

FY 2016/17 –
FY 2020/21

CITY OF RICHMOND FIVE-YEAR STRATEGIC BUSINESS PLAN

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Richmond City Council
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EXECUTIVE SUMMARY

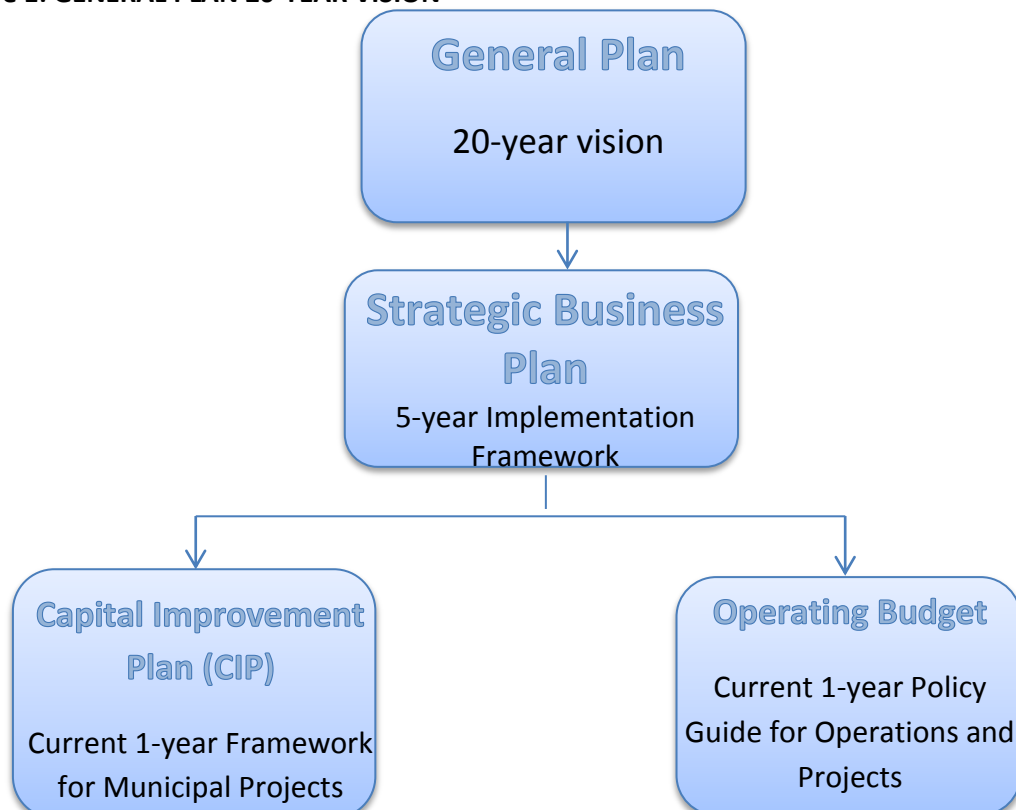
The City of Richmond's Fiscal Year (FY) 2016/17-2020/21 Five-Year Strategic Business Plan (Strategic Business Plan) has been developed to help the Richmond City Council, City department staff and the community, assess the effects of today's policy decisions on the City's future and quality of life of its residents. As a blueprint for prospective opportunities and endeavors, the Strategic Business Plan outlines the City's strategic goals, identifies objectives and actions needed to achieve goals, and sets indicators of success. The Strategic Business Plan is also designed to determine priorities for City operations and the annual budget, and to help guide the City's Capital Improvement Plan.

Relationship of the Strategic Business Plan to the City's General Plan

The Strategic Business Plan is one of the key tools for implementing and operationalize the City's General Plan. As illustrated in Figure 1, the General Plan provides an overarching vision and sets policies for guiding the physical, economic, social and cultural development of the City over the next twenty years. In contrast, the Strategic Business Plan looks at the next five years and outlines the strategies, projects and programs that will support a phased implementation of the General Plan. The City's Capital Improvement Plan (CIP) and Operating Budget then prioritize these projects and programs on an annual basis.

The Strategic Business Plan will support the decision makers and the community in ensuring that investment of financial, physical and staff resources made today enhance and preserve the community's quality of life into the future.

Figure 1: GENERAL PLAN 20-YEAR VISION



STRATEGIC GOALS

Richmond has developed a rich heritage and significant cultural diversity during its history. The City organization seeks to deliver high-quality services to the Richmond community in a way that upholds the vision and values that make Richmond the strong community it is today.

The FY 2016/17-2020/21 Five-Year Strategic Business Plan is a blueprint to help guide the City's day-to-day operations and its capital improvement and revitalization programs. This Strategic Business Plan is formulated by five distinct goals. These goals are based on the understanding that investment of financial, physical and staff resources made today ensure that the City's quality of life is enhanced and preserved for its future residents.

