



Date: January 25, 2011

TO: Mayor and Members of the City Council

FROM: Phil Batchelor, City Manager

SUBJECT: An Assessment of the City of Vallejo

INTRODUCTORY COMMENTS

The City Files for Bankruptcy

On May 23, 2008, the City of Vallejo filed a petition under the provisions of chapter 9 of the U.S. Bankruptcy Code. Unlike a private entity, the City of Vallejo could not go out of business; nevertheless, it had to make some very dramatic changes in the way it would function in the future.

During the two years that followed the filing for bankruptcy protection, the City Council took on the monumental task of bringing spending in line with available revenues at the same time that City revenues were plummeting as a result of the most severe economic recession since the Great Depression. This resulted in devastating reductions being made in every department. The staffing levels had to be reduced to a level that is unacceptable to effectively serve the needs of the citizens of Vallejo.

In addition to balancing the budget, the City needs to confirm a Plan of Adjustment to exit bankruptcy. Under the direction of the City Council, staff renegotiated all of the existing labor agreements and negotiated with its other large creditors. Then the City prepared a General Fund Five-Year Business Plan. This Business Plan is based on the assumption that very little additional revenue will be generated as a result of economic recovery during the next five-year period. The Business Plan was approved by the City Council on November 30, 2010, and the Plan of Adjustment was filed with the bankruptcy court on January 18, 2011, as part of the process to begin to emerge from bankruptcy. This will provide realistic budget projections that will allow the City to at least maintain current service levels without having to make further reductions.

A decision must now be made to identify the next steps that should be taken by the City Council, management and employees of the City to move the community forward. Although the organization, operation and service delivery systems were severely hindered by the massive reductions that were made during the previous two years, there is still much that can be done to fulfill the City's prime directive to serve its citizens in a competent, courteous and responsive manner. The City is now in a position to begin to rebuild itself into the kind of organization that will be an exceptional municipal leader.

The Need for a New Culture in the City of Vallejo

The goal of serving the public in an intelligent, competent, courteous and responsive manner, given the City's challenging financial constraints, can best be accomplished by changing the culture and throwing off the blanket of doom, despair, and despondency that descended when the dark clouds of bankruptcy overshadowed the City. The turmoil of the previous years that generated a divisive, painful, and highly unproductive working environment must be assuaged. This will only be accomplished by making a concerted effort to establish and maintain an environment that fosters respect, integrity, courtesy and excellence for all employees and citizens.

If such a culture can be established, it will improve communications, civility, and morale and build trust and positive working relationships among staff members and build goodwill with the citizens. As the trust level is improved, it will allow all departments to work more closely and cooperatively with each other and provide better service to the public. Employees will be more willing to explore innovative, creative and smarter ways to utilize the scarce resources that are available to them. Staff will feel more comfortable investigating ways of increasing productivity, using the latest technological innovations, increasing the utilization of volunteers or partnering with other public or private organizations, and reaching out and working more effectively with citizens in the community.

However, a change in the culture will not be realized through legislative pronouncement or executive directive; it must be achieved one person at a time by inviting and encouraging each individual to embrace a new culture and to be a part of making it happen.

Employees that feel valued and are treated with dignity, respect and integrity are much more likely to treat members of the public in a similar manner. It is important that cynicism, criticism and negative and judgmental thinking be replaced with positive, supportive and proactive thinking. This will allow the

City to advance and progress even during periods when there is not an immediate infusion of additional revenue available. The creation and fostering of an environment that embraces a new culture will make it possible to accomplish much that would not be possible without it.

Assessing the needs of the City

At the same time that efforts are being made to establish a new culture, the City Council has requested that an assessment of the City be made. This assessment included a comprehensive look at the fiscal, operational and organizational needs of the City and the formulation of a list of recommended actions that should be taken to improve the overall functioning of the City.

When word went out that the City was doing an assessment, many people were eager to assist in identifying inefficiencies, problems, issues and concerns that needed to be addressed, as well as proposing positive and proactive steps that should be taken to increase productivity, leverage the City's scarce resources and identify innovative ways of doing things more effectively in the future. As a result, this assessment is the product of a combined effort by members of the public and employees from every department in the City.

The city manager invited all the City employees to share their feelings in a series of seven meetings and he met individually with any employees who requested a one-on-one meeting.

A summit of business and community leaders was also held to receive input on changes that would facilitate the creation of a business-friendly environment that will stimulate economic vitality in the City, create job growth and improve the quality of life for all citizens. Following this summit, a number of business and community leaders came forward to share their thoughts on improvements that could be made.

There are many things in the City of Vallejo that are very productive, praiseworthy and deserve to be highlighted; however, that is not the purpose of this report. Nor does this report attempt to assess blame for the organization's shortcomings; rather, it contains a series of recommended actions that can be incorporated into a work plan to move the City forward in a positive, proactive and expeditious manner.

Ordering and organizing the assessment report

This assessment report contains a listing of recommended actions that constitute the majority of the document. These items are listed in the following categories:

- A. Develop a culture that promotes respect, integrity, professionalism and excellence**
- B. Enhance the safety and quality of life for all residents**
- C. Ensure and enhance the financial well-being of the City**
- D. Enable and stimulate economic vitality**
- E. Initiate consistent and effective communications with employees and the community**
- F. Streamline City business practices to provide competent, courteous and responsive services to the public**
- G. Support and enhance the City organization**
- H. Preserve and enhance the City's physical infrastructure**

Within each of these categories are sub categories that assist in grouping items.

At first glance, it seems exhausting to even consider trying to undertake such a wide ranging group of actions, particularly in light of the massive reductions that have recently been made in every department. However, it is important to remember that all of these 297 action items will not, and cannot be accomplished in the next few months. There are not sufficient personnel available to immediately take on all of these newly defined work items in addition to all that staff is currently doing. Funding may not be available to achieve many of these actions without the augmentation of urgently needed staff resources. Unfortunately some of these recognized shortages will not be able to be remedied for years. However, overcoming these obstacles will be a daily priority for staff.

It is also important to remember that this assessment is the product of all staff members and scores of individuals will be assisting in performing these tasks.

When a large number of staff members are working to make the changes contained in this document, it is amazing how much can be accomplished.

Although it might be desirable to arrange all of these recommended actions in descending priority order, it is not practical considering the number of items and the wide-ranging kinds of issues being addressed in this report.

The recommendations contained in this report are formulated without consideration for whether or not there are sufficient resources immediately available to achieve the desired outcomes. Each action item listed under these categories begins with a verb and contains the name of the person or persons who have been assigned to take responsibility for seeing the action is completed. In some cases, the name of an interim person may be shown as the responsible party to complete the item. Later, when the interim position is filled on a permanent basis, the name of the acting person will be replaced.

The estimated completion dates for each item are shown in the parenthesis next to the name or names of the person(s) who will perform the task. These assigned dates do not necessarily denote the importance of the items, as some high priority items – such as the reopening of a fire station – may not be able to be completed for years, while some routine, lower priority items may be completed almost immediately.

All actions approved by the City Council that do not require the appropriation of significant, additional resources can be implemented. Those actions that require specific approval of the Council or the identification of additional resources in order to accomplish them, will be brought back individually, based on the magnitude and importance of the item. Some recommended actions will have to be addressed as a part of budget deliberations in the coming or subsequent fiscal years.

