

**City of Glendale  
FY 2016-17 Departmental Strategic Goals**

**AS ANTICIPATED AT FISCAL YEAR-END**

NOTE:

Bold: carryover goal

Italic: stretch goal

**Administrative Services**

- ERP Project
  - Implement Munis HR Payroll and time keeping project by January 1, 2017 (with IS and HR). **COMPLETED**
  - Continue implementation of Munis Financial Modules for a targeted go live of July 1, 2018 (with IS). **COMPLETED**
- GASB & Governmental Compliance
  - Implement second round of subsidies for low-income retiree medical, which will take effect January 1, 2017 (with HR). **COMPLETED**
  - Continue to develop and implement Affordable Care Act reporting to the IRS (with HR). **COMPLETED**
- Finance, Budgeting & Accounting
  - **Fully implement BRC Program (with CD). 20% COMPLETE**
  - Revise reallocation and over-hire process (with HR). **COMPLETED**
  - Finalize cost allocation strategy for Building Maintenance/Facilities Fund (with PW). **COMPLETED**
  - Review/reconfigure Police Building Loan/COPs by application date. **COMPLETED**
  - Assist GWP in the Grayson Repower project including COSA and bond issues. **25% COMPLETE**
  - Review application procedures and controls to ensure adherence to the State Controllers guidelines and compliance to AB1248 on Internal Controls. **75% COMPLETE**
  - Prepare white paper on vacation rental issues, including land use regulatory issues, taxation and collection (with CA and CD). **COMPLETED**
  - Implement community budgeting outreach tool (with MS). **25% COMPLETE**
  - Develop internal scorecards and reports for department-wide distribution to ensure line-level employees' grasp of effective budgeting, and the need for long-range financial planning and fiscal management (with GPD). **COMPLETED**

**City Attorney**

- Risk Management
  - **In conjunction with line departments, complete system-wide evaluation for City's safety/risk prevention program. 25% COMPLETE**

- Governance, Charter Reform & Special Projects
  - **Develop and implement potential Charter amendments relative to Civil Service, including modifications to the rule of three, layoff/bumping procedures, duration of eligible lists and reclassifications (with MS and HR). WITHHELD**
  - **Develop revised procedures for Civil Service Commission hearings (with the HR and MS). COMPLETED**
  - Develop a comprehensive review and revision of the sign code to incorporate recent legal developments (with CD). **75% COMPLETE**
  - Update the Wireless Telecommunication Ordinance to incorporate recent amendments to state law and federal regulations governing the permitting process (with CD). **25% COMPLETE**
  - Prepare white paper on vacation rental issues, including land use regulatory issues, taxation and collection (with AS and CD).
  - Implement security camera policy (with MS, GPD & PW). **COMPLETED**
  - Complete DEIR process for Scholl Canyon Landfill (with PW and MS). **50% COMPLETE**
- Transactional Law
  - **Develop and Introduce legal and land use requirements for local hotels and motels that generate significant calls for public safety service (with CD). COMPLETED**
  - Update current construction specification with most recent legal developments and to ensure consistency across departments. **50% COMPLETE**
  - Develop a short-form Professional Services Agreement for smaller or lower risk contracts and develop guidelines for its use. **COMPLETED**
  - Develop a form general services RFP and form contract. The City has a form construction contract and form PSA but not a universal RFP and contract for general non-professional services that require a contract more extensive than a purchase order. **75% COMPLETE**

## Community Development

- Neighborhood Services
  - **Fully implement BRC Program (with AS). 20% COMPLETE**
  - Restructure the Code Compliance and Licensing Work Program, creating Commercial and Residential Enforcement Teams and improving effectiveness. **COMPLETED**
  - Rewrite Title 5 of the GMC relating to Permits and Licenses to remove barriers and speed of issuance and enforcement to gain efficiencies. **50% COMPLETE**
  - Reduce Inspection Backlog to a specified target. **COMPLETED**
  - Prepare white paper on vacation rental issues, including land use regulatory issues, taxation and collection (with AS and CA). **COMPLETED**