The City Council and City staff embrace the following five distinct Strategic Goals:

- Maintain and Enhance the Physical Environment
- Promote a Safe and Secure Community
- Promote Economic Vitality
- Promote Healthy and Sustainable Communities
- Promote Effective Government

The following is a summary of Richmond's Strategic Goals and the objectives used to fulfill the City's mission.

CHAPTER 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

Introduction

A strategic goal of the City of Richmond is to provide a clean and well-maintained environment for individuals who live, work and play within its boundaries. Richmond's public facilities and infrastructure play an essential role in the fabric of the community, and the City seeks to develop and maintain an infrastructure that is community-serving, resilient, high-performing, cost-effective, resource-efficient and environmentally friendly. An efficient transportation system, along with the infrastructure to support it, that provides a range of transportation choices will reinforce the livability of neighborhoods and support a strong and diverse economy.

Public infrastructure consists of a range of facilities including streets and transportation systems; sewer, storm drainage, flood control and solid and liquid waste disposal facilities; water, gas and electrical utilities; telecommunications facilities; recreation and landscape facilities; and other local government facilities. Many Richmond public facilities play a critical role in providing social services to residents, which enhance neighborhood stability, supplement housing and economic opportunities for community members and otherwise affect day-to-day life in the City.

Examples of the infrastructure network that is developed and maintained directly by the City of Richmond include:

- Streets
- Streetlights and traffic signals
- Sidewalks
- Street and park landscapes
- Trails, greenways and open space
- Urban forest
- City buildings and facilities
- Wastewater conveyance and treatment (by contract with Veolia Water)
- Stormwater conveyance (by contract with Veolia Water)

Key Objectives

Richmond has identified twelve key, long-term objectives to maintain and enhance the physical environment. These key objectives are:

- 1.1** Preserve and Enhance the City's Pavement Infrastructure
- 1.2** Improve the street lighting system
- 1.3** Make Richmond more pedestrian- and bicycle-friendly
- 1.4** Improve the appearance of parks and landscape areas
- 1.5** Improve the interior and exterior appearance and functionality of public facilities

- 1.6** Upgrade the wastewater treatment plant and the aging collection infrastructure systems
- 1.7** Expand the tree canopy
- 1.8** Improve accessibility to City facilities and modes of transportation
- 1.9** Increase energy performance at City facilities
- 1.10** Prepare for the construction and/or relocation of the Richmond Police Department headquarters
- 1.11** Improve traffic and pedestrian safety
- 1.12** Implement a coordinated and affordable transportation system

These twelve long-term objectives are supported by the specific actions and defined success indicators detailed in this chapter. The effective implementation of these key objectives will help ensure well-maintained infrastructure of a quality that is consistent across the Richmond community.

1.1 Preserve and Enhance the City's Pavement Infrastructure

Richmond is continuously studying new technologies such as rubberized asphalt and chip seal to maximize limited funds and better preserve the existing pavement infrastructure which consists of over 280 street miles. To add to its existing array of pavement preservation applications, the City will utilize more extensive crack sealing, fog seals and pavement rejuvenators, and apply thicker, double applications of seal coats.

Richmond aims to maintain its Paving Condition Index (PCI) rating to 65 through Fiscal Year (FY) 2020/21. To maintain and/or increase the city-wide PCI requires the coordination of several departments, as well as allocating adequate funding in the Capital Improvement Plan.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.1.a	Maintain the City PCI of 65 through FY 2020/21	Pavement Condition Index (PCI) of 65 or better through FY 2020/21	<i>Circulation</i> Goal CR3: Create a Safe and Well-Maintained Circulation System <i>Community Facilities and Infrastructure</i> Goal CF2: Encourage Efficient Use and Provide Adequate Maintenance
1.1.b	Coordinate paving projects among City departments that involve road resurfacing, streetscape improvements and/or are contiguous with municipal parking lots. Coordination includes working with utility companies and repairing sewer laterals before paving streets	Number and percentage of paving projects coordinated annually	
1.1.c	Continue to include the use of asphalt rubber (post-consumer) into paving materials standard specifications on major street projects	Implementation of standard specifications and continued utilization	