Some of the proposed action items contained in this report are the acknowledgement of factors that may be very obvious. However, they have been included because it is imperative to continue to be vigilant in seeing that the deficits in our service delivery systems are highlighted and given priority in the future when resources can be identified to fill these voids.

Once the City Council approves this listing of recommended actions, then monthly progress reports will be brought to the Council identifying the progress that has been made since the last status report.

Recognizing the Council's desire to move forward in as expeditious a manner as possible, a number of these recommended actions are already in process. It should also be noted that achieving a number of the recommended actions described in this proposed work plan will necessitate working cooperatively with the City's employee organizations, other public agencies and with public and private organizations in the community.

RECOMMENDED ACTIONS: Review, discuss and approve the following actions:

A. Develop a culture that promotes respect, integrity, professionalism and excellence

1. Create an atmosphere of integrity by:
 - dealing honestly with employees and citizens;
 - treating all people with courtesy and respect;
 - admitting and apologizing when mistakes are made;
 - valuing each person's input and feedback;
 - making expectations clear;
 - recognizing the importance of follow-through;
 - making and keeping promises;
 - requiring reporting and accountability for all work that is assigned;
 - communicating in an open, honest, timely manner;
 - recognizing and rewarding meritorious performance; and
 - requiring monthly progress reports from all managers and supervisors to measure the efficacy of this effort
(City Council, Batchelor, all employees -- Ongoing).
2. Create and nurture a culture that fosters excellence, respect, integrity and growth by utilizing all regularly-scheduled staff meetings to reemphasize and reiterate the importance of working with each employee to support, encourage, hear, engage, hold accountable, train, affirm, and to recognize and reward their accomplishments. (Batchelor, All Managers and Supervisors -- Ongoing).
3. Recognize that City government exists to serve the public and the public deserves a government culture of competent, courteous and responsive staff that provides them with excellent service. (All -- Ongoing).

B. Enhance the safety and quality of life for all residents

Emergency preparedness

4. Determine if both the primary and the alternate Emergency Operating Center facilities are compliant with Federal guideline standards. (Batchelor, Nichelini, Robertson, Millican, Leach -- February 2011).
5. Schedule and hold the first in a series of regular drills to test the readiness level and proper functioning of the City's emergency operating system. (Batchelor, Nichelini, Robertson, Leach, Whittom -- May 2011).
6. Reiterate the significance that San Andreas Hayward-Rodgers Creek fault-system poses a high probability of a threat for a damaging earthquake in Northern California and that the United States Geological Survey (USGS) Working Group 2000 stated there is a significant probability of an earthquake of magnitude 6.7 or greater on the Hayward Fault in the next 30 years. (Batchelor, Robertson, Nichelini, Leach -- February 2011).
7. Update the City's Disaster Preparedness Plan and disseminate to City employees and other agencies to improve response capabilities to a disaster. (Batchelor, Nichelini, Robertson, Leach, Whittom -- October 2011).
8. Ensure that appropriate business resumption and emergency contingency plans are developed and adopted for all financial and legal City processes. (Batchelor, Soley, Nichelini, Robertson, Leach, Whittom, Millican -- August 2011).
9. Identify funding to provide interoperability capacity (data, voice, dispatch) between Fire and Police Departments. (Batchelor, Robertson, Nichelini -- December 2011).
10. Direct the City Manager to prepare a "Continuity of Government Standby Officers" Resolution and return it to the City Council for adoption. (Batchelor, Nichelini, Robertson -- April 2011).
11. Direct the City Manager to work with staff to initiate the development of a citywide resources list identifying the location and availability of equipment, resources and supplies which may be needed during an emergency. (Batchelor, Nichelini, Robertson, Leach, Whittom -- August 2011).

12. Evaluate the desirability of designating Station # 21, 1220 Marin as an alternate EOC (Batchelor, Robertson, Nichelini, Leach -- February 2011).
13. Explore alternatives for interoperable, multi-jurisdictional, fire department communications. (Robertson, Nichelini, Batchelor -- June 2011).
14. Explore feasibility of selling the Fire Department UHF radio band. (Robertson, Batchelor -- June 2011).
15. Determine the minimum Police Communications Center staffing requirements to adequately support the Fire Department. (Nichelini, Robertson -- June 2011)
16. Direct the City Manager to work with the Fire and Police Departments to ensure that adequate Emergency Operating Center facilities are identified. (Batchelor, Robertson, Nichelini, Cerini, Gonzalez -- December 2011).
17. Research funding opportunities to procure emergency management software to enhance effective communication during emergency situations. (Nichelini, Robertson, Gonzalez -- August 2011).

Emergency response

18. Review feasibility of restoring funding for Communications Center staffing (including supervisor staffing) as part of overall Police Department rebuilding and stabilization. (Lee -- May 2011).
19. Develop a master plan for station relocations to provide greater downtown and Mare Island coverage including a new station at 703 Curtola Parkway that incorporates HQ and EOC eliminating the need for Station 22 and the previously closed station at Glen Cove. (Robertson -- November 2011).
20. Complete restoration of Police Department Canine Program in order to enhance officer safety with increased use of police dogs. (Jackson -- February 2011).
21. Restart and expand the Citizens Emergency Response Team (CERT) to integrate former ALERT (All Emergency Response Team) program in order to provide additional citizen preparedness during future emergencies. (Robertson -- April 2011).

22. Work with California State University - California Maritime Academy to develop an industrial style fire brigade to engage in initial incident response activities prior to first responders arrival. (Robertson -- April 2011).
23. Review feasibility of restoring funding for the Police Cadet Program to provide paraprofessional support that would provide assistance for traffic, records, patrol and recruitment. (Lee -- May 2011).

Code enforcement and property protection

24. Determine the feasibility of establishing a Neighborhood Law Program utilizing law school graduates (similar to the highly successful City of Oakland program) to engage and encourage business owners to address code enforcement issues in order to create healthier neighborhoods, reduce loitering, and improve safety for citizens. (Soley, Quintana -- July 2011).
25. Authorize City Attorney to apply for grant funding to employ attorneys, paralegals, interns and clerical workers to implement the Neighborhood Law Program. (Soley, Quintana -- July 2011).
26. Examine the feasibility of developing an enforcement unit in the City Attorney's Office to promote better code enforcement. (Quintana, Cohen -- July 2011).
27. Increase enforcement efforts to eliminate illegal marijuana sales by working with City Attorney's Office and Police Department. (Shakoor-Grantham, Soley, Nichelini -- February 2011).
28. Investigate the cost effectiveness of restoring funding for Parking Enforcement and abandoned vehicle removal utilizing Police Specialists. (Jackson, Garrick -- July 2012).
29. Evaluate the feasibility of revenue enhancements from renegotiating towing agreements and/or operation of a City "impound" yard. (Jackson -- January 2012).

