



COMMUNITY PILLAR



A SAFE COMMUNITY THAT THRIVES

Support facilities, design programs and ensure compliance with regulations that create a healthy, resilient, and engaged community that is prepared, safe, and housed.

GOAL CATEGORIES

1. Emergency Preparedness: Goal 1
2. Public Safety: Goals 2-5
3. Development, Permitting, and Housing and Human Services: Goals 6-9
4. Transportation and Traffic Safety: Goal 10
5. Water and Wastewater: Goal 11
6. Literacy: Goal 12
7. Neighborhood Preservation, Risk Management, and Regulation: Goals 13-16

GOAL 1

Oversee the City's emergency preparedness, management, and response efforts

EMERGENCY PREPAREDNESS		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Obtain and maintain accreditation from Emergency Management Accreditation Program (EMAP) Emergency Management Accreditation Program	Year 1	City Manager's Office
2: Foster relationships within the regional emergency management community and with our partner agencies and organizations Regional Emergency Management Relationship Efforts	Ongoing	City Manager's Office
3: Create a Resilient Livermore program Post-disaster Economic Resiliency Video	Year 2	City Manager's Office
4: Complete and maintain the build-out of the Emergency Operations Center Emergency Operations Center	Ongoing	City Manager's Office
5: Enhance the Livermore-Pleasanton Community Emergency Response Team (CERT) Program participation to increase the number of trained community members who are emergency response volunteers in the event of a local or regional disaster CERT Outreach Efforts	Ongoing	Livermore-Pleasanton Fire & City Manager's Office

GOAL 2

Provide proactive and effective public safety and crime prevention through direct enforcement, education, and partnerships

PUBLIC SAFETY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Evaluate and implement evidence-based crime reduction initiatives and strategies that will reduce crime, reduce fatal and injury collisions, and provide opportunities to improve quality of life Evidence-based Crime Reduction Initiatives and Strategies	Ongoing	Police
2: Continue to host the Community Police Academy and fully support the LPD volunteer program Community Police Academy and LPD Volunteer Program Efforts	Ongoing	Police
3: Hire a mental health clinician to work with officers in the field Mental Health Clinician Recruitment	Year 1	Police
4: Ensure that all officers complete crisis intervention team (CIT) training Crisis Intervention Training (CIT)	Ongoing	Police

GOAL 3

Implement processes that ensure a high degree of public trust and community support

PUBLIC SAFETY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Create a system of checks and balances by identifying the internal audits that should be conducted and the appropriate personnel to conduct and manage them Internal Checks and Balances Auditing	Ongoing	Police
2: Conduct a full review of the professional standards scope of work and appropriate staffing levels Professional Standards Review	Year 1	Police

GOAL 4

Partner with the community to enhance collaborative problem solving and to improve the quality of life in Livermore

PUBLIC SAFETY		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Improve outreach for public safety related community events (e.g., National Night Out, Coffee with the Cops); ensure department staff attends Neighborhood Watch events</p> <p>Faith-based Leadership Outreach</p> <p>Community Events Outreach Efforts</p>	Ongoing	Police
<p>2: Implement effective programs that focus on youth engagement and relationship building</p> <p>Youth Engagement and Relationship Building Efforts</p>	Year 1	Police
<p>3: Provide youth and family-centered counseling, education and support services and programs</p> <p>Horizons Family Counseling</p>		

GOAL 5

Ensure effective fire suppression, prevention, emergency medical and disaster services to meet the evolving needs of our communities and other changing conditions

PUBLIC SAFETY		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Complete a community risk assessment to identify appropriate emergency service levels and performance measures, incorporating regional issues and City-approved levels of service</p> <p>Community Risk Assessment</p>	Year 1	Livermore-Pleasanton Fire
<p>2: Monitor ambulance transport needs and services within Alameda County and take steps as needed to ensure uninterrupted service</p> <p>Emergency Medical Services</p>	Ongoing	Livermore-Pleasanton Fire
<p>3: Assess the feasibility of establishing a community paramedicine program, which is a system that integrates emergency medical staff with the healthcare system</p> <p>Community Paramedicine Program</p>	Year 3	Livermore-Pleasanton Fire
<p>4: Establish close coordination between LPFD and the City on emergency management to ensure efficient and effective responses during emergencies</p> <p>Disaster Management Coordination Efforts</p> <p>Community Development Assistance with Fire Emergency Response</p>	Ongoing	Livermore-Pleasanton Fire
<p>5: Review and consider Insurance Services Office (ISO) Fire Protection Class 2 status</p> <p>Insurance Services Office Review</p>	Ongoing	Livermore-Pleasanton Fire

GOAL 6

Provide efficient and effective permit processing services

DEVELOPMENT, PERMITTING, AND HOUSING AND HUMAN SERVICES		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Implement electronic permit submissions, online payments, and electronic permit issuance Accela Citizens Access Online Permitting Solar App+ Permitting	Year 2	Community Development
2: Provide updated information and how-to guides for customers regarding the City's permit process on the City's website Informational Handouts	Year 1	Community Development

GOAL 7

Expand and preserve the supply of affordable housing opportunities

DEVELOPMENT, PERMITTING, AND HOUSING AND HUMAN SERVICES		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Ensure that affordable housing is available for very low-, low- and moderate-income families as well as people with various special needs (i.e., seniors, disabled, homeless, etc.)</p> <p>Affordable Homeownership Program</p> <p>Affordable Housing Guide Update</p> <p>Eden Housing- Downtown</p> <p>Homekeeper Database Transition</p> <p>Pacific Avenue Affordable Housing Project</p> <p>Shea Housing Agreement T8613</p> <p>Family Homelessness Challenge Grant</p> <p>COMPLETED - BMR Brochure Update</p>	Ongoing	Community Development
<p>2: Adopt a Housing Element that meets local needs and complies with the state's Regional Housing Needs Allocation (RHNA)</p> <p>COMPLETED</p>	Year 1	Community Development
<p>3: Implement Housing Element programs to support the provision of a variety of housing types and related support services in Livermore</p> <p>2023 BMR and DPA Occupancy Monitoring</p> <p>2023 Multi-family complexes monitoring</p> <p>772 Camden Common Acquisition Tri-Valley REACH</p> <p>Affordable Housing Informational Videos</p> <p>Downpayment Assistance Program</p> <p>End of Eviction Moratorium Preparedness</p> <p>Fair Housing Consultant Contract Renewals</p> <p>Housing Community Engagement and Public Outreach</p>	Ongoing	Community Development

