intended Outcomes between January 2014 and December 2014. The Business Plan concludes with a summary of all Business Plan initiatives.

Progress Reports: Quarterly and annual progress reports on the implementation status of the Business Plan will be presented to the City Council and community. Each fall, the City will present a "State of the City" report to the community, which will include the Annual Progress Report of the Strategic and Business Plans.

Summary: The strategies reflected in the Five-Year Financial Plan, Business Plan and the Strategic Plan allow the City to honor its commitment to the community to provide essential, outstanding, and cost-effective service to its residents and businesses. Once again, I offer my thanks and appreciation to the community for the valuable input they provided. I also thank our employees who embraced these initiatives and the City Council for providing the opportunity for the City to demonstrate its commitment to the community. I look forward to a productive 12 months of implementation of the 2014 Business Plan and will provide quarterly reports to keep the citizenry and City Council informed of our progress.

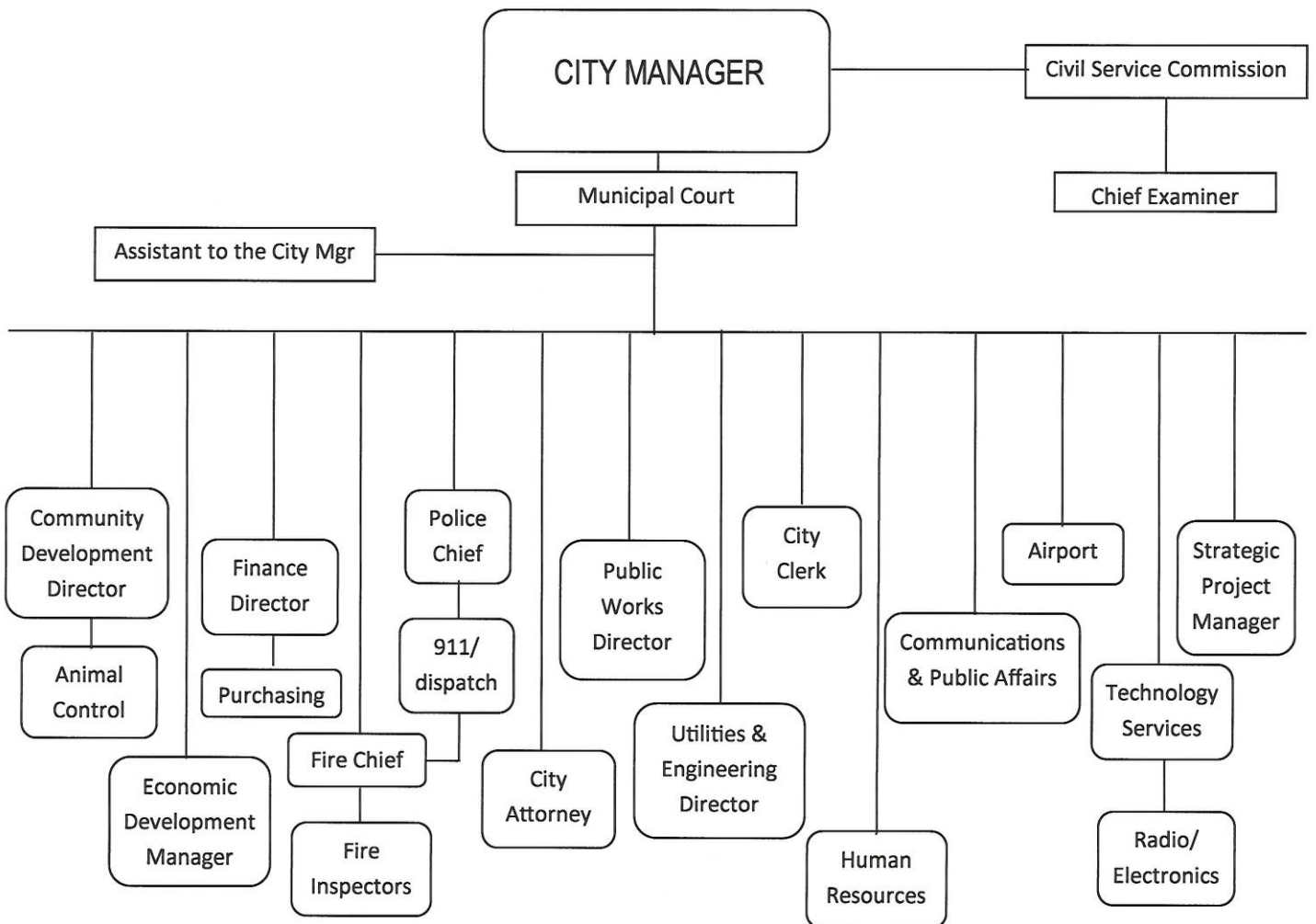
Sincerely,

City Manager

City Organization

In July 2012, the City adopted several organizational changes including a reorganization of departments and services. The current organizational structure includes the following services and departments:

- City Attorney's Office
- Public Safety Services: Police and Fire Departments, 9-1-1 Communications
- Finance Department: Financial Management, Budgeting, Purchasing, Utility Customer Services
- Information Technology/Radio and electronics
- Community Development: Planning, Codes, Neighborhood Development Services
- Engineering/Utilities: Water, Wastewater, Stormwater, Irrigation
- Public Works: Parks & Recreation, Cemetery, Streets, Signs, Refuse, Transit, Fleet
- Internal Services: City Manager's Office, Economic Development, Strategic Projects, Communications and Public Affairs, Human Resources, City Clerk
- Yakima Air Terminal



Strategic Priorities

In July 2013, the City contracted National Research Center, Inc. and conducted its second annual citizen survey. On September 9, 2013, the City Council met and evaluated the information gathered from the survey. Council recognized and validated “**The Case for Change**” had been made to move away from “government as usual” and toward a local government that is customer focused, data driven, and results oriented. Toward this end, the City Council adopted five Strategic Priorities which are designed to address serious economic conditions, meet community expectations, build on the community’s strengths and interest in the City, restore the community’s trust, and move the City from **recession to recovery**.

- **ECONOMIC DEVELOPMENT:** *Through collaboration and partnerships, the City will aggressively support economic development efforts that will create quality, living wage jobs to ensure a diverse economic base, a resilient and growing City tax base, and long-term economic vitality for the City of Yakima.*
- **PUBLIC SAFETY:** *The City is committed to providing a safe and secure environment for its residents, businesses, and visitors through increased partnerships in crime prevention, fire and life safety, code inspections, preparedness, and community policing.*
- **PUBLIC TRUST & ACCOUNTABILITY:** *To enhance civic engagement and maximize information outreach by listening to, understanding, and fostering mutual respect with the community.*
- **PARTNERSHIP DEVELOPMENT:** *To build cooperative and reciprocal partnerships with local, regional, state and federal agencies, non-profit and private entities in order to enhance the vitality and quality of life of Yakima residents, businesses, and guests.*
- **IMPROVE THE BUILT ENVIRONMENT:** *To improve the City’s “First Impression” and ensure investment in community and tourist infrastructure.*

Strategic Priority: Economic Development

The overall goal of Economic Development as a strategic priority is to aggressively support economic development efforts that will create quality, living wage jobs in order to ensure a diverse economic base, a resilient and growing City tax base, and long-term economic vitality for the City of Yakima. To move the City economy from recession to recovery, the City will commit to fostering a dynamic and diverse economy for Yakima.