C. Ensure and enhance the financial well-being of the City

Monitoring and reporting

30. Continue to work toward court approval of Plan of Adjustment to emerge from bankruptcy protection and provide on-going regular reports to the City Council. (Batchelor, Stout -- Ongoing).
31. Charge each department head with the responsibility to monitor their departmental revenues and expenditures to ensure that their budgetary allocations are not exceeded. (Batchelor and Department Heads -- Ongoing).
32. Direct City Manager to provide regular financial status reports using key decision information to the City Council for every department, highlighting areas of concern and identifying appropriate actions which should be taken in order to achieve and maintain the financial stability of the City. (Batchelor, Millican, Adair -- Ongoing).
33. Direct City Manager to meet and discuss with employee organizations the need to equalize benefits across the organizations. (Batchelor, Boutte – March 2011).
34. Prepare strategic labor relations plan and meet with City Council in anticipation of expiration of agreements with employee organizations. (Batchelor, Boutte -- September 2011).
35. Prepare monthly reconciliation summaries of the activity and balances in the finance system and monthly cash flow reports. (Millican, Daba, Cruz -- July 2011).
36. Implement and update the sick leave procedure for Fire Department, track sick leave usage and provide regular reports to the City Manager's Office. (Robertson -- March 2011).
37. Conduct a fixed-assets inventory in order to identify underutilized and obsolete assets for reallocation, disposal or sale, and ensure all capital assets are maintained in an inventory and are accounted for on a regular basis. (Adair, England, Cerini -- June 2013).

38. Contract for actuarial studies on an annual basis to determine the adequacy of funding in the Workers' Compensation and Liability programs. (Batchelor, Braun -- April 2011).
39. Conduct a review to ensure all businesses in Vallejo have a business license to support the services the City provides. (Oiler -- October 2011).
40. Ensure all contractors doing business in Vallejo have a contractor's license to help ensure proper building improvements in Vallejo. (West -- October 2011).

Improving efficiency

41. Direct City Manager to work with all department heads to identify any potential sources of revenue and determine any areas where costs can be reduced. (Batchelor and Department Heads -- Ongoing).
42. Set up a meeting with the members of the City Council, the City Attorney and the City Manager to review the vast array of legislative referrals that have been made to the City Attorney's Office to prioritize and allocate the scarce legal resources available to the City. (Batchelor, Soley -- February, 2011)
43. Reduce the number of independent contractors and hire permanent full-time staff where appropriate and cost effective. (Batchelor and all Department Heads -- April 2011).
44. Direct all employees to conserve resources in order to maximize efficiency and productivity. (All -- Ongoing).
45. Re-evaluate the desirability of having specialized Fire Department work assignments in order to streamline and standardize use of department resources. (Robertson -- March 2011).
46. Identify opportunities to utilize centralized purchasing to take advantage of cost efficiencies derived from bulk purchases, and to standardize and aggregate the purchase of equipment and supplies. (Millican, Oiler, Adair -- September 2011).
47. Evaluate the desirability and cost effectiveness of re-establishing the City Attorney's Litigation Unit in lieu of continuing to use outside counsel. (Quintana, Cohen -- July 2011).

48. Determine the desirability and feasibility of restoring an in-house tort litigation unit and part-time legal secretary to reduce outside legal costs and liability. (Soley -- May 2011).
49. Determine the feasibility of reducing excess insurance costs by obtaining a proposal from the County Supervisors Association of California – Excessive Insurance Authority (CSAC-EIA) for Fiscal Year 2012-2013. (Braun -- July 2012).
50. Review City participation in current Workers Compensation and Liability excess pools to determine cost-effectiveness of continuing participation. (Batchelor, Millican, Braun -- April 2012).
51. Review Workers Compensation medical providers to determine if utilizing a Medical Provider Network (MPN) would be both cost-effective for the City and improve care for injured workers. (Braun -- April 2011).
52. Implement procedures that require less paper usage through two-sided copying and reduced margins. (All employees -- Ongoing).
53. Explore the desirability of purchasing software to automate job applicant tracking and improve applicant response time. (Boutte, Gonzalez -- Fiscal Year 2011-2012 Budget).
54. Establish and implement a paperwork reduction policy to convert the usage, distribution, and storage of information to electronic means. (Batchelor, Gonzalez -- May 2011).
55. Examine the feasibility of acquiring a new personnel / payroll system to replace existing system and provide for more efficient reporting structure. (Batchelor, Millican, Boutte -- July 2012).
56. Evaluate the Workers Comp program to determine if any cost savings can be achieved to the City from implementing a Return-to-Work program. (Braun, Boutte -- March 2011).
57. Implement early settlement system for minor damage claims (Nichelini, Soley -- July 2011).

Leveraging resources

58. Establish public partnerships with other public agencies to enhance efficiencies and reduce costs and expand on the existing collaboration efforts that have been achieved to date between the City, the Greater Vallejo Recreation District (GVRD), Vallejo Unified School District and Vallejo Sanitation and Flood Control District, as follows: (Leach, Cerini -- December 2011).

- **Evaluation of Data Mgmt Software Packages**
- **Joint Facility Inventory**
- **Emergency Control Center**
- **Emergency Response Equipment**
- **Emergency Response Plans**
- **Environmental Compliance (UST's etc)**
- **GVRD Use of School Facilities**
- **Consolidated Grant Applications**
- **Evaluation of PG&E Rate Programs**
- **Funding Source Considerations**
- **Illegal Dumping**
- **Inspections – Buildings**
- **Inspections - Swimming Pool**
- **Playground Equipment Inspection**
- **Asphalt Paving Work**
- **Concrete Work**
- **Elevator Maintenance**
- **Equipment Repair**
- **Facilities Maintenance and Repair**
- **Field/Parks Maintenance**
- **Graffiti Removal**
- **Grounds Maintenance**

- **Park/Parking Lot/Exterior Lighting Maintenance**
- **Vandalism**
- **Vehicle/Equipment Maintenance**
- **CALCARD - (Cash Back)**
- **Equipment Sharing**
- **Staff - Personnel- Special Skills**
- **Security (Cameras)**
- **Security Guard Service**
- **Alarm Service**
- **Computer Management**
- **Computer Service/Repair**
- **Data Management**
- **Event Coordination**
- **Fuel Use**
- **Handling of HAZMAT**
- **Janitorial Services**
- **Locksmith Service**
- **Printing Service**
- **Telephone Service**
- **Fuel Purchase**
- **Irrigation Supplies**
- **Janitorial Supplies**
- **Material Purchases (General, Lights, Graffiti, HVAC Filters)**
- **Purchase and storage of Supplies**
- **Purchase of Office Supplies**
- **Sharing of Vendor Listings/Special Opportunities**
- **Training (safety, standards, etc.)**

59. Direct the City Manager and Fire Chief to participate in regional discussions and prepare a status report exploring the potential for cost savings through inter-agency partnerships, governmental consolidations, or other methods to more effectively and efficiently provide fire services to the public. (Batchelor, Robertson -- September 2011).
60. Participate in competitive bids by other levels of governments, such as State or County contracts, in an effort to take advantage of lower prices on bulk purchases. (Millican -- September 2011).
61. Continue and expand contact with the League of California Cities to fully utilize its inventory of resources to assist in providing for effective and efficient municipal services. (Batchelor and all Department Heads -- Ongoing)
62. Discuss with Vallejo Sanitation & Flood Control District (VSFCD) Engineer Manager the need to reflect full cost recovery to the City of Vallejo for services provided. (Batchelor, Millican -- July 2012).
63. Support employee participation in professional organizations to help understand and implement “Best Practices” from other Cities. (Department Heads and Supervisors -- Ongoing).