- Building & Safety
  - **Complete the implementation of the “field technology” for the inspection staff, including handheld devices to transmit inspection results, photos and/or videos to CSI and to be able to provide “robotic” inspections (with IS).**  
**COMPLETED**
  - Return and maintain plan check turnaround time to an average 10-weeks. **COMPLETED**
  - Develop and implement cross-training program to allow one commercial inspector (instead of four: Building, Electrical, Mechanical and Plumbing) to inspect simple TIs. **COMPLETED**
  - Develop the 1<sup>st</sup> draft of the Document Management Quality Assurance Program for plans and permits. **50% COMPLETE**
  - Develop and implement cross-training program for associate and assistant Permit Services Technicians allowing them to provide expanded services to customers. **COMPLETED**
  - *Draft policy and procedures for on-line submittal of permit applications and/or simple plans.* **30% COMPLETE**
- Planning
  - **Complete the South Glendale Community Plan.** **75% COMPLETE**
  - **Complete the Historic Commercial Property Survey.** **COMPLETED**
  - **Develop and Introduce legal and land use requirements for local hotels and motels that generate significant calls for public safety service (with CA).** **COMPLETED**
  - **Initiate West (and/or East) Glendale Community Plan.** **NOT STARTED**
  - Draft modification to Title 30 to allow for the automatic renewal or no-expiration of AUPs/CUPs for uses with little or “no activity” or calls for service. **50% COMPLETE**
  - Develop a comprehensive review and revision of the sign code to incorporate recent legal developments (with CA). **75% COMPLETE**
  - Initiate and complete 50% of planning and design of Wilson and Cerritos soccer fields, in collaboration with GUSD (with CSP and PW). **25% COMPLETE**
  - *Develop the Administrative Coordinator Series with the goal of updating job scope and adding quasi-technical skills to assist in primary Planning and BRC functions.* **COMPLETED**
  - *Reduce Planning entitlement processing to 60 days following “Deemed Complete” on 80% of the applications.*  
**COMPLETED**
- Urban Design & Mobility
  - Update the Pedestrian Master Plan & Safety Initiative for adoption in FY 17-18 (with PW and GPD). **75% COMPLETE**
  - Enter design-build contract phase of Beeline bus maintenance facility project with 90% of design completion by year-end (with PW). **COMPLETED**
  - Initiate adoption hearings for Small Lot Development Standards. **25% COMPLETE**
  - Complete Historic Resource Database of designated and potential historic resources and integrate into Property Information Portal on City website to provide public access to information (with IS). **COMPLETED**

- Complete the RFP process and execution of the technical studies phase of the Space 134 project (with PW and CSP). **25% COMPLETE**
- Participate in and complete the feasibility study with Metro of adding mass transit service through Glendale between Bob Hope Airport and Union Station, up to and including light rail/street car service (with PW). **25% COMPLETE**
- *Pursue design/construction/operational commitments from Metro for Glendale's connection to regional mass transportation network (with PW).* **NOT STARTED**
- *Initiate comprehensive, citywide, Multi-Modal Mobility Plan.* **75% COMPLETE**
- Economic Development & Asset Management
  - **Complete Tech Initiative analysis and implementation as directed by Board.** **COMPLETED**
  - **Develop Business and funding plan related to Space 134.** **80% COMPLETE**
  - Develop and Conduct First Annual Tech Week. **COMPLETED**
  - Complete negotiations and commence entitlement for boutique hotel development(s) in Downtown Glendale. **66% COMPLETE**
  - Update the Wireless Telecommunication Ordinance to incorporate recent amendments to state law and federal regulations governing the permitting process (with CA). **25% COMPLETE**
  - Complete due diligence on the ENA with the Armenian American Museum and Cultural Center of California, and complete specifications for public parking at Central Park. **33% COMPLETE**
  - Complete Laemmle Lofts Project. **COMPLETED**
  - Complete Hyatt Place Project. **66% COMPLETE**
  - *Develop signature event in the Arts & Entertainment District focusing attraction on Maryland Avenue.* **COMPLETED**
  - *Increase Social Media presence on Twitter (600+), Facebook (200+) and Instagram (1000+).* **COMPLETED**
  - *Recruit 2-3 businesses that align with the 18-hour day lifestyle including bars, breweries, entertainment venues, breakfast venues and unique coffee shops.* **COMPLETED**
- Housing
  - Develop a Legislative Strategy to restore meaningful and ongoing funding for the creation and maintenance of Affordable Housing in California. **50% COMPLETE**
  - Achieve “High Performer” rating from HUD for Section 8 operations. **COMPLETED**
  - Conduct Section 8 Landlord Recruitment Survey and host Enrollment Forum. **COMPLETED**
  - Convert Section 8 landlords to Direct Deposit. **50% COMPLETE**
  - Complete negotiations with selected developer and initiate development of Fifth & Sonora. **COMPLETED**
  - Complete construction and lease-up of YMCA/Meta Housing Development. **COMPLETED**
  - *Initiate plan for an online housing service center for tenants and landlords enabling 24-hour access to housing resources and services.* **20% COMPLETE**