DOWNTOWN MASTER PLAN & RETAIL PLAN

Lead Department: Economic Development

The Downtown Yakima Master Plan developed by Crandall Arambula consulting firm has identified a roadmap for continuing the successful transformation of Downtown Yakima to a vibrant retail, dining, entertainment and cultural destination. The first step in this transformative process is the creation of a public plaza for community events and activities. Conceptual plans for the proposed public plaza should include a performance area, water feature, seating, curbsless frontage, and parking. A



Downtown Master Plan Implementation Committee and Retail Committee will be formed to help facilitate the downtown revitalization process and products.

Thomas Consultants developed a retail element of the Downtown Yakima Master Plan. Phase 1 of the downtown retail plan is to proactively market Downtown Yakima to potential investors and site selectors. Phase 1 will include the formation of a Downtown Yakima Retail Task Force and attendance at the International Council of Shopping Centers' annual conference in Las Vegas in order to meet with prospective investors and developers.

SPECIAL EVENTS

Lead Department: Economic Development

The City will continue to produce Lunchtime Live and Downtown Summer Nights concert series as well as invest in new and upcoming events such as a Christmas Festival, Cultural Concert Series, Blues and Brews Festival, Spring Barrel Arts Festival, and Fresh Hop Ale Festival. In addition, the City will contribute \$15,000 to the Fourth of July Planning Committee for its festival at the Central Washington State Fairgrounds while working with the committee to attract new donors and sponsors.

EXPAND AIR SERVICE

Lead Department: Airport

In February 2013, the City of Yakima took sole ownership of the Yakima Air Terminal. During this transition it was determined that strategies for marketing the airport and expanding air service to Seattle was needed. The City contracted with Airplanners LLC to assist with evaluating the community's needs for air service and to increase the local marketing efforts for the airport. This year a public-private partnership will be formed to market and promote air service and secure a fourth flight to Seattle and eventually expand service to destinations like Portland, Spokane, and Salt Lake City.



AIRPORT IMPROVEMENTS

Lead Department: Airport

The Yakima Air Terminal is an integral part of the City's economic and transportation infrastructure for Yakima. Through close cooperation with the Federal Aviation Administration, the Airport recently received two grants totaling \$10 million to rehabilitate the airport's primary Taxiway and associated Taxiway connectors. This project will replace aging asphalt, Taxiway lights, Taxiway signs, and airfield markings to ensure the airport will continually meet Federal Aviation Regulations while also meeting future aviation demands. This project is slated to begin in spring 2014 and should be completed before year's end.

Strategic Priority: Economic Development

CASCADE MILL PROJECT

Lead Department: Strategic Projects



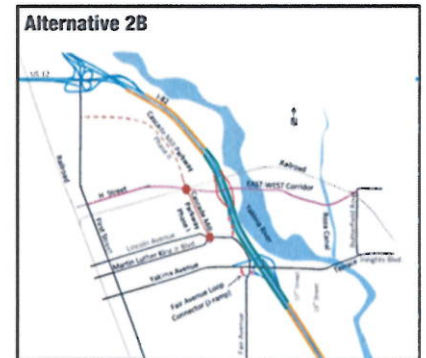
Project implementation of the Cascade Mill Site in 2014 will require development of final plans and right of way acquisition for the Cascade Mill Parkway from Fair Avenue to the proposed East-West corridor. This project includes a roundabout at Fair Avenue as well as two other roundabouts, which will be coordinated with the East-West corridor. In addition, excavation and removal of the wood waste on the landfill and plywood plant properties should begin in 2014. The Remedial Action Plan and permitting process with the Department of Ecology for the landfill remediation will begin in 2014. An urban economist will begin work in 2014 to evaluate the most feasible and appropriate site land uses which compliment the Downtown Revitalization effort. Interchange modification review should be completed in 2014.

The redevelopment of the Cascade Mill Site is one of the City of Yakima Priority Economic Development projects. A number of critical steps will be implemented in 2014 that will move the redevelopment of this site closer to reality. This is a complex project with multiple partners, both public and private. Implementation of the Local Infrastructure Financing Tool (LIFT) program provides the core of funding for essential components. This summary provides an over-view of the essential tasks and projects. 2014 Critical Tasks are flagged with a ✓.

- 1. I-82 Interchange Modification Status** – A public workshop was held on October 24, 2013 to provide information and receive comments (see attached) related to the preferred design option. Significant comments included concern about Fair Avenue access changes (near the Gateway Center and south of Yakima Avenue) and Greenway trail impacts. A Technical Stakeholders meeting was held in December to review findings, recommendations and preferred solutions. This review is a portion of the National Environmental Policy Act (NEPA) process for the Interchange.

2014 Estimated Task Cost: Included in existing Lochner Contract

✓ **Critical Task Timing:** NEPA Review of Interchange should be complete in 2014



- 2. Funding Package from State Legislature** – A Senate revenue package includes both I-82 Yakima - Union Gap Economic Development Improvements and the East - West Corridor Overpass and Bridge project. I-82 work begins in 2017 and totals \$56 million. The East - West Corridor is pushed out until 2023 and totals \$45 million. The Senate plan also includes reforms to the allocation of transportation revenue. There is not an agreement with the House on the reforms or the project list. They must resolve the reforms first so they know how much money is in play. They can then finalize a project list.

2014 Estimated Task Cost: No 2014 funds are included in this package

Critical Task Timing: Transportation Bill may not be approved until 2014



3. **Local Streets in the Cascade Mill Project Area** – Several local street projects are planned and are in the preliminary design phase to serve the redevelopment of the mill site.

A. **Cascade Mill Parkway** – The Cascade Mill Parkway (CMP) will be a City street connecting Fair Avenue to the East-West Corridor. The CMP is planned as a 4-lane divided boulevard with landscaped median and limited driveways. Final design will be complete in 2014. The CMP will be constructed in two phases and is estimated to cost a total of \$10 Million.



2014 Estimated Task Cost: Included in existing Lochner contract

Critical Task Timing: Design complete 2nd Q 2014

B. **Roundabout at Fair Avenue and CMP** – The first street improvement project will be construction of a new roundabout at Fair Avenue and Cascade Mill Parkway. This project will improve mobility and safety at the intersection as well as provide access into the landfill area for environmental clean-up actions.



2014 Estimated Task Cost: TIB grant application Project cost \$2.6 Million, City share is \$1.6 Million

✓ **Critical Task Timing:** Design complete 2nd Q 2014, SEPA in 2014, construct in 2015

C. **Roundabout at CMP and East-West Corridor** – A roundabout is planned at the intersection of the East-West Corridor and the Cascade Mill Parkway. The Moxee spur railroad line will bisect the roundabout. Traffic control options are under review to design the most efficient and safe intersection and railroad crossing. Columbia Basin Railroad representatives will assist in design choices. This project requires NEPA review.

2014 Estimated Task Cost: design costs included in existing Lochner contract

Critical Task Timing: 70% design will be complete in 2014, NEPA review underway. Public comment sessions will be held in 2014.

D. **H Street Improvement** – The existing H Street alignment will be improved from North 1st Street to 7th Street, where it will transition to the East-West Corridor. At this time, a 3-lane City street is planned with street lighting, sidewalks and bike lanes. This project will require NEPA review.