Revenue generation

64. Explore with the City Council the feasibility and desirability of placing a revenue measure on the November 2011 ballot. (Batchelor, Whittom, Millican -- March 2011).
65. Examine the feasibility of hiring a full-time grant writer, in lieu of existing contract grant writing services, that would be available to assist all departments in applying for grants, and cost-neutral to departments. (Batchelor, Millican -- May 2011).
66. Discuss resource needs and pursue funding opportunities with County, State and Federal representatives. (Batchelor, Whittom, Millican -- May 2011).
67. Explore feasibility and cost benefit of participating in the Direct Access utility service program authorized by SB 695 in order to reduce city costs for electricity and gas. (Batchelor, Leach, Millican June -- 2011).
68. Explore feasibility of allowing private advertising on the City’s website. (Soley, Gonzalez -- September 2011).

69. Assess opportunity to increase revenues by leasing City-owned fiber cables. (England, Cerini -- March 2012).
70. Investigate requiring minimum annual payment on future City affordable housing development loans. (Nestlerode -- September 2011).
71. Explore the desirability of contracting with a firm to perform an accounts payable audit of the City's records and identify any discounts that may be due the City. (Millican, Adair -- June 2012).
72. Increase revenue from leasing or sale of City-owned real estate assets and provide annual reports to City Council. (England -- Ongoing).
73. Explore feasibility and desirability of creating a fee for service for the City boat launch. (Cerini -- September 2011).

Technology and Innovation

74. Develop a strategic information technology plan for the City including an assessment of the requirements for hardware, software, networking, voice and data systems. (Gonzalez -- September 2011).
75. Create an Information Technology (IT) Steering Committee with the task of reviewing the service delivery systems in the City to determine if utilizing technology, and the latest innovations, can increase the effectiveness and efficiency of the City's operations. (Batchelor, Gonzalez -- April 2011).
76. Provide status report on City's Desktop and Server Replacement Program and provide City-wide training for existing and new software applications. (Gonzalez, Boutte -- July 2011).
77. Determine the feasibility and cost-effectiveness of converting existing Workers' Compensation and Liability claims files from paper to digital format. (Braun, Soley -- June 2011).

Safeguards and internal controls

78. Perform internal review of financial controls to update proper safeguards and internal controls. (Batchelor, Millican, Oiler -- December 2011).
79. Revise the annual financial close process, identifying appropriate reconciliations and accruals that need to be completed prior to creating the audit trial balance to minimize adjusting journal entries as a key internal control requirement. (Millican, Adair -- November 2011).
80. Adopt a policy that one-time reserves will not be used as a source of funding for continuing programs and activities and that one-time revenues will be used for one-time expenses. (Batchelor, Millican -- July 2011).
81. Review City's credit card policy and issue a revised Administrative Rule regarding credit card usage and cancel all unnecessary credit cards. (Batchelor, Millican, Oiler -- June 2011).
82. Re-examine the Administrative Rule regarding City-provided cell phones to eliminate unnecessary use and reduce costs as appropriate. (Batchelor, Millican, Gonzalez -- March 2011).
83. Re-evaluate the use of City vehicle policy and review the taxability of benefits associated with employees taking vehicles home. (Batchelor, Millican -- June 2011).
84. Establish a vacation policy for finance personnel that facilitates cross-training of staff to enable them to perform the essential areas of Accounts Payable and Payroll in a staff member's absence as a key internal control. (Millican, Adair -- July 2011).
85. Determine the adequacy of the current insurance coverage of the City's assets and return to the City Council with a report recommending actions that should be taken to ensure City property is adequately protected. (Millican, Braun -- September 2011).
86. Develop a status report on the adequacy of City's Disaster Recovery (Business Continuation) Plan by evaluating existing data backup and storage systems for completeness, security and speed of access in case of an emergency. (Gonzalez -- December 2011).

87. Perform a City-wide cash receipts audit consisting of cash counts, physical control and receipt site record-keeping reviews, an examination of the accountability and reconciliation procedures that will ensure that all cash receipts are properly accounted for, deposited and recorded in the finance system on a timely basis. (Millican, Oiler -- September 2011).
88. Work with the bank that handles the City's warrants to establish a Positive Pay process to guard against fraud and embezzlement. (Oiler -- Ongoing).
89. Establish a methodology to store a copy of the agenda and minutes of all City Council meetings in a secure offsite storage facility; identify and implement a solution for archiving a video record of City Council meetings. (Gonzalez, Kelly -- September 2011).
90. Develop and implement secure data integrity and end-to-end business continuity as it relates to technology. (Gonzalez -- August 2011).
91. Determine the funding required to achieve a confidence level of 50% in the Workers Compensation and Liability programs. (Batchelor, Millican -- April 2011).
92. Adopt a goal to achieve an 80% confidence level in seven years for the Workers' Compensation and Liability programs. (Batchelor, Millican -- June 2011).
93. Review the viability of continuing the current policy of charging departments for loss experience for the Workers' Compensation and Liability programs. (Millican -- March 2011).
94. Explore with the City Council the desirability of increasing the City Manager's purchasing authority limits. (Batchelor, Millican, Soley -- July 2011).
95. Conduct tool inventories and quarterly tool audits. (Oiler, Cerini -- July 2011).
96. Establish a claims review team to meet regularly to review claims status for Workers' Compensation, property damage and personal injury claims. (Batchelor, Braun -- June 2011).
97. Take step in the Fiscal Year 2011-2012 Budget to initiate City Council adopted policy of 15% reserve by implementing reserves described in City Council approved Five-Year General Fund Business Plan. (Batchelor, Millican -- July 2011).

98. Perform a review of security protocols in Commercial Services Division to ensure safekeeping of payments and safety of public and employees (Millican, Oiler -- July 2011).
99. Review employee out of state and overnight travel authorization policy, expense payment procedures and reimbursements. (Millican, Oiler -- December 2011).
100. Perform comprehensive review of standard insurance requirements for City contracts (service, construction, and vendor) to ensure adequacy and uniformity. (Braun, Soley -- June 2011).
101. Re-evaluate the process and procedures utilized to declare surplus un-needed personal property and equipment (including computer hardware) in order to ensure these items are sold or donated and disposed of properly. (Millican, Gonzalez -- April 2011).

D. Enable and stimulate economic vitality

Outreach

102. Direct City Manager to work with all department heads to support business attraction and retention. (Batchelor -- March 2011).
103. Work with Lennar Mare Island (master developer) to attract new businesses to available facilities. (Taylor -- Ongoing).
104. Meet with representatives of Mare Island Golf Course to discuss ways to maximize utilization of the property. (Batchelor, Whittom, Taylor -- July 2011).
105. Work with Six Flags Discovery Kingdom to ensure quality capital expansion of the property and timely permitting. (Whittom, Taylor -- February 2011).
106. Set up series of meetings with key property owners and leaders to identify solutions to assist in transforming downtown into viable district. (Whittom, Taylor -- Ongoing).
107. Aggressively solicit regional state, federal and private office space users to locate within City of Vallejo. (Taylor -- Ongoing).
108. Target high end retail businesses to locate in western rotunda of Ferry Terminal. (England -- June 2012).
109. Identify source of funds for demolition of former badge and pass facility at Tennessee Street and Wilson Avenue. (Whittom, England -- December 2011).

Project development

110. Develop a strategy to fund General Plan Update (Hightower -- May 2011).
111. Develop a General Plan update schedule for areas in the City (Hightower -- June 2011).
112. Meet regularly with Callahan/DeSilva to accelerate development of parcels in the Waterfront Master Plan. (Whittom -- Ongoing).

