

City of Gilroy Strategic Plan – 2018 Implementation Action Plan

In the tables below “U” means underway.

Goal 1 – Economic Development: Focus on Revenue Driving Economic Development

Goal 1 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
1	<p>Coherent Economic Development Strategy</p>	<p>7 initiatives update– June 2018</p> <p>Further timelines based on Council direction in working with economic development facilitator</p>	<p>Administration/ City Administrator’s Office</p>	<p>Economic Development Corporation; Gilroy Welcome Center; Chamber of Commerce; Downtown Business Association</p>	<p>Comments:</p> <p>In Partnership Specific to Gilroy Incentives by zone or district Urgency Timeline for Implementation</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Presentation of the 7 initiatives to Council • Additional facilitated economic development study session/strategy development • Completion of information gathering projects by the Gilroy EDC • Strategy adoption <p>Progress:</p>

Goal 1 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
1	Implement Recommendations from the Community Development Department Review	<p>Develop Work Plan – August 2018</p> <p>Identify key staff, resources and time to implement – September 2018</p> <p>Initial Report to Council on work plan and key assets to complete the plan – October 2018 (1st quarterly report)</p>	Community Development/ Director	Deputy Director of Community Development	<p>Comments: New Senior Planner hired Currently in recruitment for Deputy Director of Community Development</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Develop project specific work plan to implement the recommendations • Identify key staff, resources, and time to implement • Report back to Council quarterly progress until all recommendations are met. <p>Progress:</p>

Goal 2 – Downtown Revitalization: Revitalize Downtown Including Incentives

Goal 2 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
2	Trash Enclosure Consolidation	Technical components, including final designs, locations, and implementation plans – February 2019	Public Works/ Director	Recology – Customer service and customer outreach/ coordination Finance Director – financial assistance as needed	<p>Comments: Technical part will be completed this year Coordination of businesses to obtain buy-in will take time.</p> <p>Milestones:</p> <ul style="list-style-type: none"> Develop work plan with Recology <p>Progress:</p> <ul style="list-style-type: none"> Meetings are currently being held to implement this strategy
2	Update Parklet Process and Permits	Draft process before Council – October 2018 Create Fact Sheets and Implement new process and permits – December 2018	Community Development/ Director	Planner; Public Works relating to special use permits	<p>Comments: Policies will require them to be modular and removable to convert back to parking spaces Will be addressed through special use permits which Public Works manages.</p> <p>Milestones:</p> <p>Progress:</p>
3	Implement Bike Share Program	Pilot program with LimeBike – TBD, timeline is dependent upon LimeBike’s implementation of their service in Gilroy Update on pilot project – six months after LimeBike program implementation	Public Works/ Director	Bicycle Pedestrian Commission consulting, Public Works operations staff to address issues.	<p>Comments: Six month pilot project has been approved and is being implemented by LimeBike. Depending upon success of pilot program, project will proceed or be cancelled.</p> <p>Milestones: Six month implementation report to Council after LimeBike implements their service</p> <p>Progress:</p>

Goal 2 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
1	Incentivize Use of Downtown	<p>Staff gather and compile compliance requirements from all sources that are active in the downtown district – November 2018</p> <p>Compare compliance attainment and improvements in compliance needed – February 2019</p> <p>Bring report to Council regarding assessment, as well as recommendations for improvement – April 2019</p>	Administration/ City Administrator		<p>Comments:</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Gather compliance requirements • Analyze and report on compliance • Present to Council • Implement any improvements as directed <p>Progress:</p>
1	Incentives for Early Occupancy and Review of Downtown Policies	<p>Develop draft policies – September 2018</p> <p>Council determination of subsidized payment of fees – November 2018</p> <p>Implement and roll out program – January 2019</p>	Community Development/ Director	City Administrator, Gilroy EDC, Gilroy Downtown Bus. Assoc.	<p>Comments:</p> <p>Extend downtown payment plan on impact fees</p> <p>Aesthetic after occupancy</p> <p>Bonding for temporary occupancy for the remaining work to be done. On business owners</p> <p>Council to determine if they want to subsidize the payment of the fee</p> <p>Milestones:</p> <p>Progress:</p>