GOAL 8

Expand and improve access to human services

DEVELOPMENT, PERMITTING, AND HOUSING AND HUMAN SERVICES

OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Work with community partners to ensure that our most vulnerable residents have food and access to needed services</p> <p>Vineyard 2.0 Services Coordination</p> <p>Three Valleys Community Foundation Agreement</p>	Ongoing	Community Development
<p>2: Utilize federal grant funds to support non-profit community providers who provide needed services to our most vulnerable residents</p> <p>CDBG Grant Administration FY 2023-24</p> <p>HOME Grant Administration FY 2023-24</p> <p>Human Services Funding</p>	Ongoing	Community Development
<p>3: Strengthen and support local human services delivery infrastructure through the operation of the Multi-Service Center, Housing Services Center, and Hagemann Farm facilities</p> <p>Hagemann Farm Property Management</p> <p>Housing Services Center Administration & Property Management</p> <p>Multi-Service Center Administration</p>	Ongoing	Community Development
<p>4: Improve access to shelter, transitional, and permanent supportive housing along with health and wellness services that promote housing stability and reduce the number of persons experiencing homelessness in Livermore</p> <p>Vineyard 2.0 Project</p> <p>Tiny Homes and Guaranteed Basic Income</p> <p>Homeless Housing, Assistance and Prevention Program (HHAP) Rounds 3 and 4</p> <p>Winter Shelter Services (FY23-24)</p> <p>Homelessness Prevention Grant</p>	Ongoing	Community Development
<p>5: Seek additional funding for housing and human services needs in Livermore</p> <p>PLHA Grant Administration</p>	Ongoing	Community Development
<p>6: Facilitate efforts of local and regional nonprofits to find sustainable resources to provide physical and mental healthcare for Livermore residents</p> <p>Resource Identification Efforts</p>	Ongoing	Community Development
<p>7: Facilitate partnerships, coordination, and communication between nonprofits serving Livermore</p> <p>Nonprofit Community Partner Connections</p>	Ongoing	Community Development

GOAL 9

Facilitate new development consistent with the City's General Plan

DEVELOPMENT, PERMITTING, AND HOUSING AND HUMAN SERVICES		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Facilitate high-quality development that is consistent with the General Plan and Development Code, and supports the community's need for a range of diverse housing types</p> <p>Asbury Tiny Homes</p> <p>Garaventa Hills</p> <p>Legacy Livermore</p> <p>Lassen Townhomes</p> <p>Pell</p> <p>Rincon and Pine Mixed-use</p> <p>South Livermore/Pacific Avenue (former Nob Hill site)</p>	Ongoing	Community Development

GOAL 10

Work to maintain a safe and efficient local transportation network and address safety concerns

TRANSPORTATION AND TRAFFIC SAFETY		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Support ongoing opportunities to enhance the safety and efficiency of City streets for all modes of travel</p> <p>Bluebell Drive Traffic Calming</p> <p>Traffic Calming Efforts</p> <p>Local Road Safety Plan</p> <p>Crosswalk Improvements</p> <p>Vision Zero Action Plan</p> <p>COMPLETED - Murrieta Boulevard and Pine Street Safety Improvements</p>	Ongoing	Community Development
<p>2: Develop an updated sidewalk repair program, focused on both public and private efforts to repair damaged sidewalks</p> <p>Sidewalk Repair and Replacement Program Implementation</p>	Year 1	Community Development
<p>3: Implement the Active Transportation Plan, with a special focus on priority trail, pedestrian, and bicycle improvements</p> <p>East Avenue Demonstration Project</p>	Year 2	Community Development
<p>4: Implement roadway improvements identified in the General Plan</p> <p>Roadway Improvement Efforts</p> <p>North Canyons Parkway/Dublin Boulevard Extension</p>	Ongoing	Community Development

GOAL 11

Operate and maintain municipal water systems that provide safe, efficient delivery of potable and recycled water, collect and treat wastewater, and comply with all federal, state, and local regulations

WATER AND WASTEWATER		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Maintain, repair, or replace system components to provide drinking water and recycled water safely and effectively to customers WRD Water Operations and Maintenance Efforts	Ongoing	Public Works
2: Maintain, repair, or replace system components to collect, treat, and discharge wastewater safely and effectively for all customers WRD Wastewater Operations and Maintenance Efforts	Ongoing	Public Works
3: Develop, maintain, repair, or replace components for an effective and efficient stormwater management system WRD Stormwater Operations and Maintenance Efforts Springtown Flood Mitigation Strategies Storm Damage Repairs	Ongoing	Public Works
4: Ensure all municipal water operations comply with federal, state, and local regulations WRD Regulatory Compliance Efforts	Ongoing	Public Works

GOAL 12

Promote literacy in all its forms to help residents fulfill their life goals and be more active community members

LITERACY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Provide efficient access to a broad range of high-quality information resources <i>News and Digital Literacy</i> <i>Year-Round Reading Encouragement Efforts</i>	Ongoing	Library
2: Enhance librarians' skills to better promote information, digital, and financial literacy <i>Librarians Training Efforts</i>	Ongoing	Library
3: Improve both the physical and Digital Library to benefit users and make positive impressions <i>Physical and Digital Library Collection Development Efforts</i>	Ongoing	Library
4: Create information literacy learning outcomes for English as a second language (ESL) students <i>ESL Related Efforts</i>	Ongoing	Library