1.2 Improve the Street and Pedestrian Lighting System

To make the community safer and more pedestrian-friendly, the new General Plan encourages pedestrian-scale lighting. The City will also continue to upgrade City lighting with the use of energy-efficient light emitting diode (LED) technology and will ensure that the City's lighting system is well-maintained and operational.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.2.a	Replace all City-owned park, court, baytrail, and underpass lights with LED technology	Number and percentage and of areas upgraded. Examples include: <ul style="list-style-type: none"> • Parks • Greenway • Baytrail • Underpasses 	<i>Economic Development</i> Goal ED1: Improve Richmond's Appeal as a Place to Live, Work and Visit <i>Community Health and Wellness</i> Goal HW8: Create Safe Neighborhoods and Public Spaces
1.2.b	Require PG&E to repair/replace PG&E- owned streetlights and park lights that have deteriorated to LED technology	Number and percentage of PG&E-owned lights repaired/replaced	
1.2.c	Replace all City-owned deteriorating light poles	Number and percentage of deteriorated light poles replaced	
1.2.d	Facilitate community requests to install additional street lights in underlit areas	Number and percentage of requests processed	
1.2.e	Form landscaping and lighting maintenance districts if requested by neighborhoods	Number of districts formed	
1.2.f	Continue to use standardized design procedures to discourage wire theft	Number of wire theft incidents	
1.2.g	Evaluate revenue and improved service opportunities with street light system infrastructure such as Wi-Fi or other technologies	Number of revenue and improved service opportunities evaluated	

1.3 Make Richmond Pedestrian- and Bicycle-Friendly

The City of Richmond conducts routine sidewalk repairs and builds new bicycle lanes and paths in order to make the City more pedestrian and bicycle-friendly. The City's annual sidewalk repair and wheelchair ramp program helps eliminate tripping hazards created by the roots of City trees that uplift the sidewalk. Bicycling is a low impact transportation mode that provides an opportunity for physical exercise while reducing energy use and GHG emissions. Richmond completed and adopted a Bicycle Master Plan, Pedestrian Master Plan, and a South Shoreline Connectivity Plan. These plans will specify pedestrian and bicycle routes that link and connect to the entire community. The plans will identify routes of all types within the City and connections to regional routes such as the Richmond Greenway and the San Francisco Bay Trail. The plans encourage safer bicycle and pedestrian movements and also identify programs and activities to increase residents' awareness of safe bicycle and pedestrian travel.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.3.a	Conduct a citywide sidewalk survey	Completion of survey	<i>Circulation</i> Goal CR1: Create a Multi- Modal Circulation System Goal CR2: Promote Walkable Neighborhoods and Livable Streets
1.3.b	Increase collaboration with the West Contra Costa Unified School District to jointly fund improvements on safe routes to schools	Number of joint City-WCCUSD district projects completed	
1.3.c	Rehabilitate concrete sidewalks, curbs and gutters for ADA compliance and safety	Annual number of sidewalk repair projects completed that increase mobility	
1.3.d	Rehabilitate pedestrian paths in parks and add paths and trails to pavement management system	Number of pedestrian paths rehabilitated	
1.3.e	Implement projects included in the Bicycle and Pedestrian Master Plan such as: <ul style="list-style-type: none"> ● Close gaps in network of bikeways ● Implement on-demand bike rack program ● Address dangerous intersection at freeways ● Prioritization of curb ramp projects ● Increase bike parking facilities ● Complete the Yellow Brick Road project 	Number, percentage and type of projects listed in the master plan implemented	<i>Energy and Climate Change</i> Goal EC2: Promote Clean and Efficient Transportation Options <i>Community Health and Wellness</i> Goal HW4:

1.3.f	Develop a comprehensive network of multi-use trails and greenways including to enhance bicycle and pedestrian connectivity throughout the City and region	Comprehensive network of multi-use trails and greenways developed and percentage implemented	Provide Safe and Convenient Public Transit and Active Circulation Options Policy CR1.6: Comprehensive Network of Multi-Use Trails Action CR1.E: Trails and Greenway Program
1.3.g	Create connection between the Richmond Greenway Phase 2 and the Ohlone Pathway	Connection between the Richmond Greenway and the Ohlone Pathway completed by FY 2017/2018	
1.3.h	Connect and increase the number of “off-street” bicycle trails	Number of off-street bicycle trails added and connected	
1.3.i	Complete the San Francisco Bay Trail and maintain the existing 32 miles of Bay trail in Richmond	Number of trail gaps on the Bay Trail closed by FY 2020/2021 Install bicycle detection at on-street Bay Trail signalized intersections	
1.3.j	Implement “park-lets” on 23 rd Street, in Pt. Richmond and other areas and “bike parking corrals” in conjunction with interested businesses	Number of “park-lets” and “bike parking corrals” developed	