Goal 2 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
2	Evaluation of Possible Permit Parking (parking structure or parking lots)	<p>VIP assessment of parking trends and issues – October 2018</p> <p>Parking Ordinance Suspension Review and potential pilot project – December 2018</p> <p>Angular parking on Egleberry – December 2018</p> <p>Evaluate other parking concepts – December 2018</p>	Community Development/ Director	Police VIPs, Downtown Business Association; Gilroy EDC; Gilroy Welcome Center	<p>Comments:</p> <p>Look at lifting parking ordinance, suspend for 2 years</p> <p>Use VIPs to assess if really a parking issue, if owners and employees would park in the back</p> <p>Look at angular parking on Egleberry as well for parts that do not already have it</p> <p>Section between 6th and 7th, by demonstration garden, has become residential parking instead of business parking. Monitor to see who is parking there</p> <p>Evaluate dirt lot behind Art Center that City owns to make it spillover parking</p> <p>Look at select 3 commercial businesses on the first floor for a year</p> <p>Milestones:</p> <p>Progress:</p>
Bike Rack	Evaluation of a Second Paseo	<p>Determine measure of first paseo benefits – December 2018</p> <p>Establish criteria and potential location for second paseo project – February 2019</p>	Community Development/ Director	Public Works Department Staff; Bicycle Pedestrian Commission – consulting commission	<p>Comments:</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Determine measure of first paseo benefits • Establish criteria and potential location for second paseo project <p>Progress:</p>

Goal 2 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
Bike Rack	Staff Report on Property Owner Compliance	Review compliance measures and requirements – July 2018 Analyze and draft staff report; present to Council – October 2018	Community Development/ Director	Community Development and Public Works staff; economic development and downtown partners	<p><u>Comments:</u></p> <p><u>Milestones:</u></p> <ul style="list-style-type: none"> • Review compliance measures and requirements • Analyze and draft staff report; present to Council <p><u>Progress:</u></p>

Goal 3 – Public Safety: Enhance Public Safety Capabilities

Goal 3 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
1	Public Safety Revenue Measure – Poll Community	<p>Polling company contract – June 2018</p> <p>Polling process completed and results presented to Council – August 2018</p>	Administration/ City Administrator's Office	Finance Director – Advanced support for securing polling firm proposals	<p>Comments: Ask Council to make a determination</p> <p>Milestones:</p> <ul style="list-style-type: none"> Secure contract polling company Council input on polling questions Consultant conduct polling Receive report on public support Council makes determination to proceed or cease pursuing a revenue measure <p>Progress:</p>
1	Homeless Pilot Program	<p>Council consideration of coordinator position – June 2018</p> <p>Progress update on Pilot program – January 2019</p>	Police/ Chief of Police		<p>Comments: Coordinator position; explore cost sharing with other agencies; initial investment made already by Council for \$100,000</p> <p>Milestones:</p> <ul style="list-style-type: none"> Hiring a coordinator position Progress update to Council on achievements of pilot program <p>Progress:</p>
2	Glen Loma Fire Station Decision	<p>Amend Development Agreement – August 2018</p> <p>Complete Standards of Cover – December 2018</p> <p>Council decision – February 2019</p>	Fire/ Fire Chief	Standards of cover partner agencies;	<p>Comments:</p> <p>Milestones:</p> <ul style="list-style-type: none"> Amend development agreement Complete Standards of Cover Council decision <p>Progress:</p>

Goal 3 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
Bike Rack	Resolution of Support to Reverse Propositions 47 and 57 Negative Impacts	N/A	Police/ Police Chief	N/A	<p>Comments: Resolution adopted. Not deemed complete in case additional support activities are needed. Timeline and team members would be updated if additional activities are identified.</p> <p>Milestones:</p> <p>Progress:</p>
3	Seek Crime Prevention Grant Funding	N/A	Police/ Youth Gang Prevention Manager	Finance Dept. staff regarding terms of grant fund management	<p>Comments: Continuing search for possible public safety grant funding.</p> <p>Milestones: No milestones as the work will depend on what grants are identified as potential funding sources</p> <p>Progress:</p>
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Goal 4 – Customer Service: Become More Customer Friendly

Goal 4 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
2	<p>Employee Training</p>	<p>Creation of training curriculum – September 2018</p> <p>Develop training plan, timelines, key measures of success – November 2018</p> <p>Implement training program – January 2019</p> <p>Complete initial training program – February 2019</p> <p>Evaluate potential further and ongoing training – February 2018</p>	<p>Community Development/ Director of Community Development</p>	<p>Deputy Director of Community Development; City Administrator; Human Resources;</p>	<p>Comments: Specific Departmental Values identification/training Goals of City and departments When and what questions to ask Culture of customer service Mandatory Internal</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Duties shift to free up Director to develop this training • Creation of training curriculum • Implementation of training program • Survey modified for determining customer service improvement • Report to Council on degree of success <p>Progress:</p>