GOAL 13

Focus enforcement (including Neighborhood Preservation) activities on community priorities

NEIGHBORHOOD PRESERVATION, RISK MANAGEMENT AND REGULATION		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Conduct proactive enforcement for property maintenance, illegal signage, and unsafe structures <i>Neighborhood Preservation Updates</i>	Ongoing	Community Development
2: Respond to community concerns to investigate Livermore Municipal Code violations <i>Graffiti Removal Efforts</i>	Ongoing	Citywide

GOAL 14

Update development standards, codes, and ordinances

NEIGHBORHOOD PRESERVATION, RISK MANAGEMENT AND REGULATION		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Update development standards and ensure consistency between related codes and ordinances <i>Codes, Standards and Guidelines Consistency Efforts</i>	Year 2	Community Development
2: Update the City's standards to respond to changes in state law <i>Development Code Update</i>	Ongoing	Community Development
3: Update the City's standards related to fences and walls <i>Walls and Fences Design Guidelines</i>	Year 2	Community Development
4: Update the City's Noise Ordinance <i>Noise Ordinance update</i>	Year 2	Community Development
5: Complete updates to local code sections to improve the efficiency and effectiveness of local operations <i>Temporary Sign Standards Update</i>	Year 2	Community Development

GOAL 15

Develop, oversee, implement, and manage an effective and efficient risk management program

NEIGHBORHOOD PRESERVATION, RISK MANAGEMENT AND REGULATION		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Protect the City's resources by developing, implementing, and overseeing a risk management program that limits liability exposure using various risk management strategies</p> <p>Risk Management Strategies</p>	Ongoing	City Attorney's Office
<p>2: Protect against workplace injury and ensure compliance with workplace safety requirements by developing, implementing, and overseeing an active workplace safety program that provides safety training, policy development, worksite inspection, and accident prevention education</p> <p>Ergonomic Evaluations</p> <p>Prescription Safety Glasses Program</p> <p>Respiratory Protection Program</p> <p>Safety Committee</p> <p>Workplace Hazard/Safety Inspections</p> <p>Workplace Safety Equipment Maintenance</p> <p>Workplace Safety Policies</p>	Ongoing	City Attorney's Office
<p>3: Help injured employees obtain treatment and return to work by developing, implementing, and overseeing a cost-effective worker's compensation program</p> <p>Workers' Compensation Insurance Pool</p> <p>Workers' Compensation Program</p>	Ongoing	City Attorney's Office
<p>4: Protect the City's assets and resources by developing, implementing, and overseeing an insurance program that obtains coverage for the City's personal and real property, and ensures responsible parties indemnify and insure the City through effective insurance and indemnity permit and contractual terms and conditions</p> <p>Contract Insurance Program</p> <p>Property Insurance Program</p>	Ongoing	City Attorney's Office
<p>5: Process claims against the City and defend the City, when necessary, by developing, implementing, and overseeing a practical and cost-effective government claim program and thorough, effective litigation practices</p> <p>Claims Administration</p> <p>Claims Litigation and Defense</p>	Ongoing	City Attorney's Office

GOAL 16

Lead efforts, in collaboration with other City departments, to respond to claims asserting a dangerous condition of public property

NEIGHBORHOOD PRESERVATION, RISK MANAGEMENT AND REGULATION		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Investigate claims, identify potential causes, develop recommendations, implement remedial measures, when necessary, to protect the public Investigation and Remedial Action	Ongoing	City Attorney's Office



COMMUNITY PILLAR

ECONOMY THAT PROSPERS

Encourage a thriving business environment that results in a strong, diverse, resilient economy and supports community prosperity.

GOAL CATEGORIES

- 8. Business Engagement: Goal 1
- 9. Diversification/Resilience: Goal 2-5
- 10. Innovation: Goal 3
- 11. Major Development: Goals 4-5

GOAL 1

Lead efforts, in collaboration with internal and external partners, to provide effective communication and engagement with businesses

BUSINESS ENGAGEMENT		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Expand business outreach opportunities, establishing effective two-way communication and engagement</p> <p>Annual State of the Economy Report</p> <p>Business Community Survey</p> <p>Business Spotlight Visits</p>	Ongoing	Innovation & Economic Development, Community Development
<p>2: Identify and recommend changes to policies, processes, and programs to help businesses come to Livermore and stay and succeed in Livermore</p> <p>Community Benefit Fund</p>	Year 2	City Attorney's Office, Innovation & Economic Development, Community Development

GOAL 2

Lead efforts, in collaboration with other City departments and outside partners, to maintain and enhance the diversity and resilience of Livermore's economy

DIVERSIFICATION/RESILIENCE		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Lead initiatives and programs to help strengthen Livermore's ability to attract and retain a workforce of diverse backgrounds and skill levels earning a livable wage</p> <p>Workforce Attraction and Retention Efforts</p>	Ongoing	Innovation & Economic Development
<p>2: Foster economic resiliency through information, education and skill building of local businesses</p> <p>Ready Livermore Business Campaign</p>	Ongoing	Innovation & Economic Development
<p>3: Engage with community partners to enhance and grow Livermore's tourism economy</p> <p>Downtown Hotel Project Implementation</p> <p>Tourism and Special Events Grants Program</p> <p>Wine Heritage District</p> <p>Visit Tri-Valley Partnership</p>	Ongoing with emphasis in Year 2	Innovation & Economic Development