113. Work with Callahan/DeSilva and U.S. Post Office to develop plan and funding to expedite the relocation of the post office. (Whittom, Leach -- June 2011).
114. Complete design work for Phase 2 of Vallejo Station parking structure. (Leach -- December 2012).
115. Request funding through the Solano Transportation Authority and the Metropolitan Transportation Commission to construct a Phase 2 of Vallejo Station parking structure. (Leach -- December 2013).
116. Extend agreement with rail operator to support continued rail operations on Mare Island. (Whittom, Hollingsworth -- February 2011).
117. Revise the City's on-street parking policies to address the opening of Vallejo Station. (Leach -- August 2011).
118. Support redevelopment of Mare Island through expeditious permit review to facilitate occupancy of existing buildings and subdivision review activity. (Whittom, Kleinschmidt, West -- February 2011).
119. Prepare report for the City Council on the status of completion of environmental clean-up on Mare Island. (Hollingsworth -- April 2011).
120. Continue to work with Mare Island Studios to support North Mare Island development. (Batchelor, Whittom -- February 2011).
121. Solicit offers to purchase and develop former badge and pass facility. (Whittom, England -- June 2012).
122. Develop list of both desirable vacant or underutilized property to attract private investment. (Hightower -- July 2012).
123. Support Weston regarding entitlement process to facilitate implementation of wetlands mitigation project on leased property. (Hollingsworth -- February 2011).
124. Prepare report regarding progress made on feasibility of solar farm on City-owned property on Mare Island. (Whittom, England -- July 2011).
125. Secure funding and complete preliminary design of Capital Street extension. (Whittom, Leach -- December 2011).

126. Secure funding and complete construction of Capital Street extension. (Whittom, Leach -- December 2013).
127. Explore desirability of transitioning Zio Fraedos facility lease to ground lease to support continued investment in the property. (England -- March 2011).
128. Work with Callahan/DeSilva funding opportunities to rebuild Harbor Way and accelerate development of northern waterfront park. (Whittom -- June 2012).

Partnering

129. Meet with representatives of Vallejo City Unified School District regarding collaboration that supports reduced costs and enhanced performance for the school district. (Batchelor, Whittom, England -- April 2011).
130. Direct City Manager to meet with a representative of the California State University - California Maritime Academy to identify opportunities to support further investment on its campus and in the assessment of expansion opportunities in Downtown Vallejo. (Batchelor, Whittom, Taylor -- February 2011).
131. Direct City Manager to work with Touro University to support continued investment in facilities and expand student population. (Batchelor, Taylor -- March 2011).
132. Continue to partner with Solano County to support the entitlement/environmental review of the approved Solano County Fairground concept plan - Solano 360. (Whittom, Taylor -- February 2011).
133. Meet with representatives of Kiewit Corporation to explore opportunities to support economic vitality and jobs on 40 acre waterfront property. (England -- September 2011).
134. Explore feasibility of public/private partnership with owner of former General Mills waterfront site adjacent to City leased area to support economic vitality and jobs on the property. (Whittom, England, Taylor -- September 2011).

135. Meet with representatives of Solano Community College regarding the further investment on its campus. (Batchelor, Whittom, Taylor -- April, 2011).
136. Work with Vallejo Community Arts Foundation and property owner to determine if we can identify potential revenue streams to support Empress Theater operations. (Taylor -- May 2011).
137. Explore the opportunity to increase jobs, increase economic vitality and leveraging the Curtola/Lemon Transit Center project by applying to be a Transportation Priority Development Area and thereby being eligible for transportation funding. (Taylor -- July 2012).
138. Explore with Greater Vallejo Recreation District (GVRD) funding opportunities to beautify and enhance River Park. (England -- January 2012).
139. Participate with the North Bay cities, businesses and to pursue and improve the quality of life for all participants, to increase understanding, knowledge, resources and influence. (Batchelor, Whittom -- Ongoing).
140. Work with California Redevelopment Association and the League of California Cities to monitor and understand impact on City finances and operations of potential state imposed modifications to redevelopment law. (Taylor -- February 2011).

Support and Enabling

141. Examine utility of expanding Downtown first floor uses in zoning ordinance for City Council consideration. (Hightower -- March 2011).
142. Strive to extend and expand the property-owner supported Downtown Vallejo Management District. (Taylor -- March 2012).
143. Work with downtown businesses to market and advertise downtown shopping and restaurant opportunities to ferry and bus riders. (Taylor -- October 2011).
144. Investigate the use of Community Development Block Grant (CDBG) funds for small business development loans for local/Vallejo-based entrepreneurs that have an interest in establishing businesses that could

potentially attract people to the downtown area. (Nestlerode, Ricca -- May 2011).

145. Re-examine preliminary feasibility study for expanded redevelopment area along I-80 corridor and on North Mare Island and work with STA to get this corridor designated as a Transportation Priority Development Area to qualify for transportation funding. (Whittom, Taylor -- September 2011).
146. Pursue the process to implement land planning and creation of new redevelopment project areas, if feasible. (Whittom, Taylor -- October 2011).
147. Revise Community Events Ordinance to support broader use of City assets. (Leach, Cerini, Santos -- September 2011).

E. Initiate consistent and effective communications with the City Employees and the community

Residents and beyond

148. Encourage all employees to promote and publicize the strengths, opportunities and achievements of the City of Vallejo. (All -- Ongoing).
149. Develop and approve an annual Legislative Program that will be shared with both our state and federal delegations and which includes a commitment to meet at least annually with our County, State and Federal representatives. (Batchelor -- January 2012).
150. Maximize use of web page and social media to present a positive and interactive experience that promotes Vallejo. (Whittom, Gonzalez -- September 2011).
151. Create and distribute first issue of a City-wide newsletter. (Whittom -- July 2011).
152. Evaluate department web pages regularly to ensure information is accurate, comprehensive, user-friendly and includes a contact person to facilitate public access. (Gonzalez and All Departments -- May, 2011)
153. Explore most effective means of enhancing the image of the City through in house resources and/or contracting for public relations assistance. (Batchelor -- August 2011).
154. Encourage sponsors of all City-funded new construction and rehabilitation sites to erect a job site sign that identifies the City as a key sponsor showing the community/public that Vallejo has resources to make developments happen. (Leach -- February 2011).
155. Expand and improve the City website to include additional user-friendly features for the public including an up-to-date GIS property information system, permit and processing fees, social media and a link to the FEMA website. (Gonzalez -- May 2011).
156. Conduct an education program including use of volunteers to educate the community on affordable housing in Vallejo. (Nestlerode -- September 2011).