1.4 Improve the Appearance of Parks and Landscape Areas

The Parks and Landscaping Division within the Department of Infrastructure and Maintenance Operation seeks to improve Richmond's attractiveness by providing turf care, horticulture and other professionally accepted ground management practices for 407 acres of developed park sites and landscapes in the City. Richmond's urban appeal is enhanced by over 510 acres of open space that include trails, creeks, marshlands and shoreline areas. The City's numerous public landscapes include the Richmond Greenway, rights of way and public facility grounds. In addition to ongoing maintenance obligations, many City parks need significant upgrades to improve their functionality.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.4.a	Continue to use the comprehensive Parks Master Plan to guide renovations and/or constructions of parks, medians, public landscaping and City building exteriors. Projects could include: <ul style="list-style-type: none"> • Greening the Last Mile • Unity Park • Renovation of the Nicholl Park tennis courts • Rehab/repair of Nicholl Park playground rubberize surfacing 	Continued use of master plan.	<i>Conservation, Natural Resources & Open Space</i> Goal CN3: Improve Water Quality <i>Parks and Recreation</i> Goal PR1: Develop an Integrated System of Parks, Green Streets & Trails Goal PR2: Create Safe, High-Quality & Distinctive Parks <i>Community Health and Wellness</i> Goal HW9: Improve Environmental Quality Goal HW10: Promote Green and Sustainable Development & Practices
1.4.b	Form a landscape and lighting maintenance district in parts of the City if requested	Number of districts formed	
1.4.c	Implement the park improvement projects listed in the City's Capital Improvement Plan by accessing grants and leveraging city funds. Parks include: <ul style="list-style-type: none"> • Wendell Park • Nicholl tennis courts • Plunge Garden • Unity Park 	Number of park improvements projects completed Number grants received	
1.4.d	Continue partnerships with outside organizations to rehabilitate parks and other areas such as Unity Park and Dirt World on the Richmond Greenway	Number and type of partnerships Parks and other areas rehabilitated	

1.5 Improve the Interior and Exterior Appearance and Functionality of City-Owned Properties

The City recognizes that the quality of the physical environment of City-owned facilities such as public offices, meeting rooms and community and recreation centers has an impact on the quality of services provided to the community and participation in programs. Therefore, facility maintenance programs are critical to the City's strategic success. Currently, system maintenance occurs on an as-needed basis. The Public Works Department's goal is to implement a preventive maintenance and rehabilitation plan for its facilities and have 100% of City facilities obtain a "B" rating or higher, indicating that the facilities are in good condition.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.5.a	Update the conditional needs assessment and complete the assessment for all City facilities	Completion of needs assessment update Percentage of needs assessments completed	<i>Community Facilities and Infrastructure</i> Goal CF1: Serve a Diverse Range of Community Needs Goal CF2: Encourage Efficient Use and Provide Adequate Maintenance
1.5.b	Continue using specific routine maintenance standards for all City facilities, including specific activities and required staffing levels	Continued use of routine maintenance standards and required staffing levels	
1.5.c	Increase the number of City buildings at a "B" rating level or better and list buildings with ratings based on facility condition index	Percentage of City buildings at "B" level or higher List of ratings by City facility	
1.5.d	Design and construct improvements listed in the current Capital Improvement Plan, including ADA improvements and roof replacements.	Number of projects completed	
1.5.e	Develop and implement a city-owned property management program, as well as marketing strategy for key commercial areas, vacant land and other available sites.	Property management program developed and implemented Marketing strategy developed and implemented	

1.6 Upgrade the Wastewater Treatment Plant and the Aging Collection Infrastructure System

The Water Resource Recovery Department has a 20-year contract, expiring in 2022, with Veolia Water North America, which operates Richmond's wastewater treatment plant and maintains 230 miles of sanitary sewer and 310 miles of storm sewer pipes. Richmond has established a Sanitary Sewer System Capital Program for sewer improvement projects in order to enhance sewer capacity in substantially built-out and in less developed areas. The capital program addresses the need to rehabilitate existing sewers, with higher priorities given to those with extensive or severe deterioration, inadequate capacity, or those causing more than one sanitary sewer overflow (SSO) in a calendar year. Additionally, Richmond is responsible for constructing facilities for conveying stormwater surface runoff in the City's urban service area to adjacent stream channels, creeks and the San Francisco Bay.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.6.a	Develop a combined wastewater treatment plant (WWTP) facilities and sanitary sewer Capital Improvement Plan (CIP) that draws from a completed treatment plant master plan and updated sewer and stormwater master plans	Completion of facilities and sewers plan by FY 2016/17 Submit application for State Revolving Fund (SRF) loan by FY 2016/17 Complete the critical projects in the Facility and Sewers Plans by FY 2020/21	<i>Community Facilities and Infrastructure</i> Goal CF1: Serve a Diverse Range of Community Needs <i>Community Health and Wellness</i>
1.6.b	Install stormwater trash capture devices to achieve trash reduction targets	Achieve 70% trash reduction by July 1, 2017 – per MRP. Achieve 100% trash reduction or no adverse impact to receiving waters by trash by July 1, 2022 - per Monitoring and Reporting Program (MRP)	Goal HW9: Improve Environmental <i>Quality Energy and Climate Change</i>