GOAL 3

Encourage an innovation driven economy

INNOVATION		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Attract knowledge workers to live in Livermore Knowledge Worker Attraction Efforts Manufacturing Day/Bay Area Manufacturing Week	Ongoing	Innovation & Economic Development
2: Create more startup activity and support for technology-based entrepreneurship Business Acceleration Program	Ongoing	Innovation & Economic Development
3: Enable the creation of high-value commercial facilities and attract high-growth, innovative companies Citywide Economic Incentive Program Project Expediting Strategy	Ongoing	Innovation & Economic Development, Community Development

GOAL 4

Implement the Isabel Neighborhood Specific Plan

MAJOR DEVELOPMENT		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Work with property owners and developers to facilitate development of high-quality commercial, office and residential uses consistent with the Specific Plan Cornerstone Residential Project Harridge Development Agreement Shea – Portola Avenue Triad- Northeast Corner DeNova Homes Triad- Northwest Corner DeNova Homes	Ongoing	Innovation & Economic Development, Community Development
2: Ensure developers comply with the Specific Plan requirements to build high-quality affordable housing Housing Agreements with INSP Developers	Ongoing	Community Development

3: Monitor implementation of the Specific Plan and prepare any necessary Specific Plan amendments for Council consideration City Council INSP Monitoring Report INSP Update to Comply with MTC TOC Policies	Ongoing	Community Development
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GOAL 5

Facilitate the development of commercial and industrial projects that provide high-quality local jobs and support a diverse local economy

MAJOR DEVELOPMENT		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Work with property owners and developers to facilitate development of high-quality projects consistent with the City's economic development goals Major Development Projects Status Map Surface Mining Permit Parcels 38, 39, and 40 Development	Ongoing	Innovation & Economic Development, Community Development



COMMUNITY PILLAR



ENVIRONMENTAL STEWARDSHIP

Preserve and protect Livermore's climate and environment for future generations and become a municipal leader in sustainability, reducing and drawing down greenhouse gas emissions, and encouraging sustainable development.

GOAL CATEGORIES

- 12. Climate Action Implementation: Goal 1
- 13. Solid Waste/Recycling: Goal 2
- 14. Environmental Regulation Compliance: Goal 3
- 15. TBD

GOAL 1

Lead efforts to implement the updated Climate Action Plan in collaboration with internal and external partners

CLIMATE ACTION IMPLEMENTATION		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Collaborate with business and community partners to offer Climate Action programs to the community Business and Community Stakeholder Collaboration	Ongoing with emphasis in Year 2	Community Development, Innovation & Economic Development
2: Harness Livermore's natural landscapes to improve stormwater management Stormwater Management	Ongoing	Community Development, Public Works
3: Help mitigate wildfire risks by facilitating measures such as building retrofits and fire-safe landscaping standards Low-water and Fire-resistant Landscape Efforts	Years 1 & 2	Livermore-Pleasanton Fire, Community Development
4: Lead efforts to cool neighborhoods by expanding the urban tree canopy Urban Forest Enhancements	Ongoing	Public Works, Community Development
5: Lead efforts to improve water conservation and water reuse standards Water Conservation and Reuse Efforts	Ongoing	Public Works, Community Development
6: Lead efforts to promote 100% renewable energy Communitywide Enrollment in EBCE Renewable 100 Electrification REACH Code Municipal Enrollment in EBCE Renewable 100	Ongoing	Citywide
7: Lead efforts to explore and implement technology to assist with climate action, such as carbon farming Carbon Sequestration City Landscape Pilot Project	Year 1	Citywide
8: Promote installation of electric vehicle chargers EV Charging Handout and Website Update EV Charging Reach Code EV Infrastructure Pilot Project with Google Fast-charging Hubs on City-owned Property Solar-powered EV Chargers at City Hall Greenville Community Charging Depot	Year 1	Citywide
9: Lead efforts to help promote additional waste diversion Waste Diversion Efforts Beyond Regulatory Requirements	Ongoing	Citywide
10: Facilitate the expanded use of solar in Livermore	Year 1	Community Development

Solar with Battery Back-up on Critical Municipal Facilities		
11: Incorporate energy efficiency measures into improvements to City-owned property Energy-efficiency Upgrades on City-owned Property	Year 2	Community Development
12: Work across City departments to reduce or eliminate the use of paper (consistent with implementation of the ERP process) Forms Digitization/Business Process Improvement	Years 2 & 3	Community Development, Administrative Services
13: Establish drought friendly landscaping by reducing turf, increasing mulch placement, and implementing irrigation designs that protect legacy trees while adapting to restrictive watering mandates Drought-friendly Landscape Efforts Beautification Committee Update	Years 1 & 2	Public Works
14: Update City codes to encourage residential, commercial and City landscaping to incorporate edible and native plants Landscape Guidelines and Standards Review Efforts	Year 3	Community Development

GOAL 2

Manage the City's solid waste contract and develop and implement the City's recycling program ensuring compliance with state and local regulations

SOLID WASTE/RECYCLING		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Develop, maintain, and manage the City's solid waste contract Vasco Landfill Contract Extension	Ongoing	Public Works
2: Develop, maintain, and manage the City's recycling program Go Green Initiative Recycling Program Efforts	Ongoing	Public Works
3: Ensure the City complies with all applicable state and local regulations Cal Recycle Annual Report Compliance Mulch Volunteer Project at Sage Reusable Food Ware SB 1383 Procurement Compliance	Ongoing	Public Works
4: Educate and partner with local food operators to divert food waste Food Waste Diversion Efforts	Ongoing	Public Works

GOAL 3

Help the City fulfill its obligations under state and federal environmental regulations, and in response to regulatory oversight

ENVIRONMENTAL REGULATION COMPLIANCE		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Research and train on current environmental regulations, and help staff fulfill the City's requirements Environmental Regulations Continuing Education and Training Efforts	Ongoing	City Attorney's Office
2: Represent the City in matters before regulatory agencies Regulatory Agency Inquiries and Investigations	Ongoing	City Attorney's Office
3: Review and provide counseling on environmental documents prepared by the City Environmental Document Review	Ongoing	City Attorney's Office
4: Streamline environmental permitting and promote regional conservation Habit Conservation Plan Dublin Livermore Open Space Negotiations	Ongoing	Community Development

GOAL 4

Preserve open space resources consistent with General Plan policies

ENVIRONMENTAL REGULATION COMPLIANCE		
OBJECTIVE	TIMELINE	DEPARTMENT
TBD		



COMMUNITY PILLAR

INCLUSIVE & INVITING SPACES & PLACES

Create inclusive and inviting natural and built places and spaces for contemplation, play, arts, and connection while celebrating our history and encouraging community pride.