2014 Estimated Task Cost: design costs included in existing Lochner contract

Critical Task Timing: 70% design will be complete in 2014, NEPA review underway. Public comment sessions will be held in 2014.

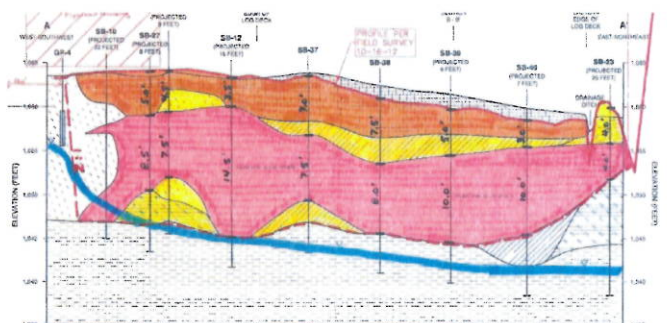
4. **Environmental Remediation/Clean Up** - Three major issues are present on the Cascade Mill Project site that requires a clean-up/remediation strategy: Wood debris, the former municipal landfill and remediation related to the saw mill & plywood plant operations. Permitting and environmental clean-up will be coordinated with Department of Ecology as well as funding options.

A. **Wood Debris** - A significant amount (over 200,000cy) of wood debris is located on top of the former municipal landfill. This material must be removed prior to the handling of the municipal solid waste (MSW).

2014 Estimated Task Cost: Removal of wood debris may cost \$900,000 or more, depending on strategy

✓ **Critical Task Timing:** Removal of wood debris could begin in 4th Q 2014

B. **Municipal Landfill** – There is an estimated 450,000 cy of municipal waste located over a 28-acre site for which the City of Yakima has clean-up responsibility. At this time, the current recommendation is for full removal of the landfill which will maximize future development options and minimize continued liability for possible contamination caused by the landfill. The City plans to purchase the area south of the railroad including landfill and plywood plant sites in 2014 in order to qualify for DOE grants. Removal of landfill may exceed \$16 million or more, depending on strategy. City may consider requesting capital appropriation to cover clean-up costs.



✓ **2014 Estimated Task Cost:** City plans to purchase area in 2014 for approximately \$800,000

✓ **Critical Task Timing:** Removal of landfill could begin in 3rd Q 2015

C. Plywood Plant and Saw Mill Area Clean-up – The project area contained a working lumber mill and related operations since 1903. The City contracted Landau & Associates to investigate the nature and extent of contaminants with particular emphasis on the plywood plant site. Issues of concern included petroleum products, heavy metals, groundwater contamination, and other materials. This study is considered due diligence prior to the planned purchase of the plywood plant site.

2014 Estimated Task Cost: Landau Phase 3 study in 2014, \$300,000

Critical Task Timing: Phase 3 study is targeted for 2014, but could be delayed if necessary to 2015

D. Environmental Permitting with Department of Ecology – Clean-up and remediation of the landfill property will be subject to permit approval by the Department of Ecology (DOE). The City team is finalizing a Remedial Alternatives Report for the landfill clean up that will include cost evaluation. Once the preferred option has been selected, the proposal will be submitted to DOE for review. A Clean-Up Action Plan (CAP) will be developed with DOE and eligibility for funding under the MTCA program will be reviewed. The CAP will become a portion of the Consent Decree from DOE.

2014 Estimated Task Cost: Permit costs and preparation of technical studies included in current contract with Cascadia Law

✓ **Critical Task Timing:** This task must be accomplished in 2014 in order to meet clean up objectives for street construction and development.

5. Economic Analysis for Appropriate Land Use – In 2014, an Urban Economist will be retained to assist the City of Yakima in the identification of appropriate and feasible commercial and job creation land uses for the Cascade Mill site. This study will include a Market Assessment and a focused Market Study to develop scenarios for the redevelopment of the site including land use type, square feet of construction, job creation, and a proposed phasing plan, if appropriate. Land use scenarios will need to complement and not compete with the Yakima Downtown effort.

2014 Estimated Task Cost: Study will be a subcontract of Lochner contract, \$40,000

✓ **Critical Task Timing:** This task is scheduled for 2014

PERFORMANCE MEASURES

| | 2012 | 2013 | 2014 |
|--|---------------|---------------|-------------|
| | Actual | Actual | Goal |
| Increase the citizen survey rating of those who rate the City's employment opportunities as excellent/good | 15% | 19% | 22% |
| Lower unemployment rate | 10% | 8% | 7% |
| Increase number of business licenses | 6,159 | 6,872 YTD | 7,022 |
| Increase annual sales tax growth | 5% | 7% | 5% |
| Increase annual lodging tax growth | 3.2% | % | 3% |
| Increase the citizen survey rating of those who feel safe in the downtown after dark | 23% | 23% | 27% |

Strategic Priority: Public Safety

The City is committed to providing a safe and secure environment for its residents, businesses, and visitors. However, random acts of gang violence, property crimes, and auto thefts have created growing concerns about public safety in Yakima. The overall goal of Public Safety as a strategic priority is to ensure healthy and vital neighborhoods free of crime by increasing community based partnerships in crime prevention, fire and life safety, code inspections, preparedness, and community policing.

DOWNTOWN BIKE PATROLS

Lead Department: Police Department

In 2014, the Yakima Police Department will expand the downtown summer bicycle patrol to run from March through October. The patrol will be modified to include foot patrols depending on the needs of the area and specific events.



TRAINING FOR POLICE & FIRE DEPTS

Lead Department: Police and Fire Departments

The Yakima Police Department and the Yakima Fire Department will be putting newly promoted employees through a leadership development program and additional training to ensure increased fire and police personnel skills, safety, and career development.

ASSIGNED POLICE PATROL VEHICLES

Lead Department: Police Department

In 2014, the Yakima Police Department will equip and deploy 74 assigned police patrol vehicles to increase police presence and 24/7 response capability. This will increase the maximum number of police patrol vehicles in Yakima from a current level of 16 to up to 74.

LICENSE PLATE READER SYSTEM

Lead Department: Police Department

Yakima ranks 5th nationally in auto thefts per capita. The City is committed to reducing auto thefts and plans to lower incidents of theft and increase recoveries of stolen vehicles by purchasing eight automated license plate reader systems. This new technology will be used in the investigation and prosecution of a variety of other crimes.

GANG FREE INITIATIVE MANAGER

Lead Department: Police

The City of Yakima will hire a Gang Free Initiative Operations Manager to facilitate and grow community partnerships to prevent, intervene, and suppress gang activity. Additionally, this person will be responsible for ensuring the effective public and private sector coordination and integration of resources directed toward the prevention and intervention of gang related crime and violence.

IMPLEMENTATION OF SECOND GANG UNIT

Lead Department: Police Department

The Yakima Police Department has, over the last few months, restructured the Community Services Division to allow civilian employees to absorb most of the duties formerly performed by police officers. This change allows for a sergeant and two additional police officers to be assigned to work gang crimes. Starting in early January of 2014, the Yakima Police Department will have two gang units in the field, which will allow for gang unit presence almost every day of the year. Each gang unit will consist of a sergeant and four officers.

Public Safety - cont.