Goal 4 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
1	Community Development	<p>Creation of training curriculum – September 2018</p> <p>Develop training plan, timelines, key measures of success – November 2018</p> <p>Implement training program – January 2019</p> <p>Complete initial training program – February 2019</p> <p>Evaluate potential further and ongoing training – February 2018</p>	Community Development/ Director of Community Development	Public Works Director	<p>Comments: Support to free up director to focus on customer service improvement Technical and quasi-technical training Each department develop on customer feedback mechanism; aggregate data and report to Council</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Duties shift to free up Director to develop this training • Creation of training curriculum • Implementation of training program • Survey modified for determining customer service improvement • Report to Council on degree of success <p>Progress:</p>
3	Revisit Mission, Vision, Values	<p>Department head meeting – July 2018</p> <p>Staff all-hands meetings – September 2018</p> <p>Compile and present to Council – January 2019</p>	Administration/ City Administrator's Office	City Council; All Department Heads	<p>Comments: Senior Managers are stewards in partnership with the City Council</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Meeting with Department Heads to review mission, vision, values • Convene meeting with general employees to get feedback/ideas • Compile recommendations for Council report • Implement Council direction <p>Progress:</p>

Goal 4 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
1	Information Technology Strategic Plan Implementation	2. December 2018 3. January 2019 4. June 2019 5. Group formed November 2018; roadmap June 2019	Finance/ Finance Director	IT Staff; Consultants; Department Heads	<p>Milestones:</p> <p><u>1. IT Governance (Oversight)</u></p> <ul style="list-style-type: none"> • Formation of IT Advisory Committee • Develop Committee Charter <p><u>2. IT Administration (IT Staffing)</u></p> <ul style="list-style-type: none"> • Hire IT Applications Analyst <p><u>3. IT Project Management</u></p> <ul style="list-style-type: none"> • Develop formal process for defining and managing major technology projects <p><u>4. Business Applications - GIS Roadmap</u></p> <ul style="list-style-type: none"> • Form small group of future GIS users • Establish deliverables and roadmap to achieve them

Goal 5 – Fiscal Stability: Prepare for the Fiscal Cliff/Financial Stability

Goal 5 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
1	Public Safety Revenue Measure	Polling company contract – June 2018 Polling process completed and results presented to Council – August 2018	Administration/ City Administrator's Office	Finance Director – Advanced support for securing polling firm proposals	<p>Comments: Ask Council to make a determination</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Secure contract polling company • Council input on polling questions • Consultant conduct polling • Receive report on public support • Council makes determination to proceed or cease pursuing a revenue measure <p>Progress:</p>
1	Update Fees and Charges	RFP for consultant issued – June 2018 Consultant selected – August 2018 Initial proposal for update – November Presentation to Council - December 2018 Adoption of updates – January 2019	Finance/ Finance Director	Finance Manager – Budget Division	<p>Comments:</p> <p>Milestones:</p> <ul style="list-style-type: none"> • Draft RFP • Issue RFP • Evaluate and Select Consultant • Receive consultant recommendations • Staff report to Council • Council adoption of updates • Implementation and noticing to the public sent <p>Progress:</p>

Goal 5 Priority	Strategy and Implementation Steps	Timeline	Lead Department / Position	Team Members	Milestones, Progress and Comments
3	Update 10-Year Financial Forecast	Model Update - September 2018 Presentation to Council – November 2018	Finance/ Finance Director	Finance Manager – Budget Division	<u>Comments:</u> Management Partners assisting with update of forecast <u>Milestones:</u> <u>Progress:</u> 10 Year Forecast updated. Being utilized in various
2	CalPERS Study Session	Analysis, discussion topics, and other information gathering – September 2018 Prepare agenda and hold special meeting with Council – January 2019 Develop implementation plan – February 2019	Human Resources/ Director	Finance Department staff	<u>Comments:</u> Discuss: PERS stabilization trust fund Acceptable level of PERS pre-funding Negotiate employee cost share Marin decision Long-term strategy regarding PERS increase Survey other city solutions Agenda item for Trust Fund - \$500,000 first year contribution <u>Milestones:</u> <u>Progress:</u>