GOAL CATEGORIES

- 16. Sense of Place: Goals 1-4
- 17. Historic Preservation: Goal 5
- 18. Community Events: Goal 6
- 19. Regional Transportation: Goal 7
- 20. Library: Goals 8 and 9
- 21. Accessibility: Goal 10

GOAL 1

Further enhance Livermore's unique sense of place

SENSE OF PLACE		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Enhance and celebrate Livermore's unique community character</p> <p>Blacksmith Square Public Art</p> <p>First Street South Side Flex-zone Improvements</p> <p>Veterans Park</p> <p>Community Displays</p>	Ongoing with emphasis in Year 3	Innovation & Economic Development, Community Development
<p>2: Grow Livermore's experience economy, specifically within food, beverage, and entertainment industries</p> <p>The Lot on First Street</p> <p>Small Business Incentive Program</p>	Ongoing with emphasis in Years 2 and 4	Innovation & Economic Development

GOAL 2

Implement the newly adopted Creative Livermore cultural arts vision

SENSE OF PLACE		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Ensure access to art experiences and cultural programming is available across the entire community</p> <p>Community Art Access Efforts</p>	Ongoing	Innovation & Economic Development
<p>2: Work with community partners to identify the need for arts spaces and solutions for providing such space</p> <p>Community Art Spaces Identification Efforts</p>	Ongoing with emphasis in Year 1	Innovation & Economic Development
<p>3: Assist the Commission for the Arts in developing goals and objectives for use of the public art fund and associated programs</p> <p>CFA Strategic Priorities</p>	Ongoing with emphasis in Years 1 and 3	Innovation & Economic Development

GOAL 3

Continue to implement the Downtown Specific Plan

SENSE OF PLACE		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Facilitate a vibrant Downtown environment that supports businesses, residents and visitors and includes a mix of dining, shopping, and entertainment for everyone to enjoy</p> <p><i>Downtown Utility and Street Work</i></p> <p><i>Outdoor Dining Permits</i></p>	Ongoing	Innovation & Economic Development, Community Development
<p>2: Work with developers of Downtown projects (SPARC, Blacksmith Square Expansion, Hotel, etc.) to facilitate the construction of approved projects</p> <p><i>Blacksmith Square Expansion</i></p> <p><i>Downtown Hotel</i></p> <p><i>Quest Science Center</i></p> <p><i>Farmers Union Restaurant (former SBC building)</i></p> <p><i>SPARC (Black Box) Theater</i></p>	Years 1 & 2	Community Development
<p>3: Complete the L Street Garage to increase parking availability in the Downtown area</p> <p><i>L Street Parking Garage</i></p>	Year 2	Community Development
<p>4: Work to design and implement improvements to the Flagpole Plaza at the southwest corner of First Street and Livermore Avenue</p> <p><i>Flagpole Plaza Improvement Plans</i></p>	Years 1 & 2	Community Development

GOAL 4

Continue to complete the General Plan Update

SENSE OF PLACE		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Update the Land Use map with consultant and General Plan Advisory Committee Preferred Land Use Scenario	Years 1 & 2	Community Development
2: Complete an Environmental Impact Report General Plan Update Environmental Analysis	Year 1	Community Development
3: Work with consultant and General Plan Advisory Committee to prepare the General Plan Update document General Plan Update - Preparation	Year 2	Community Development
4: Present the General Plan Update document to City Council for adoption General Plan Update - Adoption	Year 2	Community Development

GOAL 5

Maintain the City's Historic Preservation Program

HISTORIC PRESERVATION		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Work with property owners to ensure changes to historic resources are consistent with the City's Historic Preservation Program requirements. Historic Resource Analysis Efforts	Ongoing	Community Development

GOAL 6

Provide effective support for community events

COMMUNITY EVENTS		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Provide efficient and effective permit processing for community events <i>Special Event Procedures and Routing Update</i>	Ongoing	Community Development
2: Facilitate active coordination with businesses, residents, and community partners for special events <i>Community Events Planning, Strategy and Analysis</i> <i>Special Events Community Partner Collaborations</i>	Ongoing	Innovation & Economic Development, Community Development

GOAL 7

Work with local and county partners on physical infrastructure improvements

REGIONAL TRANSPORTATION		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Increase the availability of a variety of transportation options and improve upon current ones <i>Valley Link Planning & Implementation</i> <i>Administrative Guidance for MTC's Transit Oriented Community Policy</i>	Ongoing	Community Development
2: Foster intergovernmental relationships that lead to more efficient and effective physical improvements to Livermore's unique spaces and places <i>Alameda County Housing Element</i> <i>County Land Use Referrals</i> <i>Intergovernmental Efforts</i>	Ongoing	Citywide

GOAL 8

Improve Library facilities to increase safety, comfort, and functionality

LIBRARY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Update observation technology at all Library locations <i>Library Observation Technology</i>	Year 1	Library
2: Schedule facility assessments at all library locations and implement improvements to facilities and amenities <i>Library Facility Assessments</i>	Ongoing	Library

GOAL 9

Affirm equity and inclusion by reflecting the diverse local community in services, programs, and staffing