REDUCE BROWNOUTS IN THE FIRE DEPT

Lead Department: Fire Department

Currently the City experiences 129 days a year when inadequate fire staff are available to operate all available fire equipment. These days are classified as "Brownouts." The fire department will be increasing its staffing levels and use overtime to eliminate "Brownouts" and enhance community fire/medical safety. Overtime funds will also be used to meet peak staffing demand periods in lieu of fulltime staff. Two firefighters will be reinstated and one training lieutenant will be added to the staff.

ADDITIONAL PARKING ENFORCEMENT OFFICER

Lead Department: Police Department

The Yakima Police Department will add a fulltime position dedicated to downtown parking enforcement, focusing on parking space turnover. With continued enforcement of downtown parking regulations, parking spaces will continue to turn over and be available for shoppers, and parking space abuses will be greatly reduced.

NEW FIRE BRUSH TRUCK

Lead Department: Fire Department

The Yakima Fire Department will purchase a new brush truck to replace the existing 23-year-old truck. This piece of equipment is necessary in order to ensure the department has reliable and capable wildland fire suppression capabilities.



COMMUNICATIONS/DISPATCH REORGANIZATION

Lead Department: Communications/Dispatch Department

Due to increased management demands and the planned relocation of the 911 / dispatch center, the manager position will be split back into two separate positions; one for Communications/Dispatch Center and the other for Information Technology.

INDIGENT DEFENSE

Lead Department: Legal Department

The Washington Supreme Court has imposed a new 400 caseload limit for attorneys providing public defense services for misdemeanor cases. To reduce the cost impacts of this unfunded mandate, the City has employed a Pre-Filing Diversion program and a Prosecution Charging Unit. These two initiatives will reduce the current misdemeanor caseload of 5,100 annually by almost one-third and reduce the number of prosecutors needed from nine to four. Subsequently, to meet the demands of the additional four defense attorneys, prosecution staffing levels will need to be increased by one attorney.

COMMUNICATIONS CENTER DESIGN

Lead Department: Communications

The Communications Division will complete a design for the pre-design study for the new joint communications center located in the County-owned, Restitution Center in Union Gap. The purpose of this phase is to identify needs, create a design, and determine costs for the project. Over the last few years, the duties and responsibilities of the 911 / dispatch center have increased with additional outside contracts and more space is needed to accommodate the staff and equipment. Planned completion of the center is for late 2015.

CONCENTRATION OF ANTI-GRAFFITI EFFORTS

Lead Department: Police Department

A continuing problem in the downtown area is the frequent and unwanted appearance of graffiti. Graffiti is an eyesore and detracts from a positive image of downtown. The police department will utilize its two gang units to proactively seek out and arrest those responsible for graffiti crimes in the downtown area as well as elsewhere in the city.

Public Safety - cont.

PERFORMANCE MEASURES

| | 2012 | 2013 | 2014 |
|---|-------------|-------------|-------------|
| | Actual | Actual | Goal |
| Citizen rating of safety in their neighborhood (very safe/somewhat safe) | 50% | 74% | 77% |
| Citizen rating of safety in downtown after dark (very safe/somewhat safe) | 23% | 23% | 27% |
| Crime prevention citizen rating (excellent/good) | 23% | 22% | 25% |
| Fire response travel time under five minutes | 90% | 88% | 90% |
| Fire department rating (excellent/good) | 84% | 83% | 86% |
| Police department citizen rating (excellent/good) | 54% | 54% | 57% |
| Number of commercial structures inspected | 0 | 2,512 | 4,000 |
| Percent of robberies per 1,000 residents (UCR 1) / crimes cleared | 1.7 / 29.8% | 1.49 / 32% | 1.3 / 33% |
| Auto theft rate per 1,000 residents / crimes cleared | 12.3 / 6.8% | 6.4 / 8.4% | 5.0 / 9.0% |
| Percent of burglaries per 1,000 residents (UCR) / crimes cleared | 17.0 / 6.5% | 12.1 / 5.6% | 11.0 / 6.5% |
| Homicides per 1,000 residents / crimes cleared | | .07 / 71% | .05 / 75% |

Strategic Priority: Improve the Built Environment

The overall goal of Improve the Built Environment as a strategic priority is to improve the City's first impression and ensure investment in community and tourist infrastructure.

GRAFFITI ABATEMENT COORDINATOR

Lead Department: Community Development/Codes Division

A second seasonal person will be hired to work five months of the year to coordinate cleanup graffiti sites soon after they are reported in order to diminish the visual blight graffiti creates in the community.

PILOT RECYCLING PROGRAM

Lead Department: Refuse

The Refuse Division will implement a 6 to 9 month Pilot Curbside Recycling Program consisting of approximately 600 households utilizing existing staff and equipment and a feasible source separation collection method. The City will coordinate with Yakima County Solid Waste for funding public education, and outreach. If the pilot recycling program proves to be successful after analyzing costs, the City will look to expand to a citywide recycling program.



Improve the Built Environment—can't

IMPLEMENT PHASE ONE OF N. 1st STREET PLAN

Lead Department: Strategic Projects

In 2013, the City Council authorized a landscape architect to prepare a final design for the landscape and pedestrian environment of the North First Street Revitalization Project, Phase 1 element (I-82 to "N" Street). Phase 1 will include selecting a preferred alternative from a limited list of options. In 2014, a civil engineering firm will be selected to prepare construction documents for the project design, which will include the design for undergrounding of power and other utilities. Construction drawings and plans should be completed in the summer of 2014. Project construction is expected in early 2015 and will be funded by a Surface Transportation Program grant of \$2,718,000.

In 2014, the City will continue seeking funding for additional phased construction of the North First Street Revitalization Project (from "N" Street to Lincoln Avenue). Finally, police, fire, and code enforcement will continue to ensure life safety and public safety issues are addressed and mitigated along the North First Street Corridor.

COMPLETE WASTEWATER COLLECTIONS MASTER PLAN

Lead Department: Utilities & Engineering - Wastewater

The Wastewater Division will complete the Collection System Master Plan to identify system expansion necessary to accommodate future economic growth. Collection system pipelines condition ratings will identify and prioritize maintenance and capital projects for repair and replacement of sewer collection lines. The Collection System Master Plan will improve service provided to the community by ensuring lines are repaired prior to failure and that capacity improvements are budgeted and constructed to allow for continued growth and economic development. A sustainable collection system requires planned preventative maintenance and a program for planned expansion.

EXPAND CODE ENFORCEMENT

Lead Department: Community Development/Code Division

Two additional code enforcement officers will be hired in order to allow the City to be more proactive in responding to code violations, in particular sign violations, in order to make the City more attractive.

RIGHT OF WAY ENCROACHMENT AND STREET CUT PROGRAM

Lead Department: Utilities & Engineering

When commercial or government entities perform maintenance or construction activities in the public right-of-way, they interfere with the public's ability to use the portion of the right-of-way, create potentially dangerous obstacles to the traveling public, and often damage public infrastructure. The Engineering Division will implement a comprehensive right-of-way encroachment and street cut program which will enable the City to control the duration and extent that an entity encroaches in the right-of-way and ensure that safety precautions are taken to protect the public and the workers. The permitting fee structure will also be revised so that the cost of the permit is commensurate with the size and duration of the encroachment. Additionally, entities that cut the City's pavement will not only have to repair the damage, but they will have to pay a restoration fee that will be used for future road resurfacing and replacement. The goal is to reduce the amount of time that the traveling public is inconvenienced by commercial activities in the right-of-way, dramatically improve work zone safety, and protect the City's infrastructure and investment in street resurfacing.