## **Community Services and Parks**

- Administration
  - **Develop website portal for connecting community volunteers, nonprofit organizations, and centralized community calendar (with MS). COMPLETED**
  - **Complete/close-out upgrades of Palmer, Deukmejian and Sports Complex Projects (with PW). 100%, 80%, 0% COMPLETE**
  - Complete the RFP process and execution of the technical studies phase of the Space 134 project (with PW and CD). **25% COMPLETE**
  - Complete the Wilson Mini-Park Restroom and Maple and Maryland Park shade structures projects (with PW). **COMPLETED**
  - Complete mini-master plan for Central Park and mini-master plan for Verdugo North. **33% COMPLETE**
  - Complete a phasing strategy for Fremont Park Master Plan and complete design development and construction documents for Phase I to include a new artificial turf soccer field with fencing and lighting (with PW). **COMPLETED**
  - Complete planning and design for Deukmejian Barn Nature Center Interior Improvements and start construction (with PW). **50% COMPLETE**
  - Initiate and complete 50% of planning and design of Wilson and Cerritos soccer fields, in collaboration with GUSD (with CD and PW). **25% COMPLETE**
  - Complete execution of a ten year license agreement with St. Francis, including completion of conversion of Baseball Field 1 at Sports Complex to artificial turf, paid for by St. Francis, to accommodate soccer play for use by the community during baseball off-season. **COMPLETED**
- Recreation Services
  - Expand “One Glendale” youth sports collaborative with GUSD from 4 schools (500 youth) to 8 schools (1,000 youth), and expand community engagement and healthy programming. **COMPLETED**
  - Maintain/increase enterprise facility rental income level. **90% COMPLETE**
  - *Eliminate operating deficit at Civic Auditorium.* **COMPLETED**
- Parks Maintenance Services
  - Complete design and conversion of ornamental turf on north Brand median to drought-tolerant plantings. **WITHHELD**
  - Complete conversion of turf areas in the parks, where practical, to drought tolerant ground covers and plantings to reduce water usage. **WITHHELD**
  - Implement a centralized, electronic irrigation control system to improve water use efficiency. **COMPLETED**
  - Complete the Integrated Pest Management Program. **COMPLETED**
- Workforce Development
  - Complete transition to new federal Workforce Innovation and Opportunities Act (WIOA) organizational and program requirements. **33% COMPLETE**

- *Improve financial sustainability of Workforce Development and the VJC by bringing in \$1.5 million in additional competitive grant funding, or new sources of revenue.* **25% COMPLETE**
- Human Services
  - Development strategy to secure a site and seek funding for a new homeless services facility that balances needs and requirements for transitional and permanent housing. **COMPLETED**

## **Fire**

- Operations & Facilities
  - **Develop and implement recommendations for resource reallocation in impacted districts.** **50% COMPLETE**
  - Evaluate efficiency and effectiveness of Verdugo Fire Communication’s current dispatching procedures. **50% COMPLETE**
  - Develop and distribute internally real-time monitoring/reporting for overtime usage. **COMPLETED**
  - Commence remodel of Station 29 to accommodate female firefighters (with PW). **NOT STARTED**
  - Develop and implement systematic approach to decrease apparatus downtime due to mechanical maintenance and repairs (with PW). **COMPLETED**
  - Develop a mental health training program (with GPD). **COMPLETED**
- Training
  - Demolish/prep Training Center site and obtain new burn building (with PW). **50% COMPLETE**
  - Conduct “in-service” academies for captain and engineer ranks. **COMPLETED**
  - Implement recruit academies. **COMPLETED**
  - Develop a system to standardize and digitally store employee certificates and records. **COMPLETED**
- Emergency Medical Service
  - Complete and report evaluation of Community Paramedic Program. **COMPLETED**
  - Complete and report evaluation of Alternative Delivery Program. **COMPLETED**
  - Develop revised protocols for ordering/stocking pharmaceuticals, aimed at reducing costs, redundancy and waste. **COMPLETED**
- Disaster Preparedness
  - Develop and refine workplace emergency protocols and commence training/education for all City employees (with GPD and MS). **COMPLETED**
  - Commence Community EMT training program. **COMPLETED**