Communicating with City Employees

157. Recognize that the City's employees are its most important asset, that they need to be kept informed of developments which affect their jobs and that there is a pressing need to effectively communicate in a timely manner with all City employees regarding the state of the City's operations, organization and finances. (Batchelor, Department Heads and Supervisors -- Ongoing).
158. Direct the City Manager to continue to hold meetings with all employees to keep employees informed and to receive input. (Batchelor -- Ongoing).
159. Charge all supervisory and managers to schedule meetings with each direct report to provide guidance, encouragement, training, and counseling and to show recognition and appreciation. (Batchelor, Department Heads and Supervisors -- March 2011).
160. Meet with leaders of employee organizations on a regular basis to keep them apprised of the status of the City's financial condition. (Batchelor, Boutte -- Ongoing).
161. Direct the City Manager to continue issuing bulletins on a regular basis to keep employees aware of critical information (Batchelor -- February 2011).
162. Improve communications with all employees regarding promotional and training opportunities, ongoing recruitments, and information regarding benefits. (Boutte -- June 2011).
163. Direct Human Resources Director to regularly meet with each department to strengthen communications and establish positive working relationships. (Boutte -- June 2011).
164. Implement a process to receive customer feedback regarding the timeliness and effectiveness of Human Resources services. (Boutte -- October 2011).
165. Publicize the availability of the Employee Assistance Program to all employees. (Boutte, Department Heads and Supervisors -- May 2011).

166. Encourage creative and innovative thinking by employees regarding cost savings and revenue options and better ways of provide public services:
 - a. Identify the various ways that could be used to stimulate the generation of new ideas from employees. (Leach, Cerini -- July 2011).
 - b. Coordinate a review and update of Administrative Rule 2.12, Beneficial Suggestion Plan (Leach, Cerini, Human Resources -- December 2011).

167. Continue to highlight organizational and community successes in City Manager bulletins, City-wide newsletters and other public communications (Batchelor, All Employees -- Ongoing).

F. Streamline City business practices to provide competent, courteous and responsive services to the public.

Operations and systems improvements

168. Provide helpful referrals to the public and “warm transfers” whenever a customer requires information from another department. (All employees -- March 2011).
169. Revise the agenda preparation process whereby items are placed on the City Council’s and related agendas on a timely basis and in a standardized format that emphasizes the desired actions in a clear and concise manner. (Batchelor, Kelly -- February 2011).
170. Assess the desirability of providing more opportunities for in-house staff to design capital projects in lieu of contracting out for design work. (Leach, Kleinschmidt-- June 2011)
171. Adopt a policy to judiciously use outside consultants for purposes in which the City does not have in-house expertise. (Batchelor, Whittom -- July 2011).
172. Develop and implement a Return-To-Work program and report back to the City Council with a status report. (Boutte, Millican -- August 2011).
173. Perform an analysis to determine the desirability of centralizing all accounts receivable billing and collection functions. (Millican, Oiler -- September 2011).
174. Expand the utilization of internet by ensuring the following Human Resources information is available to employees and public: (Gonzalez, Boutte -- May 2011).
 - Human Resource policies and procedures;
 - Salary schedules;
 - Job openings;
 - Benefit information;
 - Human Resource forms;
 - Training opportunities;
 - New Employee Handbook

175. Enhance web-site to allow water and marina customers the ability to view account information on-line. (Oiler, Gonzalez -- July 2011).
176. Review the feasibility of developing a new policy for seniors and low-income residents to have flexibility regarding the monthly payment due dates to support vulnerable citizens. (Adair -- July 2012).
177. Perform a review of City Hall hours to establish service hours that effectively meet the needs of our citizens. (Whittom -- September 2011).
178. Explore feasibility of consolidating water bills from the City with sewer charges from the Vallejo Sanitation and Flood Control District into one bill. (Millican, Oiler -- January 2012).
179. Explore desirability and feasibility of submitting to voters an updated and enhanced Business License Ordinance. (Batchelor, Millican -- July 2013).
180. Evaluate desirability and feasibility of eliminating the two-step process for amending City budget which will require a City Charter amendment and voter approval. (Batchelor, Millican -- December 2012).
181. Assess the functionality of accident review process to determine if change is needed (Braun -- February 2011).
182. Explore technology alternatives that would allow the street sweeping function to assist in intensifying parking enforcement. (Leach, Gonzalez, Nichelini -- July 2011).
183. Investigate desirability of eliminating Police Department involvement in transporting persons suffering from mental illness through modification of ambulance agreements. (Nichelini, Rohr -- February 2012).
184. Enhance effectiveness of police services by maintaining participation in regional task forces (FBI, Drug etc.) and field support activities (SWAT). (Jackson -- January 2012).

185. Study the feasibility of reorganizing the provision of legal services to City departments by centralizing all requests for legal services in the City Attorney's Office and develop simple, but formal, procedures for staff to request legal services. (Quintana, Cohen -- July 2011).
186. Update Fire Department Rules and Regulations and provide training as appropriate. (Robertson -- March 2011).
187. Encourage managers to ensure staff has the tools and resources to efficiently perform their duties (Department Heads and Supervisors -- July 2011).
188. Finalize a revised set of Personnel Rules for the City. (Boutte -- December 2011).
189. Develop a strategy to attract and retain skilled employees by helping to provide job satisfaction for each employee. (Boutte -- December 2011).
190. Develop and implement a succession planning protocol to ensure knowledge transfer, provide upward mobility, and ensure continuity of City leadership. (Batchelor, Boutte -- November 2011).
191. Investigate the desirability of establishing an Employee Suggestion Program to reward employees for suggesting efficiencies, productivity improvements and cost reduction measures. (Boutte -- May 2011).
192. Determine desirability of decentralizing human resources activities, including sworn and non-sworn promotional testing. (Nichelini, Boutte -- April 2011).
193. Review the compensation and compaction of the management classifications in Police Department to determine if inequities exist. (Batchelor, Nichelini, Boutte -- July 2011).
194. Develop a pilot program within the Public Works Department that affords the opportunity for employees to obtain a greater understanding and appreciation of other City employee's jobs. (Leach, Kleinschmidt, Nugteren, Cerini -- September 2011).

195. Encourage professional and respectful dress by City staff and assure vehicles and equipment are kept clean to project a positive, public perception. (Department Heads and Supervisors -- July 2011).
196. Create a comprehensive policy and procedures manual for each Public Works Division to assist in training new staff and document standard practices. (Leach, Kleinschmidt, Nugteren, Cerini -- outline by May 2011, draft by September 2011, final by December 2011).
197. Establish the goal for all City employees to return phone calls received from a citizen within 24 hours. (Leach, Public Works Division Managers -- June 2011).
198. Streamline signature and authorization requirements to expedite the processing of administrative documents. (Leach, Lanni, Finance -- June 2011).
199. Assess the desirability of using more in-house staff in lieu of contracting out for design of Capital Projects provide more opportunities for in-house staff to design projects. (Leach, Kleinschmidt -- June 2011).
200. Evaluate the feasibility and desirability of creating a pre-qualified bidders' list for Public Works projects. (Leach, Kleinschmidt -- November 2011).

