

**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 1st 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 2nd 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**