1.6.c	Determine the most cost-effective technology for achieving zero net energy and reducing greenhouse gas (GHG) emissions at the wastewater treatment plant	<p>Investigate feasibility of digesting organics diverted from landfills, and develop a project to accomplish this. Apply for and obtain a 50% match grant from State for this biosolids-to-energy (B2E) project</p> <p>Implement cogeneration and/or other energy recovery technologies at the wastewater treatment plant by FY 2020/21</p>	<p>Goal EC1: Provide Leadership to Manage Climate Change</p> <p>Goal EC6: Build Climate-Resilient Communities</p> <p><i>Conservation, Natural Resources and Open Space</i></p>
1.6.d	Upgrade stormwater collection system to include green infrastructure	<p>Prepare green infrastructure framework by June 2017, per MRP</p> <p>Green infrastructure plan developed and adopted by City Council by 2019 per the MRP</p> <p>Incorporate green infrastructure into CIP projects up to 2040 per MRP</p>	<p>Goal CN6: Create a Healthy Natural Environment</p>
1.6.e	Cease delivery of biosolids to drying beds at landfill, and modify sludge/leachate agreement with WCWD if necessary	<p>Select biosolids dewatering technology by FY 2017/18</p> <p>Demolish existing, and build new solids handling facilities by FY 2018/19</p> <p>Implement new dewatering technology by FY 2019/20</p>	

1.6.f	Upgrade sanitary sewer collection infrastructure.	<p>Complete 13th and Dunn sewer capacity project and urgent point repairs list by FY 2017/18</p> <p>Complete 23rd Street sewer replacement project by FY 2016/17</p> <p>Complete Cutting and Hoffman sewer capacity project by FY 2018/19</p> <p>Complete Carlson sewer capacity project by 2018/19</p> <p>Complete 1st, Macdonald, and Virginia sewer capacity project by FY 2018/19</p>	
1.6.g	Extend and comply with Baykeeper settlement agreement	<p>Negotiate and agree to new agreement terms and conditions by June 2017</p> <p>Comply with new terms in 2017</p>	

1.7 Expand the Tree Canopy

Trees are indicators of a community's ecological health and economic vitality. A well-managed urban forest contributes to a sense of community pride and ownership. A healthy urban tree canopy improves the visual appearance of residential and commercial neighborhoods, helps reduce urban noise pollution, improves the City's air quality by trapping and reducing airborne pollutants, reduces the greenhouse effect by sequestering carbon and providing urban shading, and reduces urban runoff and soil erosion.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.7.a	Plant trees in accordance with the Urban Forest Master and Management Plan and work with and provide support to non-governmental entities that are actively involved in expanding Richmond's tree canopy	Number of new trees planted GHG reductions calculated based on number of trees planted	<i>Conservation, Natural Resources and Open Space</i> Goal CN6: Create a Healthy Natural Environment <i>Energy and Climate Change</i> Goal EC6: Build Climate-Resilient Communities
1.7.b	Create an endowment for tree maturity sustainability	Creation and funding of an endowment	<i>Parks and Recreation</i> Goal PR4: Improve Access to Natural Areas
1.7.c	Maintain "Tree City USA" tree designation	Maintain "Tree City USA" tree designation	<i>Community Health and Wellness</i> Goal HW9: Improve Environmental Quality

1.8 Improve Accessibility to City Facilities and Modes of Transportation

The City of Richmond recognizes its ethical and legal responsibilities, in accordance with the Americans with Disabilities Act (ADA), to make its facilities accessible, and to allow mobility for those who live, work and play within its boundaries.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.8.a	Continue addressing ADA needs identified through GIS and by Swanson ADA Improvement Report, including but not limited to the installation of wheelchair ramps to access City facilities	Number of ADA improvements completed	<i>Circulation</i> Goal CR1: Create a Multi-Modal Circulation System Goal CR2: Promote Walkable Neighborhoods and Livable Streets