## **Glendale Water and Power**

- Administration
  - Initiate and complete the consolidation of the citywide warehouse operations. **COMPLETED**

- Electric
  - Initiate and complete the development, installation and commissioning of a 2MW battery storage pilot project. **COMPLETED**
  - Complete six (6) 4kv to 12kv electrical distribution conversions. **COMPLETED**
  - Initiate and complete a new COSA and rate structure for the Electric Division including incorporation of Distributed Energy Resources such as Net Energy Metering, Time of Use, and Electric Vehicle rate schedules. **10% COMPLETE**
  - Complete the installation of four (4) new electrical vehicle charging stations in the City. **COMPLETED**
- Water
  - Update and implement the Water System Master Plan's 10-year capital improvement program and proposed funding plan. **COMPLETED**
  - Initiate and complete a new COSA and rate structure for the Water Division with emphasis on tier level review, recycled water rates, drought rates and energy cost allocation. **10% COMPLETE**
  - Complete water storage assessment and develop operational plan/policy for future storage. **COMPLETED**
- Power Supply & Generation
  - Complete Risk Assessment & Analysis regarding risk tolerance, active hedge plan, and long term risk management oversight. **COMPLETED**
  - Commence procurement process for biogas-fueled electrical generation units at Scholl Canyon Landfill. **COMPLETED**
  - Review and recommend to Council responses to RFP – Phase I regarding the Grayson Repowering Project, and commence AQMD permitting process. **COMPLETED**

## **Human Resources**

- ERP Project
  - Implement the HR/Payroll module of the Tier II Tyler Munis project effective January 1, 2017, including transition to bi-weekly payroll (with AS). **COMPLETED**
- Compensation and Benefit Administration
  - Execute second round of compensation alignment for 2016/2017. Additionally, per the City IBEW MOU, conduct salary survey of relevant utility classifications. **COMPLETED**
  - Implement second round of subsidies for low-income retiree medical, which will take effect January 1, 2017 (with AS). **COMPLETED**
  - Continue to develop and implement Affordable Care Act reporting to the IRS (with AS). **COMPLETED**
  - Revise reallocation and over-hire process (with AS). **COMPLETED**
  - *Revise and update background investigation protocol for specified new hires.* **25% COMPLETE**
- Labor Relations



- **Implement reforms to the Charter provisions relative to Civil Service, including modifications to the rule of three, layoff/bumping procedures, duration of eligible lists and reclassifications. This effort will require engagement with the City Council, Civil Service Commission and the respective employee bargaining groups (with CA and MS).**  
**WITHHELD**
- **Develop revised procedures for Civil Service Commission hearings (with the CA and MS).** **COMPLETED**
- Complete labor negotiations with GPOA and GMA/Police Sworn & Fire Sworn groups for multi-year MOUs.  
**COMPLETED**
- Begin the process of labor negotiations in Spring 2017 for GCEA and GMA bargaining groups. **COMPLETED**
- Workers' Compensation
  - Hire and fully integrate the third-party administrator for Workers' Compensation to augment in-house staff. **COMPLETED**

### **Information Services**

- ERP Project
  - Complete the implementation of Munis HR/Payroll Module(s) and online Timekeeping (with AS and HR). **COMPLETED**
  - Initiate implementation of the Munis Financial Modules (with AS). **COMPLETED**
  - Commence migration of Oracle databases into a SQL enterprise environment. **COMPLETED**
- Infrastructure & Hardware
  - **Continue Phase II of data center upgrade project/disaster recovery environment.** **COMPLETED**
  - Continue City wide telephone system upgrades, commencing with GWP UOC telephone system upgrade. **75% COMPLETE**
  - Install State grant funded CENIC network to expand speed and access for members of the public. Separate the public and staff networks (with LAC). **COMPLETED**
  - Complete Historic Resource Database of designated and potential historic resources and integrate into Property Information Portal on City website to provide public access to information (with CD). **COMPLETED**
- Applications
  - Implement application virtualization, including remote access and mobile solutions. **COMPLETED**
  - Implement the upgraded Intranet web site. **COMPLETED**
  - Complete the mobile ticketing solution for the Police Department (with GPD). **COMPLETED**
  - *Continue the Licensing/Permitting software implementations including online permit renewal, submittal, and mobile solutions for all affected departments.* **COMPLETED**
- Wireless & Radio
  - Complete the radio system Dynamic System Resilience disaster recovery site. **80% COMPLETE**
  - Complete regular radio redundancy testing throughout the year and develop a scoresheet to document and diagnose technical infrastructure failures versus user/operator errors (with GPD & PW). **COMPLETED**