CONDUCT INDUSTRIAL WASTE RATE STUDY

Lead Department: Utilities & Engineering—Wastewater

The Wastewater Division completed the installation of the Upflow Anaerobic Sludge Blanket (UASB) Reactor in 2013 and has installed over 10,000 linear feet of pipeline to connect existing food processors to the Industrial Wastewater System. This project has increased the treatment capacity at the plant. The rate study will initiate rates for the City's recently built industrial wastewater treatment process. The food and drink processing industry is a diversifying sector of the economy as large scale production is being augmented with smaller scale beer, wine, and spirits production. A transparent evaluation of industrial wastewater rates is necessary for potential new food and drink production in Yakima. The industrial rate study will be combined with the update of the Stormwater and Wastewater Rate Study.

Improve the Built Environment—cont.

PHASE 1 STORMWATER MASTER PLAN IMPROVEMENTS

Lead Department: Utilities & Engineering—Stormwater

The City stormwater program has completed a Stormwater Collections System Master Plan that identified \$672 million in capital improvement needs over the next 20 years for improving this sector of the built environment. Improved stormwater conveyance and retention is necessary to maintain NPDES permit compliance and to mitigate flood hazards.

The Stormwater Capital Budget has \$600,000 available in 2014 to start implementing the master plan. Integrating stormwater projects into other City initiatives creates the possibility of significant cost savings. For example, incorporating “low impact development” features into downtown planning, North 1st Street, or the Mill Site redevelopment could add value to these projects with improved drainage that incorporates improving the appearance and function of our built environment.

EAST-WEST CORRIDOR DESIGN & ALIGNMENT

Lead Department: Strategic Projects

Project implementation of the Cascade Mill Site in 2014 will require development of final plans and right-of-way acquisition for the Cascade Mill Parkway from Fair Avenue to the proposed East-West Corridor. This project includes a roundabout at Fair Avenue, as well as two other roundabouts, which will be coordinated with the East-West Corridor.

CONNECTIVITY PLAN FOR PEDESTRIANS & BICYCLES

Lead Department: Utilities & Engineering

Both the 2012 and 2013 citizens surveys highlighted connectivity, or the ability to get around the City by foot or bicycle, as an area of concern. In response to this concern, the Engineering Division will begin the process of creating a comprehensive connectivity network by identifying existing sidewalks and bicycle lanes and starting the design of the connectivity master plan. This plan will work in conjunction with the Parks & Recreation initiative to improve path and trail infrastructure.

UPDATE STORMWATER & WASTEWATER RATE STUDIES

Lead Department: Utilities & Engineering—Wastewater

The City of Yakima is required to complete a utility rate study that will determine the billing rates required to provide utility services. The existing Wastewater & Stormwater Rate Ordinances expire at the end of 2014. On top of being mandated, the rate study allows the City to ensure public trust and accountability with its rate structures. The study will document sound financial practices the City uses to maintain the built environment and encourage economic development. The City will seek the services of a third party financial consultant to complete the analysis of the utilities and recommend a rate structure for the next three years.

CLEAN UP HAZARDOUS WASTE SITES

Lead Department: Legal

The City of Yakima, primarily through the Legal Department, is working with owners of certain properties and the Department of Ecology to achieve cleanup of the properties and placement of cleaned properties back onto the market as available sites for businesses. This process involves negotiations with current owners of the properties and a cooperative effort with Ecology, to explore acquisition of the affected properties and possible grant funds to finance site cleanup.

WASTEWATER TREATMENT OUTFALL PROJECT

Lead Department: Utilities & Engineering—Wastewater

The Wastewater Division is moving the City of Yakima Wastewater outfall in order to restore critical floodplain environment for salmon recovery and Yakima Basin Integrated Plan implementation. This multi-benefit project will improve water quality, reduce flood hazards, enhance salmon and steelhead runs, increase recreational opportunities, and foster growth by allowing upstream land to come off of flood insurance maps. The project will improve the City's appearance and built environment, improve trails, involve community groups and individual citizens, and create partnerships.

Improve the Built Environment—cont.

BILLBOARD REGULATIONS

Lead Department: Community Development/Code Division

The City's billboard and digital sign regulations will be amended to ensure that billboards and digital signs are regulated in a manner that will mitigate visual impacts on the community and safety impacts on drivers.

BUILD BIOSOLIDS DRYER FACILITY

Lead Department: Utilities & Engineering—Wastewater

The Wastewater Division will install a biosolids (sludge) dryer to produce a Class A, exceptional quality biosolids product that can be sold "out of the gate" as a soil amendment. The soil amendment is suitable for City parks, golf courses, local agriculture, the Yakima Area Arboretum, and private use. The dryer will improve the built environment by increasing Wastewater Treatment Facility reliability, utilizing bio-gas produced by the new industrial wastewater treatment system, and reducing hauling and permitting expenses associated with Class B biosolids. The project defers major capital expenses, reduces operating expenses, and reduces the Wastewater Treatment Facility's carbon emissions.

ROAD IMPROVEMENTS

Lead Department: Engineering/Finance

The City's 802 lane miles of roads have an average Paving Condition Index (PCI) score of 54. Based on a 100-point scale, the City's current road conditions are poor. Compounding this situation is the fact that 3% of Yakima's roads are currently classified as failed, while 23% or (185 lane miles) are projected to attain a failed classification by 2020 if not rehabilitated soon. In August 2013, 72% of voters supported a City Charter Amendment requiring the City to invest at least \$2 million annually on the restoration or reconstruction of Yakima streets.

Staff proposes building on the 2013 road improvements and taking advantage of excellent road rehabilitation pricing with an aggressive 2014 road rehabilitation plan based on issuing a 10-year term bond of \$16 million dollars to grind and overlay 92 lane miles of arterial streets and residential streets. This aggressive plan will prevent having to reconstruct these critical streets at a much higher cost and will extend their useful life by 10 to 15 years.

(map of projects on page 15)

TRAFFIC ENGINEER

Lead Department: Utilities & Engineering

The Traffic Engineer position will be reinstated in order to manage the ROW encroachment/street cut program, review development applications, respond to citizen requests, evaluate traffic signal timing patterns and analyze traffic data collections. Other work that needs to be done includes development of prioritized traffic safety and operations capital improvements lists, update traffic policies and standards, and a detailed annual review and analysis of high accident locations.