1.9 Increase Energy Performance at City Facilities

The City of Richmond is committed to increasing energy performance and encouraging the use of renewable energy through its policies and programs as well as to using renewable energy for its own facilities where feasible. Part of this commitment includes upgrading City building systems, such as lighting and HVAC systems, which have the potential to increase building efficiencies.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.9.a	Develop and release a Request for Proposals (RFP) regarding the solarization of City facilities	RFP developed and released Number of Install solar at city facilities	
1.9.b	Monitor, analyze and report energy use and cost	Prepare and submit annual report on City energy costs and usage	
1.9.c	Incorporate energy efficiency measures into City facility renovations and/or construction	Number and type of City facilities that incorporated energy efficiency measures	
1.9.d	Continue to implement purchasing guidelines for information technology equipment to reduce the City's energy demand	Continued implementation of purchasing guidelines	
1.9.e	Participate in demand response programs to curb energy use during peak energy demand periods	Average percentage reduction in City facility energy consumption during demand response events	
1.9.f	Install smart thermal systems at appropriately sized City facilities	Number of smart thermal systems installed	
1.9.g	Continue to evaluate enrolling City accounts into MCE's deep green program	City participation in MCE's deep green program	

1.10 Prepare for the Construction and/or Relocation of the Richmond Police Department Headquarters

The temporary Richmond Police Department Headquarters lease at the Dicon building expires in December 2019. The City should prepare a plan for the lease's ultimate expiration date and for funding the construction and/or relocation of the Police Headquarters.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.10.a	Prepare a plan for funding the construction and/or relocation of the Richmond Police Department Headquarters	Completion of the plan (design and financing)	<i>Community Facilities and Infrastructure</i> Goal CF1: Serve a Diverse Range of Community Needs

1.11 Improve Traffic and Pedestrian Safety

The City has had an alarming number of traffic accidents related to speeding vehicles. The City currently uses speed humps to slow down traffic. The use of speed humps causes problems for the Fire Department and paving programs. Other traffic calming measures discussed in the General Plan update include traffic circles and bulbouts. There are many ideas regarding pedestrian safety such as the placement of signage, flashing lights, raised crosswalks and treaded pavement that can be incorporated into the City's design standards.

	Supporting Actions	Success Indicators	General Plan Goal(s)
1.11.a	Continue addressing needs regarding traffic calming and crosswalk standards	Number of traffic calming measures implemented	<i>Circulation</i> Goal CR1: Expand the Multimodal Circulation System
1.11.b	Review and prioritize improvements to at-grade railroad crossings.	Improvements made to at-grade crossings	<i>Community Health and Wellness</i>
1.11.c	Reconstruct and improve the City's inter-connect traffic signal system	Number of inter-connect traffic signal systems built	Goal HW4: Encourage Safe and Convenient Public Transit and Active Circulation Options Goal HW8: Improve Safety In Neighborhoods and Public Spaces

1.12 Implement a Coordinated and Affordable Transportation System

Richmond will continue to work with inter-City Departments, state agencies and local organizations to develop a balanced, equitable, and efficient transportation system that provides a range of transportation choices; reinforces the livability of neighborhoods; supports a strong and diverse economy; reduces air and noise; and lessens reliance on the automobile while maintaining accessibility.

	Supporting Actions	Success Indicators	General Plan & Other City Plan Goal(s)
1.12.a	Author, Adopt, and Implement a First Mile/Last Mile Transportation Strategic Plan	Plan to be completed and adopted by October 2017	General Plan: ED 1.1, and ED 1.2 CAP: Goal 1.2, and 4.1 Strategy TL2
1.12.b	Implement the ECIA transportation programs for long-term sustainability	Number of programs implemented	
1.12.c	Provide safe and convenient transfer points with covered waiting areas with transit route information, benches, trash receptacles, and enhanced signing and lighting	Number of transfer points established	
1.12.d	Discourage auto-oriented development and support land use densities that vary with existing and planned transit service capacity		
1.12.e	Encourage transit-preferential measures, such as signal priority to accommodate transit preferential measures or improve access to transit	Number of transit-preferential measures developed and implemented	
1.12.f	Support walking and biking to transit by giving priority to the completion of the pedestrian network that serves transit centers	Connection of pedestrian networks to transit centers	
1.12.g	Install comprehensive signage and way finding elements that address parking availability, all modes of travel including transit, trucks, bicycles, multi-use trails and cars.	Number of comprehensive signage and way finding elements installed	General Plan: Action CR2.E

1.12.h	Develop a bicycle share program to allow residents to rent bicycles for routine, localized trips	Bicycle share program developed Number of participants utilizing program	Environmental & Community Investment Agreement (ECIA)
1.12.i	Expand the City's existing electric vehicle charging station network	Number of publicly available electric vehicle charging stations Triple the number of Level II electric vehicle charging stations	General Plan: Policy CR5.2 ; Action CR5.C ECIA
1.12.j	Revise parking requirements to support mixed-use urban environments and transit-oriented development	Increased efficiency for existing parking facilities Reduced parking demand	General Plan: Action CR1.L
1.12.k	Develop on-street paid parking program	Implement paid parking pilot	
1.12.l	Adopt and implement a citywide preferential residential parking permit program	Preferential residential parking permit program adopted and implemented	
1.12.m	Research options for solar panel installation for city parking facilities	Research completed Number of solar panels installed	
1.12.n	Increase EV charging station access throughout the city to encourage electric vehicle use/ownership	Number of EV permits pulled with Building Department	