Organizational modifications and improvements

201. Create Economic Development Director position (with existing funding) that reports to City Manager to provide a single point of authority for permitting process and business development. (Batchelor, Whittom, Boutte -- February 2011).
202. Commence recruitment for the position of Economic Development Director. (Batchelor, Whittom, Boutte -- February 2011).
203. Change existing Assistant City Manager/Community Development position to Assistant City Manager position to assist with the overall management of the City as well as being responsible for overseeing budget and housing. (Batchelor, Boutte -- June 2011).
204. Fill existing Administrative Analyst position in City Manager's Office with focus on improving financial oversight, analysis, monitoring and enhanced

- communications with staff and citizens. (Batchelor, Boutte -- September 2011).
205. Perform organizational review of Risk Management function to determine appropriate placement in City organizational structure. (Batchelor, Braun -- February 2011).
 206. Continue negotiations for consolidation/regionalization of Police Communications Services with regional agencies that may serve as a pilot program for a greater regional consolidation with the County and other agencies. (Lee -- July 2011).
 207. Conduct an organization, staffing and operational review of the Human Resources Department. (Batchelor, Boutte -- February 2011).
 208. Evaluate existing code enforcement program to determine most effective organizational location and determine the potential for increased recovery of costs. (Batchelor, Whittom -- February 2011).
 209. Review feasibility and desirability of outsourcing the Consolidated Omnibus Budget Reconciliation Act (COBRA) administration and retiree health insurance reimbursement program. (Boutte -- June 2011).
 210. Conduct an audit of Human Resources operations to review current policies and procedures being used by the department. (Boutte -- October 2011).
 211. Explore the feasibility of creating an intranet site for City employees to easily access Administrative Rules, Newsletter, Bulletins, and other pertinent information. (Gonzalez -- August 2011).
 212. Conduct office space study of Risk Management program needs in order to place staff in a single location. (Batchelor, Braun, Cerini -- February 2011).
 213. Assess value of considering alternate autonomous structure of the Housing Authority to support more efficient functions. (Batchelor, Whittom, Nestlerode -- January 2013).

Improvements to permit and review process

214. Emphasize the importance of utilizing a courteous, helpful and responsive manner when serving the needs of permit applicants. (Whittom -- February 2011).
215. Adopt a problem-solving approach that will result in an enabling and inviting experience for permit customers. (Batchelor, Whittom -- February 2011).
216. Reaffirm time limits/performance standards for issuance of permits in order to enable permit activities (Whittom -- April 2011).
217. Adopt a policy that allows staff to complete their application-review process in the fastest time period possible. (Hightower, West, Kleinschmidt -- March 2011).
218. Make reasonable standard mitigations and conditions of approval known to applicants at commencement of application process. (Hightower, Kleinschmidt -- September 2011).
219. Create central permit counter on the second floor (e.g. Public Works Engineering, Fire Inspection and Vallejo Sanitation and Flood Control District representatives) to support collaboration, shared knowledge and one stop service to permit customers (Hightower, West, Kleinschmidt -- May 2011).
220. Enhance permit customer service and access by establishing the option of using an appointment system with objective of scheduling all appointments within five business days to support greater responsiveness to customer inquiries. (Hightower, West, Kleinschmidt -- September 2011).
221. Designate business ombudsman to support quick resolution of problems (Whittom, Taylor -- March 2011).
222. Coordinate public hours of operation for all divisions that are providing permit assistance (Hightower, West, Kleinschmidt -- September 2011).
223. Review existing building and development fee schedule toward the goal of reducing certain fees to achieve equity and achieve full participation in the permitting process. (Whittom -- June 2011).

224. Hire a Building Division Plan Check Engineer to support more expeditious plan check by reducing current outside plan check consultant costs. (West, Boutte -- September 2011).
225. Ensure all development departments maximize use of permit-tracking software system to expedite permit review. (West -- July 2011).
226. Consider creation of enterprise fund for development departments to fund needed positions, provide better customer service, and reliable long term funding for permit services. (Whittom, Millican -- December 2011).
227. Install payment kiosk on second floor to facilitate customer permit payments (Whittom, West, Millican -- September 2011).
228. Provide concise information regarding anticipated time-line, cost and process for each permit on updated web-site and handouts. (Whittom, Hightower, West, Kleinschmidt -- July 2011).
229. Provide equity and consistency when conducting plan checks and field inspections to eliminate changing demands during process. (West, Kleinschmidt -- Ongoing).
230. Develop procedure to reduce timeframe for building permit issuance when project does not involve health and safety issues. (West -- July 2012).
231. Continue Development Team (D-Team) coordination of large projects to ensure expeditious permit issuance. (Whittom, Hightower -- Ongoing).
232. Prepare an update for Standard Plans and Specification Manual to provide consistent and up-to-date information for internal and external use and make available on-line and hard copy. (Leach, Kleinschmidt -- September 2011).

Customer outreach and feedback

233. Conduct quarterly meetings with permit applicants, businesses and developers to review City processes, solicit suggestions, report on process changes and support dialogue. (Whittom, West, Hightower, Kleinschmidt -- April 2011).
234. Direct City Manager to hold regular meetings with business community to receive feedback on the effectiveness of City services and receive input

regarding how services can be more effectively delivered. (Batchelor -- February 2011).

235. Evaluate the effectiveness of the permitting process by requesting customer feedback through regular surveys. (Batchelor, Whittom -- April 2011).
236. Establish a sign-in sheet for Public Works counter to provide a mechanism for follow-up with customers to ensure responsiveness to applicant needs. (Leach, Hansen, Grover -- February 2011).

Sustainable practices

237. Assess the feasibility of implementing a paperless agenda preparation process. (Kelly, Gonzalez -- August 2011).
238. Determine the feasibility of providing the City Council with electronic agenda packets (Kelly, Gonzalez -- August 2011).

Records management

239. Request City Manager to have Department Heads designate a person to work with the City Clerk to inventory department records that should be included in a comprehensive records management system and records retention schedule. (Kelly, All Department Heads --May 2011).
240. Direct the City Manager to work with the City Clerk and City Attorney to evaluate the City's record keeping requirements and return with recommendations to establish a process for the filing, storage, retrieving and purging of records. (Batchelor, Soley, Kelly -- October 2011).
241. Examine the feasibility of purchasing an electronic data management system (EDMS) that will allow not only for the storage and retrieval by departments of City documents, but that can be easily provided to the public upon request. (Batchelor, Millican, Kelly, Gonzalez -- October 2011).
242. Update Administrative Rules to assist in operations and examine the feasibility of purchasing a software database system to serve as the digital repository for City policies and procedures and provide online access to all staff. (Batchelor, Kelly -- September 2012).

G. Support and enhance the City organization.

Performance Evaluations

243. Redesign the performance appraisal process to incorporate the use of goals that are specific, realistic, and measurable, are outcome and productivity focused and that contain a date set for their completion. (Batchelor, Boutte - January 2012).
244. Provide training to reinforce understanding to all supervisors and managers that the employee evaluation function is not just an annual occurrence, a continuous, ongoing process throughout the year as a means for supervisors to provide immediate feedback to their direct reports. (Batchelor, Boutte -- March 2011).
245. Develop and document a process that ensures all employees receive one or more written performance appraisals each year. (Boutte, Department Heads and Supervisors -- June 2011).
246. Charge all supervisory and management personnel to schedule regular meetings with each direct report to provide guidance, encouragement, training, and counseling and to show recognition and appreciation. (All -- Ongoing).
247. Determine feasibility of acquiring a new software program to facilitate the evaluation of City employees. (Boutte, Gonzalez -- July 2012).

Recognition for Meritorious Service

248. Establish an employee recognition reward system and train managers to implement. (Batchelor, Boutte -- August 2011).
249. Explore the need for a more uniform program to standardize recognition of retirees. (Boutte -- November 2011).
250. Create Fire Crew of the Year and Medal of Valor Awards. (Robertson -- September 2011).
251. Continue to participate in Rotary Firefighter of the Year award. (Robertson -- Ongoing).