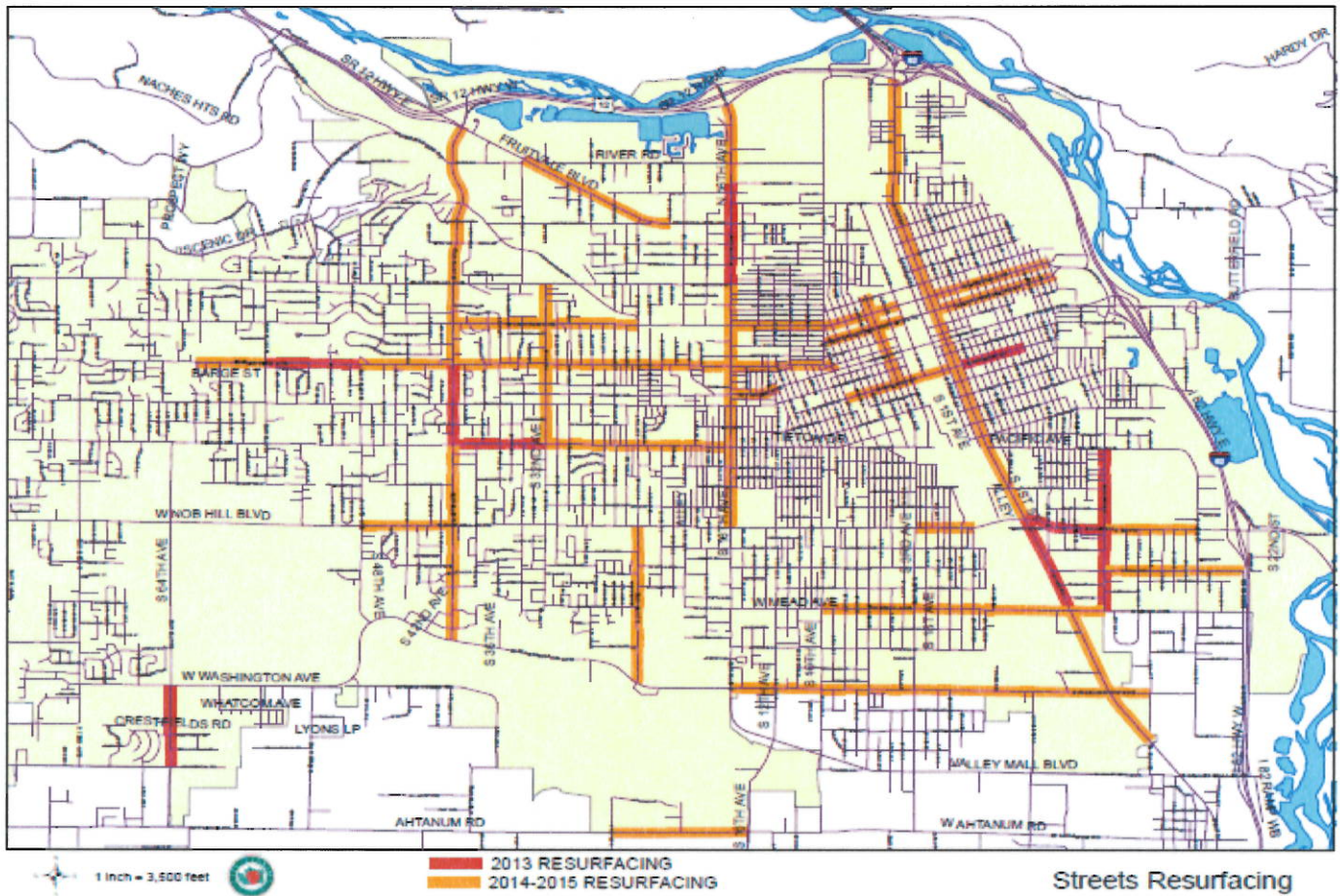
CITY HALL IMPROVEMENTS

Lead Department: Community Development

The existing City Hall is very outdated and has not had many upgrades over the years. The first floor needs to be updated in appearance, lighting, and ADA accessibility.



Improve the Built Environment—cont.



PERFORMANCE MEASURES

| | 2012 Actual | 2013 Actual | 2014 Goal |
|---|----------------|----------------|--------------|
| Improve citizen rating of the City's overall appearance as excellent/good | 29% | 28% | 30% |
| Improve resident rating of the City's cleanliness as excellent/good | 31% | 29% | 32% |
| Improve citizen rating of City's code enforcement as excellent/good | 15% | 15% | 20% |
| Create new downtown design standards | No | No | Yes |
| Improve citizen rating of City streets as excellent/good | 21% | 19% | 24% |
| Increase the lane miles of roads overlaid /reconstructed | 0 | 28 | 92 |
| Reduce sewer inflow/infiltration | 10% | 6% | NA |

Strategic Priority: Public Trust & Accountability

The overall goal of Public Trust & Accountability as a Strategic Priority is to enhance civic engagement and maximize information outreach by listening to, understanding, and fostering mutual respect with the community.

IMPLEMENT QUALITY CUSTOMER SERVICE ACADEMY

Lead Department: Human Resources



As the direct results of the two citizen surveys that have been conducted since 2012, the City has recognized an opportunity to improve its customer service approach by developing a Customer Service Academy. Through this academy City employees will increase their abilities to provide a higher level of service to the

community. All new employees will attend the academy shortly after hire to immediately establish the level of excellence expected by the City. Graduation from this academy will prove that excellence in customer service is not only a necessity and a challenge, but a journey towards a successful future.

CONDUCT ANNUAL CITIZEN SURVEY

Lead Department: City Manager

The Yakima Citizen Survey, a customized version of the National Citizen Survey conducted by National Research Center, Inc., has been conducted in both 2012 and 2013 and has helped guide the City Council in the development and implementation of its five Strategic Priorities. Results of the 2013 survey, when compared to benchmarks established by the 2012 survey, indicated that while the City had made several constructive changes from year to year and that it was moving in a generally positive direction, there remain areas that still require improvement. The City Council has committed to conducting annual citizen surveys for the foreseeable future so it can continue to listen to the community and learn how best to refine the City's priorities and operations on an ongoing basis in order to better meet the needs of the community.

IMPLEMENT NEW FINANCIAL RECORD KEEPING SYSTEM

Lead Department: Information Systems

The City will finalize the implementation of a new financial system during the first quarter of 2014, which will greatly enhance the City's ability to analyze costs and project needs. Additionally, better and more comprehensive reports will be available for both the public and City departments to view the City's overall financial status.

YAKIMA TRANSIT ROUTE REVISIONS

Lead Department: Public Works—Transit Division

Yakima Transit will continue to examine bus routes to create more efficient service while also improving passenger information and ridership by purchasing and implementing a "Dispatch & Run-Cutting" software system to analyze the efficiency of each route. Staff will continue to identify various alternatives and choose the most cost-effective set of runs. Ad monitors will be purchased and installed on the buses to improve Yakima Transit's communication to the public and to promote ridership. Staff will continue to analyze efficiency, operating costs, ridership, and service demand.

CONDUCT ANNUAL EMPLOYEE SURVEY

Lead Department: Human Resources

The City of Yakima will conduct its third annual employee survey in 2014. This assessment tool helps leadership leverage strengths and address weaknesses in order to develop strategies for organizational improvements.

Public Trust & Accountability - cont.

DEVELOPMENT SERVICES TEAM

Lead Department: Community Development/Planning

The City will improve customer service by providing a consistent and well defined process that ensures that project review is coordinated among all City departments and divisions, that comments are provided in a concise and timely manner, and that decisions are always consistent with the Municipal Code.

EXPLORE COST EFFECTIVE EFFICIENCIES

Lead Department: Finance

Based on historical customer concern, the City will perform a Business Process Analysis (BPA) of the Utility Services Division. This BPA will review current business practices and provide recommendations to make practices efficient and cost effective. The BPA will include a Change Management Analysis examining staffing, policies, productivity, and performance levels.