## Library Arts and Culture

- Facilities
  - Complete Central Library Renovation by Spring of 2017 (with PW). **COMPLETED**
  - Complete installation of RFID and Automated Materials Handling System technology to provide staffing efficiencies and improve security and self-service options. **80% COMPLETE**
  - Install State grant funded CENIC network to expand speed and access for members of the public. Separate the public and staff networks (with IS). **COMPLETED**
  - *Explore and propose a self-service model at Chevy Chase to expand access to services beyond 11 hours/week.* **COMPLETED**
- Programming and Outreach
  - **Develop the design and programming strategy for the Remembrance (Man's Inhumanity to Man) Room at Central Library. COMPLETED**
  - Develop a system-wide marketing strategy to increase patronage at all venues, with emphasis on reopening of Central Library. **COMPLETED**
  - Transform the image of Central Library as a digital center where state of the art technology can be accessed. **COMPLETED**
  - Create a sustainable model for adult literacy services with new grant funding from the State Library. **COMPLETED**
  - Complete the Arts and Culture Commission Public Art Master Plan. **50% COMPLETE**

## Management Services

- Administration
  - **Develop website portal for connecting community volunteers, nonprofit organizations, and centralized community calendar (with CSP). COMPLETED**
  - **Convene quarterly meetings of local non-profit organization leadership. COMPLETED**
  - **Development and implementation of potential Charter amendments relative to Civil Service, including modifications to the rule of three, layoff/bumping procedures, duration of eligible lists and reclassifications (with HR & CA). WITHHELD**
  - **Develop revised procedures for Civil Service Commission hearings (with the CA and HR). COMPLETED**
  - Implement security camera policy (with CA, GPD & PW). **COMPLETED**
  - Implement 2<sup>nd</sup> phase of Exceptional Customer Service Policy. **50% COMPLETE**
  - Prepare and submit white paper on proposed revision of Commission Appointment Process. **25% COMPLETE**
  - Implement community budgeting outreach tool (with AS). **25% COMPLETE**
  - Develop and refine workplace emergency protocols and commence training/education for all City employees (with GPD and GFD). **COMPLETED**

- Complete DEIR process for Scholl Canyon Landfill (with PW and CA). **50% COMPLETE**
- *Develop and Implement Citizen's Leadership Academy.* **NOT STARTED**
- Community Information & Outreach
  - Complete the merger of Graphics & GTV6, to be known as Creative Media & Digital Innovation. **COMPLETED**
  - Create/centralize City of Glendale film office. **50% COMPLETE**
  - Centralize special events marketing and promotion in Management Services. **COMPLETED**
  - Formalize print-for-fee services with GUSD, identify additional partners for Graphics Unit services, and increase Graphics output by 10% among external clients. **COMPLETED**

## Police

- Crime Suppression
  - Procure and implement predictive policing advanced analytics to maximize the effectiveness of patrol and investigative resources to address current local and regional crime trends. **90% COMPLETE**
- Support Services
  - Complete regular radio redundancy testing throughout the year and develop a scoresheet to document and diagnose technical infrastructure failures versus user/operator errors (with IS & PW). **COMPLETED**
  - Develop internal scorecards and reports for department-wide distribution to ensure line-level employees' grasp of effective budgeting, and the need for long-range financial planning and fiscal management (with AS). **COMPLETED**
  - Develop and implement a minimum of three (3) updated employee training programs to assure that component courses are both interesting and cost-effective, by taking full advantage of existing GPD subject matter experts. **COMPLETED**
  - Develop a mental health training program (with GFD). **COMPLETED**
  - Implement security camera policy (with CA, MS & PW). **COMPLETED**
  - Develop and refine workplace emergency protocols and commence training/education for all City employees (with GFD and MS). **COMPLETED**
  - *Add two (2) agencies as fee-for-service clients of the Verdugo DNA Lab, while maintaining or reducing current turnaround times.* **70% COMPLETE**
- Community Policing
  - Complete a six and twelve-month evaluation of the new Crime Impact Team, focusing on key performance indications among the team as well as overcome community outcomes. **COMPLETED**
  - *Complete not less than twenty-four (24) Community Outreach events and collect no less than two hundred (200) new contacts to accept GPD messaging and crime prevention information.* **COMPLETED**
- Traffic Safety
  - Complete the mobile ticketing solution for the Police Department (with IS). **COMPLETED**
  - Update the Pedestrian Master Plan & Safety Initiative for adoption in FY 17-18 (with PW and CD). **75% COMPLETE**