LIBRARY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Ensure inclusiveness by improving Library services to remote users and under-served communities <i>Mobile and Remote Library Services</i>	Ongoing	Library
2: Create more programming that reflects the diversity of all Livermore residents <i>Diverse Programming Creation</i>	Ongoing	Library
3: Survey and outreach to under-served areas of our community to determine their needs <i>Underserved Community Needs Survey</i>	Ongoing	Library
4: Audit the Library's collection to ensure it reflects all points of view <i>Library Collection Audit</i>	Ongoing	Library

GOAL 10

Ensure the City fulfills its responsibility to provide access to City buildings and programs to disabled individuals in compliance with the Americans with Disabilities Act

ACCESSIBILITY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Ensure the Risk Manager carries out their duties as the Americans with Disabilities Coordinator ADA Coordinator Accommodations	Ongoing	City Attorney's Office



COMMUNITY PILLAR

A CITY THAT WORKS

Foster an organization that is fiscally sustainable, innovative, effective and efficient; provides excellent public services; invests in professional development and well-being of employees in alignment with the Community and Organizational Values; and responsibly invests in the City's infrastructure.

GOAL CATEGORIES

- 22. Council Engagement: Goal 1
- 23. Advisory Body Engagement: Goal 2
- 24. Federal and State Advocacy: Goals 3-4
- 25. Customer Service and Community Engagement: Goals 5-7
- 26. Organizational Excellence: Goals 8-10
- 27. Organizational Efficiency: Goals 11-13
- 28. Infrastructure: Goal 14
- 29. Fiscal and Regulatory Stewardship: Goals: 15-17

GOAL 1

Engage effectively with the Mayor and City Council

COUNCIL ENGAGEMENT		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Create opportunities for the Mayor and City Council to effectively engage with regional partners and members of the community</p> <p>Alameda County Mayors Conference</p> <p>City Council Engagement Tasks</p> <p>Council Swearing-in Ceremony</p> <p>Mayor's State of the City Address</p> <p>Memorial Day Remembrance</p> <p>Proclamations, Certificates, and Recognitions</p> <p>Tri Valley Mayor's Summit</p> <p>UC Berkeley International House Scholar Rotary Weekend</p> <p>Annual Tri-Valley Veterans Day Parade</p>	Ongoing	City Manager's Office
<p>2: Effectively and timely respond to constituents' inquiries on behalf of the Mayor and/or City Council</p> <p>Response Efforts</p>	Ongoing	City Manager's Office
<p>3: Survey the community regularly to inform priorities</p> <p>National Community Survey</p>	Years 2 and 4	City Manager's Office

GOAL 2

Engage effectively with the City's advisory bodies

ADVISORY BODY ENGAGEMENT		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Implement training for advisory body members, staff liaisons and other appropriate staff Advisory Body Training	Year 1	City Manager's Office
2: Implement advisory body process improvements Advisory Body Process Improvements	Ongoing	City Manager's Office
3: Ensure proper technology and meeting space for advisory bodies Council Chamber Technology	Years 1 and 2	City Manager's Office
4: Assess work plans of advisory bodies to ensure alignment with the Strategic Plan and other guiding documents, and City Council direction Advisory Body Review	Year 2	City Manager's Office, City Attorney's Office
5: Acknowledge advisory body efforts Civic Appreciation Dinner	Ongoing	City Manager's Office

GOAL 3

Oversee the City's legislative advocacy efforts

FEDERAL AND STATE ADVOCACY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Collaborate with the Tri-Valley Cities, legislative representatives, and other community partners to advocate for legislation that benefits the community and region Bill tracking – TVC Fundable Projects List Legislative Advocacy Letter Tracking New Grants Tracking Tri-Valley Cities Coordination	Ongoing	City Manager's Office
2: Advocate for legislation that benefits the City of Livermore Bill Tracking (City-specific)	Ongoing	City Manager's Office

GOAL 4

Promote Livermore throughout the state and nation

FEDERAL AND STATE ADVOCACY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Actively participate in professional organizations to enhance individual and organizational development and grow connections with outside agencies and organizations Professional Organizations and Outside Agency Awards Professional Organizations and Outside Agency Partnerships Speaking Engagements	Ongoing	Citywide
2: Foster positive relationships with the media Media Relations Efforts	Ongoing	City Manager's Office
3: Identify additional opportunities to promote the City as an organization to work for and a community to live in Employee Spotlight Videos Community Partner Spotlight Videos Livermore Showcase Video	Ongoing	City Manager's Office, Administrative Services, Innovation & Economic Development

GOAL 5

Foster a culture of exceptional customer service with a high degree of accountability

CUSTOMER SERVICE AND COMMUNITY ENGAGEMENT		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Ensure all members of the community receive timely, courteous, and professional service, and are treated with respect, regardless of circumstance Customer Service Examples, Initiatives, and Monitoring Language Translation Services	Ongoing	Citywide

GOAL 6

Provide effective communication to and coordinate engagement with the community

CUSTOMER SERVICE AND COMMUNITY ENGAGEMENT		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Effectively communicate with the community through a variety of means, such as print, in-person/events, web-based and social media platforms</p> <p>Airport Benefits</p> <p>City Manager Update Meetings- Internal and External</p> <p>Publications</p> <p>Public Communications</p> <p>Public Safety Data Communications</p> <p>Library Programming</p>	Ongoing	Citywide
<p>2: Provide accessible opportunities for community engagement</p> <p>Farmers Market</p> <p>Street Fest</p>	Ongoing	Citywide
<p>3: Inform the community about City government</p> <p>Key to the City</p>	Ongoing	Citywide
<p>4: Host programming that aligns with City initiatives and has a broad appeal</p> <p>Citywide Volunteer Program</p> <p>Community Service Day 2024</p> <p>Fourth of July Fireworks</p> <p>February 2024 Town Hall – Employment and Volunteer Opportunities</p> <p>COMPLETED - April Town Hall- Climate and Environment</p> <p>COMPLETED - June Town Hall – Strategic and Financial Plans</p>	Ongoing	Citywide
<p>5: Explore ways to enhance transparency with the public by making key information and documents available online and in accessible locations, and creating and maintaining informative, interactive, and accurate websites</p> <p>Airport Noise Monitoring</p> <p>Asana Reporting Tool Development</p> <p>Bi-annual Strategic Plan Report</p>	Ongoing	Citywide