PERFORMANCE MEASURES

| | 2012 | 2013 | 2014 |
|--|--------|--------|-------|
| | Actual | Actual | Goal |
| Improve citizen excellent/good rating on direction City is taking | 28% | 31% | 35% |
| Improve citizen excellent/good rating on the value of services for taxes paid | 27% | 26% | 30% |
| Improve citizen excellent/good rating of services provided by the City | 45% | 48% | 50% |
| Conduct annual citizen survey | Yes | Yes | Yes |
| Improve citizen rating of City welcoming citizen involvement | 30% | 32% | 35% |
| Maintain general fund operating reserve balance as percentage of general fund expenses | 16% | 17.6% | 16.7% |
| Percentage of citizens who volunteer to some group or activity | 54% | 46% | 50% |
| Improve citizen opportunities to participate in community matters | 45% | 41% | 45% |
| Improve citizens rating of City public information services | 48% | 47% | 50% |
| Improve citizen excellent/good rating on water services | 64% | 64% | 67% |
| Reduce water quality complaints | | 28 | 22 |
| Reduce billing errors due to improper meter reads | | 200 | 50 |
| Reduce distribution system water loss | | 12% | 10% |

Strategic Priority: Partnership Development

The overall goal of Partnership Development as a strategic priority is to build cooperative and reciprocal partnerships with local, regional, state, and federal agencies, public and private entities, and non-profit organizations to enhance the vitality and quality of life of Yakima residents, businesses, and visitors.

YPAL FACILITY

Lead Department: Police Development

The YPAL facility at Miller Park will be updated in order to accommodate the Youth and Family Development Center—Part of the Gang Free Initiative. Some of the possible improvements in 2014 include new windows, interior and exterior paint, classroom renovations, restroom upgrades, and new flooring.

SOUTHEAST COMMUNITY CENTER

Lead Department: Community Development

The Southeast Community Center is another City-owned facility in need of upgrades. The existing restrooms are 40 years old, in disrepair, and are beginning to fail. Staff proposes that the City provide the supplies and materials needed for the remodel along with major plumbing and electrical contractor costs, while the Opportunities Industrialization Center, the facility's contracted operator, has agreed to contribute the construction labor portion of the updated services.

VISITORS & CONVENTION BUREAU

Lead Department: Economic Development

The Visitors Information Center stimulates positive economic growth by serving more than 14,490 people each year. Surveys of visitors show that 20% of those served at the VIC extended their stays. The City will increase its contribution to the Visitors Center by \$20,000 bringing the annual funding level to \$60,000. The additional funds are needed to assist with personnel, maintenance, utilities, and other operating expenses. In addition, the City will seek a new location for the Visitors Information Center in light of the proposed I-82 modification and Fair Avenue access changes.

COLLABORATE WITH YAKIMA COUNTY ON STATE TRANSPORTATION PACKAGE

Lead Department: Community Relations

A key initiative adopted by the City Council as part of its 2014 State Legislative and Administrative Priorities is to actively pursue passage of a transportation revenue package that will be considered by the Washington State Legislature during the 2014 session. The Council has committed to supporting such a package, in conjunction with the Yakima County Commission, as long it contains funding for critical local projects including the expansion of Interstate 82 between the Highway 12 and Yakima Avenue exits (which incorporates access improvements to the Mill Site Development property), the Cascade Parkway, and the East-West Corridor. Additionally, the Council has committed to actively pursuing reforms proposed by members of the legislature that would revise existing methodologies for the generation and allocation of state transportation revenues.

CAPITOL THEATRE IMPROVEMENTS AND REPAIRS

Lead Department: Utilities & Engineering

The Capitol Theatre is in dire need of significant maintenance, repairs, and upgrades. The Engineering Division will work with the Capitol Theatre to locate funding sources for the necessary work. As funding becomes available, the Engineering Division will plan and implement the work.



NEW VISION

Lead Department: Economic Development

The City will invest \$33,000 to foster the continued success of the New Vision public-private partnership in order to assist local businesses to thrive, attract new businesses, and develop the local workforce.

Partnership Development - cont.

| PERFORMANCE MEASURES | 2012 Actual | 2013 Actual | 2014 Goal |
|---|----------------|----------------|--------------|
| Establish Yakima Cleanup and Revitalization (CARE) program | No | No | Yes |
| Create legislative/administrative strategy for state and federal issues | No | Yes | Yes |
| Create downtown event partnerships | No | Yes | Yes |
| Create Neighborhood Service Teams | No | No | Yes |
| Create park improvement partnerships | No | Yes | Yes |
| Secure federal and/or state funds for Mill Site | No | Yes | Yes |



Water feature at Miller Park



Yakima Clean-up



Yakima Trolley celebrated its centennial anniversary in 2013 with Murphy on board!!!

*Summary of
Initiatives, Core Services,
and Performance Measures
by Strategic Priority*

Initiative & Performance Measures—Summary

Economic Development

| Initiative | Department | Performance Measure |
|--|---|---|
| Begin implementation of Downtown Plan | Economic Development/ Strategic Projects | Initiate Plaza development and design study; implement short term parking strategies, prepare Comprehensive Plan Sub-Area Amendment and SEPA strategy |
| Appoint Downtown Implementation and Retail Task Force Committees | City Manager's Office | Implementation Committee will have 30 citizens and use Council Built Environment Committee; Retail Task Force will have 9 citizens and use Economic Development Committee |
| Implement Retail Marketing Outreach effort for Downtown | Economic Development | Participate in priority retail conferences in 2014 and create promotional materials for marketing downtown Yakima |
| Cascade Mill funding strategy | Strategic Projects | Maximize annual \$1 million financial contributions for projects within the "pay-go" period of the LIFT project prior to construction bonding in 2017 |
| Cascade Mill Parkway construction | Strategic Projects | Secure funding and develop final bid documents to construct the Fair Avenue Roundabout and Phase 1 of Cascade Mill Parkway in 2014 |
| Cascade Mill project | Strategic Projects | Purchase landfill parcel and other properties south of the railroad to begin clean-up process and funding opportunities |
| Cascade Mill project | Strategic Projects | Hire urban economist to review and recommend appropriate land uses for Cascade Mill Project which would complement Downtown project and take advantage of unique mill site location |
| Ensure adequate water resources to meet future water demand | Utilities & Engineering-Water Division | Work with the development community to ensure privately built public infrastructure is built to meet present and future demands |

Initiative & Performance Measures — Summary

Public Safety

| Initiative | Department | Performance Measure |
|--|--|---|
| Improve Communications Center call processing | Information Systems | Continued training to streamline call processing functions with emphasis on questioning techniques that will speed the process and obtain the needed information for emergency responders |
| Improve public safety communication systems | Information Systems | Continue working on a comprehensive five-year, public safety communications plan by identifying needed resources, both financial and personnel |
| Relocate the 911/dispatch center to enhance operations and improve performance | Information Systems | Having identified the County owned Restitution Center as the most viable site, prepare detailed design and construction documents |
| Eliminate Brownouts | Fire Department | The fire department will be taking steps to increase manpower coverage in 2014 to almost completely eliminate brownout situations thereby increasing safety, reducing fire loss, and reducing response times. |
| Implement Training Lieutenant | Fire Department | The Training Lieutenant position will be instituted in 2014 after years of absence from the fire department. This will increase efficiency, safety, and help reduce fire loss. |
| Realignment of duties | Fire Department | The Deputy Fire Marshal position was realigned to focus almost exclusively on Public Education. By educating the public, we can reduce the number of fire calls as well as reduce damage by fire and injury or death from other preventable situations. |
| Add multiple family residences to annual fire safety inspection program | Fire Department | Inspect at least 30% of multi-family complexes in 2014, including current business and public place inspections |
| Increase officer training and succession training | Fire Department Police Department | The police and fire departments will institute full career path guidelines with specific training and educational benchmarks for each officer position. |
| Reduce number of days apparatus are staffed by non-certified officer | Fire Department | Increase the number of commissioned Lieutenants by three by February 28, 2014. |
| Maintain infrastructure to meet fire flow and water quality requirements | Utilities & Engineering-Water Division | Work with the development community to ensure privately built public infrastructure is built to City of Yakima and Department of Health standards and is adequate to meet present and future demands. |