Training and staff development

252. Conduct a training program for supervisory staff that is focused on employee development, positive reinforcement, continuous positive interaction to build effective working relationships, setting clear expectations on how to coach, counsel, hold accountable, and recognize and reward all employees in creative ways for their praiseworthy performance. (Batchelor, Boutte -- July 2011).
253. Facilitate training session to enhance collaboration between offices of City Manager, City Attorney, Finance, and Human Resources to improve risk management services to operating departments. (Batchelor, Braun -- May 2011).
254. Leverage available training resources by seeking to partner with other agencies, using in-house experts, and using Web-based training opportunities. (Batchelor, Boutte, Gonzalez -- October 2011).
255. Develop and implement training programs to enhance employee skills, knowledge and abilities in how to serve the public effectively. (Batchelor, Boutte, Gonzalez -- September 2011).
256. Develop enhanced “new employee orientation program” to assist new hires to become successful. (Boutte -- September 2011).
257. Provide training to all supervisors in order to utilize the new on-line (NeoGov) recruitment program. (Boutte, All -- September 2011).
258. Prepare loss prevention awareness training program for all department and division managers. (Braun, Boutte -- June 2011).
259. Enhance problem-solving and customer service culture by providing regular training to permit staff. (Whittom -- May 2011).
260. Provide training/education on proper use of equipment to extend life of equipment and save resources (Department Managers and Supervisors -- Ongoing).
261. Develop and provide Brown Act (California Open Meeting law) and Public Records Act training sessions for City staff to more efficiently and effectively implement the letter and spirit of these State laws. (Nagel, Soley, Kelly -- May 2011).

262. Ensure City staff is trained to utilize the latest technological innovations. (Millican, Gonzalez, Boutte -- July 2011).
263. Provide an annual training session for all clerks with payroll responsibilities to ensure accuracy and timeliness of payroll program. (Boutte, All -- November 2011).
264. Develop a comprehensive training program for inspection staff to ensure standard construction practices are followed on all City projects (traffic control, materials testing, safety, etc.). (Leach, Kleinschmidt, Panganiban -- November 2011).
265. Develop a pilot program within the engineering division where a staff member has an opportunity to work with their counterpart from a different agency allowing Public Works to adapt successful procedures and best practices into our process. (Leach, Kleinschmidt, Lanni -- July 2011).
266. Coordinate ergonomic training for all staff with a goal of reducing staff injuries. (Boutte, Braun -- August 2011).

Hiring and Classifications

267. Initiate recruitment process to hire permanent City Clerk by July 2011. (Boutte -- April 2011).
268. Determine the feasibility of establishing a professional permanent position of Personnel Analyst to handle employee benefits, payroll records, and leave administration in the Human Resources Department. (Batchelor, Boutte -- February 2011).
269. Consider feasibility of eliminating independent contractors and hiring a permanent staff person to perform reclassification, recruitment, and training. (Batchelor, Boutte -- February 2011).
270. Initiate recruitment process to hire a permanent Risk Manager by May 2011. (Batchelor, Boutte -- February 2011).
271. Explore restructuring current Economic Division staffing with retiree annuitants and re-appropriating funds to add staff person to support business and land development (Whittom -- April 2011).

272. Modify building and planning permit technician job specification to provide one specification, cross-trained knowledge of planning, building and public works permit requirements. (Hightower, West, Kleinschmidt -- July 2012).
273. Update job classifications that are outdated by removing obsolete job duties. (Boutte -- July 2012).
274. Implement a new employee orientation process. (Boutte -- September 2011).
275. Work with Vallejo Police Officers' Association and others to determine feasibility of creating additional Police Department annuitant positions, including limited-duty uniformed officers. (Nichelini, POA -- July 2011).
276. Determine feasibility of creating an entry level class to enhance future recruitment of police officer class (below Step 1 Police officer). (Lee -- January 2012).
277. Determine appropriate staffing and funding levels needed to provide essential preventative maintenance of City's infrastructure and identify steps needed to achieve the same. (Leach, Cerini -- July 2011).

Utilization and recognition of volunteers

278. Encourage the expanded use of volunteers in all City departments. (Batchelor, Boutte, Department Heads and Supervisors -- Ongoing).
279. Determine the need and cost of a volunteer coordinator and investigate the desirability of using the position that administers the Event Ordinance for use of City owned property. (Boutte -- December 2011).
280. Encourage the utilization of student interns to perform various administrative functions. (All -- July 2011).
281. Continue to utilize the "Lend A Hand" volunteer program to provide additional resources to all departments and to create a recognition program for volunteers. (Boutte -- May 2011).

282. Develop a Maintenance Division volunteer program to cover all applicable areas of support and customer service activities. (Leach, Cerini, Wood -- June 2011).
283. Increase graffiti removal resources by increasing the use of volunteers and exploring additional funding opportunities. (Leach, Cerini -- July 2011).
284. Explore the potential to retain a business attraction and retention volunteer that markets the City and supports reinvestment by existing businesses. (Taylor -- September 2011).

H. Preserve and enhance the City's physical infrastructure.

Buildings, Grounds and Roads

285. Perform a review of City Hall to identify maintenance priorities and actions that should be taken to increase the attractiveness of the facility and the customer experience. (Leach, Cerini -- July 2011).
286. Prioritize the establishment of Emergency Services Facilities when preparing the City's Capital Improvement Plan. (Batchelor, Nichelini, Robertson -- June 2011).
287. Recognize the need to replace existing and inadequate Emergency Operations Center and police facilities, and identify and evaluate funding options. (Batchelor, Nichelini, Leach -- July 2012).
288. Recognize the value of preventive maintenance for public safety buildings and identify funding to provide minimum maintenance levels for public safety facilities. (Batchelor, Nichelini, Robertson, Leach -- July 2011).
289. Provide financial resources consistent with the Five Year General Fund Business Plan and maintain City properties to be consistent with Code Enforcement requesting private property owners maintain their properties. (Cerini -- May 2011).
290. Assess enhancement of comfortable and safe working and customer environment in City-owned facilities by inventorying and costing needs and preparing a work plan and schedule to accomplish desired goals. (Leach, Cerini -- March 2011).
291. Provide convenient public parking adjacent to City Hall by ensuring all City vehicles are parked in their designated spots to preserve spaces for the public. (Leach, Alberto -- July 2011).
292. Ensure all City vehicles have defining identification marks. (Leach, Cerini - - September 2011).

293. Install energy efficient components on the lighting systems located in City buildings:
 - a. Inventory status and identify needs. (Leach, Cerini -- August 2011).
 - b. Identify funding sources and implement recommendations. (Leach, Cerini -- December 2011).
294. Conduct two studies to evaluate the feasibility of: 1) implementing a Citywide maintenance assessment district by June 2012; and 2) adopting a new Community Benefit District Ordinance in July 2011. (Leach, Kleinschmidt, Cerini).
295. Prepare a Parking Management Plan that will include evaluating the feasibility of charging an appropriate parking fee for ferry and bus riders. (Leach, Kleinschmidt, Wooley -- June 2012).
296. Prepare a Capital Improvement Plan (CIP) for the City which includes existing needs, projected needs and identifies resources to complete these projects and prepare a timeline for the completion. (Leach -- November 2011).
297. Provide Annual Street Report to the City Council identifying work performed, current condition of the streets, and funding needs. (Leach, Cerini -- April 2011).