GIS-based Reporting		
Major Project Updates for City Website		
Short-term Rentals		
COMPLETED - Budget Explainer Video		

GOAL 7

Facilitate youth engagement opportunities

CUSTOMER SERVICE AND COMMUNITY ENGAGEMENT		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Coordinate with City departments, Livermore Valley Joint Unified School District, Livermore Area Recreation and Park District and other community partners to develop and implement a broad youth in government framework</p> <p>Teen Academy</p> <p>Youth in Government Framework</p>	Year 1	Library
<p>2: Work with the Livermore Youth Advisory Commission to develop ideas for additional youth engagement</p> <p>LYAC Youth Engagement Efforts</p> <p>Youth Election Engagement</p>	Ongoing	Library
<p>3: Enhance existing and explore new opportunities for youth engagement</p> <p>Youth in Government Day</p> <p>PD and LPFD Explorer Programs</p> <p>COMPLETED - Youth in Government Video</p>	Ongoing	Citywide

GOAL 8

Attract, develop, engage, and retain a diverse and highly skilled workforce across the organization

ORGANIZATIONAL EXCELLENCE		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Strengthen recruitment efforts to attract a highly qualified and diverse workforce</p> <p>HR Coordination Efforts</p> <p>Internships</p> <p>Job Fairs</p> <p>Recruitments</p>	Ongoing	Administrative Services
<p>2: Develop staff for special assignments and promotion in anticipation of future staffing needs</p> <p>Career Development Efforts</p>	Ongoing	Police
<p>3: Review and enhance training, mentoring and career development opportunities, ensuring that current and anticipated future needs are being met, and sufficient support and resources are provided</p> <p>Asana Training</p> <p>Bias Training</p> <p>ET Workshops</p> <p>Management Training Program</p> <p>Mentor Programs</p> <p>Project Management Training</p>	Years 1 & 2	Citywide
<p>4: Expand partnerships for regional training with other fire departments and community colleges to improve efficiency and minimize and/or reduce fiscal impacts</p> <p>Regional Training Partnership Efforts</p>	Ongoing	Livermore-Pleasanton Fire
<p>5: Develop a Succession Planning Program to prepare employees for leadership positions and support career development opportunities throughout all levels of the organization</p> <p>City Manager Job Shadowing</p> <p>Succession Planning Program</p>	Year 2	Administrative Services
<p>6: Assess the management structure and span of control throughout the organization to ensure alignment of expected management and leadership responsibilities, including achievable expectations for operational duties and necessary administrative functions</p> <p>Organizational Structure and Span of Control Review</p>	Year 2	Administrative Services, City Manager's Office

7: Automate, streamline, and simplify performance review process Performance Review System	Year 1	Administrative Services
8: Successfully negotiate timely and appropriate Memorandums of Understanding (MOU)s with all bargaining units Bargaining Unit Negotiations	Year 2	Administrative Services
9: Implement best practices and tools for internal employee communication and engagement All-employee Briefing Bargaining Unit Briefings National Employee Survey Organizational Change Management (OCM) for the City's ERP project	Ongoing	Administrative Services, City Manager's Office
10: Support employee programs and events that promote organizational culture and values, professional development, and team building Alameda County Leadership Academy Emotional Intelligence and Conflict Management Training Employee Programs and Events Employee Service Awards Executive Coaching Leadership Livermore (Chamber of Commerce Program) Managers Networking Meeting (MNM) Wisdom Wednesdays (Lunch and Learn)	Ongoing	Citywide

GOAL 9

Foster an organizational culture that promotes inclusiveness and respect, and encourages diversity of thought and experience, and does not tolerate bias or discrimination

ORGANIZATIONAL EXCELLENCE		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Identify enhancements to programs, processes, and physical assets to promote inclusiveness and diversity City-facility Restroom Improvements Title VI Program	Ongoing	Citywide
2: Expand recruitment efforts to increase employee diversity to more closely match the community in the areas of gender, race, language ability and ethnicity	Ongoing	Administrative Services

DEI Implementation		
3: Expand outreach to community members interested in participating in local government Advisory Body Recruitment Efforts Advisory Body Spotlight Videos	Ongoing	Citywide

GOAL 10

Foster a culture of safety, well-being, and resilience across the organization

ORGANIZATIONAL EXCELLENCE		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Develop or enhance employee wellness programs, including both physical, mental health opportunities and outcomes Employee Wellness Program Working on Wellness (WOW Group)	Year 2	Administrative Services
2: Explore ways to enhance physical spaces to improve employee productivity Finance and IT Office Space Improvements	Ongoing	Citywide
3: Assess the employee safety and the Injury and Illness Prevention Program and develop practical measures to reduce injuries and workers' compensation costs Injury and Illness Prevention Program	Year 1	City Attorney's Office

GOAL 11

Modernize key business systems and processes to increase efficiency and improve transparency