CHAPTER 2: PROMOTE A SAFE AND SECURE COMMUNITY

Introduction

The strategic goal to maintain a safe and secure community is fundamental to the health, quality of life and economic vitality of the City of Richmond. There are three departments with primary responsibility for maintaining the safety and security of the Richmond community: Police Department, Fire Department, and Office of Neighborhood Safety. In addition to those three departments, Library and Cultural Services and the Community Services Department, have teamed up to address violence by keeping kids off the streets and placing them in life-enrichment programs that focus on education, physical activity and community involvement.

Key Objectives

Richmond has identified nine key, long-term objectives to promote a safe and secure community. These key objectives are:

- 2.1** Reduce crime through a commitment to community policing as both a philosophy and a way of doing business
- 2.2** Reduce blight to counter the effects of urban decay
- 2.3** Connect with youth to cultivate relationships of trust and mutual respect
- 2.4** Improve fire service
- 2.5** Improve community disaster preparedness and awareness
- 2.6** Increase human service activity for vulnerable/high-risk populations
- 2.7** Enhance recreational facilities, programs and activities
- 2.8** Increase quality educational and cultural activities
- 2.9** Improve educational opportunities and outcomes

These nine long-term objectives are supported by the specific actions and defined success indicators detailed below. The effective implementation of these key objectives will help promote a safe and secure Richmond community.

2.1 Reduce Crime through Community Policing

The Richmond Police Department has embraced community-policing as both a philosophy and a way of doing business to reduce crime and violence in the City. The approach recognizes community safety as a responsibility police share with the public. This includes assigning public officers to specific geographical beats to foster two-way communication and build stronger relationships with neighborhood residents. These relationships will help beat officers become more familiar with parolees and probationers living in the area, be more effective in recognizing and responding to disorder and blight, and to engage in problem-solving efforts with residents to prevent and reduce crime. In addition, more police officers are being hired, equipment is being upgraded and training is increasing. By working more closely with residents and businesses, crime and blight will be reduced, and traffic and pedestrian safety will improve.

	Supporting Actions	Success Indicators	General Plan Goal(s)
2.1.a	Assure adequate staffing levels to provide police services	Staffing that allows for balancing emergency response readiness with the proactivity necessary to perform community policing	<i>Economic Development Goal</i> ED1: Improve Richmond's Appeal as a Place to Live, Work and Visit <i>Community Health and Wellness</i> Goal HW8: Create Safe Neighborhoods and Public Spaces <i>Public Safety and Noise</i> Goal SN2: Maintain High Levels of Police and Fire Services
2.1.b	Further engage community residents in crime prevention and reduction efforts in all nine police beats	Number of beat/district problem-solving projects and special operations to prevent/reduce crime and improve public safety	
2.1.c	Continue the development of Richmond Police Department's (RPD) full service policing model and ensure adequate staffing in Criminal Investigations to follow-up on cases	Number of investigations with successful closure rates on investigations and increase in crime victims' sense of justice	
2.1.d	Assure that the City's CCTV program is fully operational and monitored whenever possible	Number of operational cameras and CCTV-related interventions	
2.1.e	Coordinate with state and local law enforcement and community partners to focus enforcement efforts on the most active violent gun offenders.	Number of arrests resulting from these partnerships/ reduction of gunfire incidents	
2.1.f	Implement a crime reporting rewards program that will be utilized by members of the community	Number of key arrests resulting from rewards program	
2.1.g	Expand the citywide Crime Free Housing Program	Number of housing units covered through Crime Safe Housing Program	

2.1.h	Promote concepts of Procedural Justice and Police Legitimacy through training and practice	POST Principled Policing training course to be delivered in 2017	
2.1.i	Implement intelligence-led policing	Crime Accountability meetings focus efforts behind crime data	
2.1.j	Develop and implement an open data system by offering web-based access to RPD data	Number of data sets available	
2.1.k	Continue Park Rangers program	Number of Park Rangers deployed Regular ambassador presence in major recreational areas	

2.2 Reduce Blight

Blight has an extremely negative effect on the community. Unless dealt with quickly, illegal dumping, graffiti and inadequately maintained properties encourage incivility and increased levels of other more serious crimes. Blight prevents community members from feeling safe in their neighborhoods and discourages new businesses and residents from establishing themselves in the community.