Initiative & Performance Measures—Summary

Improve the Built Environment

| Initiative | Department | Performance Measure |
|--|--|--|
| Conduct Industrial Waste Rate Study | Utilities & Engineering —Wastewater | Complete study and recommend 5-year rate structure |
| Complete Wastewater Collections Plan | Utilities & Engineering —Wastewater | Complete plan and publish on website. Train planners to use the information to assist developers in project requirements. |
| Phase 1 Stormwater Master Plan | Utilities & Engineering — Wastewater | Design and construct \$600,000 of improvements based on Master Plan priorities |
| Update Stormwater and Wastewater Rate Studies | Utilities & Engineering — Wastewater | Complete Stormwater and Wastewater Rate Studies |
| Connectivity Plan for Bicycles & Pedestrians | Utilities & Engineering | Complete existing conditions survey; choose consultant to develop plan and priorities |
| Wastewater Treatment Outfall Project | Utilities & Engineering — Wastewater | Complete project within schedule and budget |
| Biosolids Dryer Facility | Utilities & Engineering | Complete design, begin construction, maintain approved schedule and budget |
| Traffic Engineer | Utilities & Engineering | Hire new traffic engineer |
| Curbside Recycling Program | Public Works—Refuse | The City of Yakima Refuse Department will implement a pilot curbside recycling program in 2014 |
| Improve and maintain the safety and reliability of our drinking water and irrigation | Utilities & Engineering- Water Division | Improve and maintain the overall condition of the drinking water and irrigation distribution systems, maintain reliability for adequate delivery of water to meet use and fire flow demands. |

Initiative & Performance Measures—Summary

Improve the Built Environment — (cont.)

| Initiative | Department | Performance Measure |
|--|--|---|
| Corridor Code Enforcement Emphasis identifying and abating illegal signs, banners, etc. | Code Enforcement | Code enforcement (weeds, abandoned buildings, etc.) - increase citizen's excellent/good response from 15% to 20% in 2014 |
| Code enforcement and Yakima Police Department will conduct an emphasis along North 1st Street in order to address building, fire and electrical deficiencies in businesses and on the property | Code Enforcement / Police | Code enforcement (weeds, abandoned buildings, etc.) - increase citizen's excellent/good response from 15% to 20% in 2014 |
| Amend ordinance regulating billboards and digital signs | Community Development | Develop required regulations of billboards and digital signs prior to expiration of moratorium |
| North 1st Street Improvement project | Strategic Projects/ Utilities & Engineering | Engage City Council to select the preferred design, as developed by landscape architect; hire civil engineering firm to develop plans and specifications; bid project in 2014 for Phase 1 of project; seek additional funds for future phases |
| Cascade Mill Site Environmental Clean Up | Strategic Projects | Implement strategy to remove wood waste from landfill site in 2014 |
| Cascade Mill entry art | Economic Development/ Strategic Projects | Consider using Arts Commission to sponsor a design competition for Fair Avenue Roundabout centerpiece art using salvage material from Yakima Resources structures |
| I-82/Yakima Avenue Interchange modification | Strategic Projects | Support Yakima County, WSDOT, and FHWA regarding the Interchange Justification Report (IJR) process and NEPA review |
| I-82/Yakima Avenue Interchange modification impacts | Strategic Projects | Work with the Greenway and Visitors Center to review options regarding possible impacts of IJR to existing facilities |
| Grind and overlay 92 lane miles | Utilities & Engineering | The City of Yakima will grind and overlay 92 lanes miles in 2014—on time and within budget |
| Capitol Theatre Improvements and Repairs | Utilities & Engineering | Complete approximately \$100,000 in safety and ADA compliance repairs and upgrades |
| Right of Way—Street Cut Program | Utilities & Engineering | Implement program and ensure 100% permit and traffic control compliance |

Initiative & Performance Measures — Summary

Public Trust & Accountability

| Initiative | Department | Performance Measure |
|--|---|--|
| Improve efficiency of Development Services Team for plan review | Community Development/ Planning | Provide complete and concise responses to customers within one week of Development Services Team meetings |
| Develop zoning regulations of marijuana sales, production, and processing in accordance with the provisions of I-502 | Community Development/ Code Enforcement/ Planning | Develop regulations of recreational marijuana prior to expiration of moratorium |
| Update zoning code and subdivision code to bring them in line with state law and current case law | Community Development/ Planning | Complete subdivision and enforcement chapter of zoning code prior to year end. Begin zoning chapter prior to year end. |
| Managed Competition | Purchasing | Successfully award two (2) managed competition RFP's |
| Financial Trend Monitoring Report | Finance | A financial trend monitoring report will be produced quarterly and provided to the City Council and community |
| Financial Management | Finance | Ensure all debt covenants and compliance requirements are met and maintain the City's bond rating (A+) |
| Enhance the public's access to City Government | Information Systems | Continue to enhance the City's website, Yak Back services, and improved telephone contact. Show improved survey results on usage of City website and rating of public information services. |
| Enhance the City's financial systems | Information Systems | Complete the transition to the Cayenta financial system and have real time, accurate financials available to departments by January 2014 |
| Convert desktop work stations to thin clients | Information Systems | Identify workstation candidates for converting to thin clients and then develop plan for acquisition and installation of server based applications and thin clients. Reduction in Citywide computer workstation costs by 5% in the first year. |
| Implement an e-discovery system within two hours | Information Systems | Conduct discovery phase to identify the scope and requirements of e-discovery and have e-discovery implementation plan and costs available for inclusion in 2015 budget |
| Maintain adequate resources to meet operational, capital improvement needs, water supply and water quality | Utilities & Engineering- Water Division | Continue completing water rate analysis at least every 5 years, maintain adequate rate structure to meet operational needs and implement capital improvements identified in the approved Water System Plan and Master Irrigation Plan. |
| Implement new transit software program | Transit | The Transit Division will implement a "Dispatch & Run Cutting Software" to increase efficiency of routes |
| Place "Ad Monitors" | Transit | Increase the number of "Ad Monitors" placed on buses to 25 in order to improve communication and promote ridership in 2014 |

Initiative & Performance Measures—Summary

Partnership Development

| Initiative | Department | Performance Measure |
|---|--|---|
| Manage, design, and oversee the operation and maintenance of the Water and Irrigation infrastructure, pursue outside funding opportunities and pursue inside and outside partnerships to leverage resources | Utilities & Engineering-Water Division | Work with other agencies to repair, improve, or move river diversions to maintain domestic and irrigation supply. The Water Division will also coordinate more closely with other City divisions to make the most efficient use of our resources and expertise. |