ORGANIZATIONAL EFFICIENCY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Improve public access to and appearance (usability) of the Budget Summary Document – including CIP	Ongoing	Citywide
2: Develop a Citywide technology plan to enhance and integrate existing systems and implement new tools Citywide Technology Plan City WiFi in Public Buildings Update HVAC Controller Upgrade Insight Pure Storage Upgrade Mendenhall AV Hardware and Control System Upgrade Smart Meeting Spaces Deployment Surface Device Deployment	Years 1 & 2	Administrative Services
3: Implement a Contract Lifecycle Management Program CLM implementation	Year 1	City Manager's Office
4: Evaluate use of electronic kiosks at Library, City Hall, Civic Center Meeting Hall, and Downtown Electronic Kiosks	Years 1 & 2	City Manager's Office
5: Implement an Enterprise Resource Planning (ERP) system to create workflow approvals, ensure accuracy of payroll and vendor payments, improve data reliability, and improve financial and human resources reporting potential ERP-Finance ERP- Human Content Management (HCM)	Years 1-3	Administrative Services
6: Provide more payment options to customers to facilitate timely payments Payment Options Exploration	Years 1-3	Administrative Services
7: Improve information technology (IT) governance and internal controls to ensure the City's systems are secure IT Governance	Year 1	Administrative Services

8: Develop a Library Technology Strategic Plan Technology Strategic Plan	Year 1	Administrative Services
9: Review and evaluate technology to improve safety and improve operational and administrative effectiveness Operational and Administrative Effectiveness Efforts	Ongoing	Police

GOAL 12

Identify cyber risks and develop and implement mitigation measures to reduce the City's and its residents' exposure to cyber-attacks

ORGANIZATIONAL EFFICIENCY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Collaborate with departments and divisions to identify and mitigate cyber risks related to their operations, missions, and goals KnowBe4 Cybersecurity Awareness Training Program	Ongoing	Administrative Services
2: Develop and perform cybersecurity awareness and training to bring cyber safety to Livermore residents and businesses Righthand Cybersecurity Public Deployment	Ongoing	Administrative Services

GOAL 13

Ensure the City's contracting process is fair, efficient, and inclusive

ORGANIZATIONAL EFFICIENCY		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Process contracts and purchase orders in a timely and efficient manner Baker Tilly Procurement Process	Ongoing	Administrative Services
2: Support efforts to make local companies aware of the City's contracting opportunities Public Sector Contracting Outreach	Ongoing	Administrative Services
3: Evaluate the City's Purchasing Policy to identify modifications that will improve the City's contracting process Purchasing Policy Improvements	Year 1	Administrative Services

GOAL 14

Develop, operate, and maintain the City's infrastructure

INFRASTRUCTURE		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Conduct regular needs assessments to inform infrastructure investments Infrastructure Master Plans Transportation Network Infrastructure Assessments	Ongoing	Citywide
2: Develop and implement a comprehensive capital improvement program across all infrastructure categories Capital Improvement Program Development	Year 1	Community Development
3: Develop and maintain the City's infrastructure, facilities, and property AB 1600 Parks funding and projects Asset Management Policies and Programs Maintenance Service Center Infrastructure Operations and Maintenance Efforts School Bond 2024 Springtown Open Space	Ongoing	Public Works
4: Acquire and maintain the City's vehicle fleet and equipment, with an emphasis on switching to zero-emission technology Fleet Acquisition and Maintenance Efforts	Ongoing	Public Works
5: Develop and maintain airport runways, taxiways, aprons, and aircraft facilities including airport property leases Airport Capital Improvement Plan Projects Airport Development Airport FAA Policies Airport Hangar Leasing Airport Operations and Maintenance Efforts Leaded Fuel Reduction Efforts	Ongoing	Public Works
6: Implement an effective property management program for City-owned properties City-owned Properties Database City-owned Property Lease Management	Year 2	Community Development
7: Launch a digital software application that allows residents, staff and the visiting public to report issues with City facilities, assets or operations Livermore Connect	Year 1	Public Works

GOAL 15

Uphold the integrity of Livermore's Municipal Code, Development Code, and regulations

FISCAL AND REGULATORY STEWARDSHIP		
OBJECTIVE	TIMELINE	DEPARTMENT
<p>1: Help staff prepare ordinances and regulations that are internally consistent, enforceable, and comply with applicable law and authority</p> <p>Annual Omnibus Ordinance</p> <p>Ordinance Reviews and Approvals as to Form</p> <p>Resolution Reviews and Approvals as to Form</p>	Ongoing	City Attorney's Office
<p>2: Prosecute municipal code violations, and abate public nuisances, administratively and through civil lawsuits</p> <p>Abatement Efforts</p> <p>Enforcement Efforts</p>	Ongoing	City Attorney's Office
<p>3: Research and prepare legislative updates for City officials and staff on new laws affecting the City</p> <p>Annual Legislative Update and Training</p> <p>Continuing Legal Education and Training</p>	Ongoing	City Attorney's Office

GOAL 16

Help preserve public resources and the community's confidence in the City's governance and operation by ensuring the City fulfills its legal obligations and makes well-informed policy decisions

FISCAL AND REGULATORY STEWARDSHIP		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Partner with City officials and staff to identify and manage legal issues and provide well-informed, practical legal counseling Legal Counseling	Ongoing	City Attorney's Office
2: Review and approve all City agreements as to form and as to insurance Agreements and Insurance Related Assistance	Ongoing	City Attorney's Office

GOAL 17

Ensure effective use of public resources

FISCAL AND REGULATORY STEWARDSHIP		
OBJECTIVE	TIMELINE	DEPARTMENT
1: Seek advantageous funding opportunities from federal, state, regional, private and other non-City sources Grant Monitoring City Property Database	Ongoing	Citywide
2: Maintain strong financial policies that protect and enhance the City's long-term fiscal strength Financial Policy Update Efforts	Ongoing	Administrative Services
3: Regularly review the state of the City's finances and recommend actions necessary to ensure short-term and long-term fiscal balance Budget Review Quarterly HdL Sales Tax Newsletter	Ongoing	Administrative Services
4: Maintain the City's bond rating of AA or better General Fund Reserves Monitoring Efforts	Ongoing	Administrative Services
5: Maintain and adhere to an investment policy that complies with relevant state laws, and protects and maximizes the value of City investments Investment Portfolio Monthly Review	Ongoing	Administrative Services