## Public Works

- Parking Operations
  - Complete automated parking system upgrade at City garages, including digital wayfinding signs to direct traffic to City garages. **COMPLETED**
- Sewer Maintenance
  - **Execute Chevy Chase Sewer Diversion Project at 66% of construction completion. COMPLETED**
  - Develop COSA for restructure and increase of current sewer rates. **COMPLETED**
  - Increase the use of recycled water for sewer cleaning to 60% of the total. **COMPLETED**
- Engineering & Traffic Engineering
  - Establish a “partial quiet zone” at the railroad crossings along San Fernando Corridor. **COMPLETED**
  - Implement the construction of the new Glendale Sub-regional Traffic Operations Center. **66% COMPLETE**
  - Complete the construction of the City’s first green street demonstration project. **COMPLETED**
  - Participate in and complete the feasibility study with Metro of adding mass transit service through Glendale between Bob Hope Airport and Union Station, up to and including light rail/street car service (with CD). **25% COMPLETE**
  - Complete the RFP process and execution of the technical studies phase of the Space 134 project (with CD and CSP). **25% COMPLETE**
  - Update the Pedestrian Master Plan & Safety Initiative for adoption in FY 17-18 (with GPD and CD). **75% COMPLETE**
  - *Pursue design/construction/operational commitments from Metro for Glendale’s connection to regional mass transportation network (with CD).* **NOT STARTED**
- Project Management
  - **Complete/close-out upgrades of Palmer, Deukmejian and Sports Complex Projects (with CSP). 100%, 80%, 0% COMPLETE**
  - Complete Central Library Renovation by Spring of 2017 (with LAC). **COMPLETED**
  - Demolish/prep Training Center site and obtain new burn building (with GFD). **50% COMPLETE**
  - Develop plan and remodel Station 29 to accommodate female firefighters (with GFD). **NOT STARTED**
  - Enter design-build contract phase of Beeline bus maintenance facility project with 90% of design completion by year-end (with CD). **COMPLETED**
  - Complete the Wilson Mini-Park Restroom and Maple and Maryland Park shade structures projects (with CSP). **COMPLETED**
  - Complete a phasing strategy for Fremont Park Master Plan and complete design development and construction documents for Phase I to include a new artificial turf soccer field with fencing and lighting (with CSP). **COMPLETED**
  - Complete planning and design for Deukmejian Barn Nature Center Interior Improvements and start construction (with CSP). **90% COMPLETE**

- Initiate and complete 50% of planning and design of Wilson and Cerritos soccer fields, in collaboration with GUSD (with CD and CSP). **25% COMPLETE**
- Fleet Maintenance
  - Revamp Fleet Charge Program to actual monthly billing with the goal of equalizing annual, adjusted costs from departments with annual revenues. **33% COMPLETE**
  - Develop and implement systematic approach to decrease apparatus downtime due to mechanical maintenance and repairs (with GFD). **COMPLETED**
  - Implement full conversion of Refuse Fleet to Compressed Natural Gas. **COMPLETED**
- Integrated Waste Management
  - **Commence ENA process for anaerobic digestion pilot project at Scholl Canyon Landfill. COMPLETED**
  - **Complete DEIR process for Scholl Canyon Landfill (with CA and MS). 50% COMPLETE**
  - Develop and present strategy for franchising commercial waste hauling sector. **66% COMPLETE**
  - Implement mandatory commercial recycling, restaurant food recycling and commercial waste reduction programs. **33% COMPLETE**
  - Evaluate the bulky/abandoned item pick up program and recommend improvements, including but not limited to outsourcing. **50% COMPLETE**
- Facilities Maintenance
  - Develop universal scorecard for satisfaction with maintenance/management of all City facilities. **85% COMPLETE**
  - Finalize cost allocation strategy for Building Maintenance/Facilities Fund (with AS). **COMPLETED**
  - Implement security camera policy (with CA, GPD & MS). **COMPLETED**
  - Complete regular radio redundancy testing throughout the year and develop a scoresheet to document and diagnose technical infrastructure failures versus user/operator errors (with IS & GPD). **COMPLETED**