	Supporting Actions	Success Indicators	General Plan Goal(s)
2.2.a	Engage all Richmond Neighborhood Coordinating Council in volunteer efforts focused on litter pick up and graffiti removal	Number of neighborhood associations with active volunteer programs each year	
2.2.b	Increase graffiti abatement efforts on public infrastructure	Number of tags removed (measured annually in May of each year)	
2.2.c	Increase efforts to keep streets and sidewalks clean	Percentage of complaint reductions	
2.2.d	Assure that representatives from appropriate City departments meet regularly to focus on the most problematic residential and commercial properties for abatement purposes and to streamline code enforcement	Number of active cases managed to successful resolution; number of new cases (measured on an annual basis);outcomes from ongoing scheduled meetings	
2.2.e	Update and streamline the various processes and forms utilized by the Code Enforcement (CE) Unit to achieve the greatest possible efficiency and effectiveness	Level of collections associated with successful CE actions increased Timeliness of CE case resolutions improved	
2.2.f	Utilize CCTV and flashcam technology and initiate investigative follow-up to apprehend illegal dumpers	Instances of cameras and special operations leading to successful prosecution of illegal dumping cases	
2.2.g	Maintain an ongoing “Love your Block” quality-of-life program that involves education, enforcement and advocacy to promote residential property upkeep	Number of “Love your Block” initiatives in various neighborhoods Increased levels of resident satisfaction	

2.3 Connect with Youth

The City of Richmond is dedicated to providing meaningful opportunities and activities for youth. City departments, in collaboration with other governmental entities and local non-profit organizations, work together to engage youth in activities focused on recreation, life skills, prevention, intervention, and educational enrichment.

The Community Services Department, Recreation Division, provides programs and activities that enhance self-esteem, interpersonal skills, and environmental awareness of youth through outdoor adventures, team experiences and challenging opportunities.

Every year, the Recreation Division provides numerous mountain bike rides, snow trips, sailing on the Bay, hiking, overnight camping trips and white water rafting to the youth in Richmond. The division utilizes existing community-based programs, resources, and partnerships to ensure the trips are affordable and accessible to Richmond youth. Some of these partnerships include Richmond Police Activities League, East Bay Regional Park District, Richmond Tennis Association, Trips for Kids, Project GO and Outdoor Youth Connections/Pacific Leadership Institute.

The Community Services Department, Recreation Division, also provides quality after school and summer programming to youth between the ages of 6 – 12. The programs are fun and safe and enable the youth to experience arts and crafts, group games, sports, and positive adult mentors on a daily basis. Field trips, guest speakers, and homework help are also key components of the afterschool program.

The division's summer program, which is a model partnership with the Ed Fund and the West Contra Costa Unified School District, provides high quality academic instruction during the entire summer using a project based curriculum. Community based organizations provide enrichment programs to enhance the summer camp experience. Some of the partnering organizations include West County Reads, Read Aloud Program, East Bay Center for the Performing Arts, Mindful Life, and the Richmond Art Center.

The Richmond Public Library offers programs and services as alternative afterschool activities for all ages, especially children and youth. Programs include homework help, reading programs and special activities at the Main Library.

Richmond Police Department's School Resource Officer (SRO) program has been established to improve safety and relationships between young people and the police in Richmond's schools. SROs implement safety plans and mentor young men and women. The Richmond Police Activities League (R-PAL), a Richmond non-profit organization, works closely with the Richmond Police Department and exists to help young men and women stay out of trouble and become good members of the community. The R-PAL program includes:

- Education and computer literacy programs;
- Sports and team play opportunities;
- Bike safety education;
- Digital music recording studio;
- Cultural excursions and field trips;
- Youth leadership initiatives;
- Aquatic camp and water safety programs;
- Summer day camp;
- Photography programs;

- Computer science and repair classes;
- Movie and digital storytelling programs; and
- Job preparedness and resume writing training.

The Richmond Youth Academy is one example of a successful outreach program that has impacted the community. Firefighters teach young men and women about life skills and provide mentoring throughout the year. The Fire Prevention Division also conducts a “Junior Fire Chief” program for fifth graders in Richmond schools. Students learn about fire safety and construct a scrapbook which exhibits the knowledge they have attained.

	Supporting Actions	Success Indicators	General Plan Goal(s)
2.3.a	Offer a diversity of recreation and sports programs and events for youth	Number and type of programs and events offered Number of youth participating in programs	
2.3.b	Encourage library card registration and use as “entrance” to library resources for youth	Number of library cards issued and library card usage	
2.3.c	Provide out-of-school time programs and resources for youth of all ages at library and other community locations	Number of programs and participants. Work with schools on data sharing to better measure academic improvement impacts	
2.3.d	Volunteer initiatives to engage youth in community service projects	Number of youth participants Number of projects created and led by youth	
2.3.e	Expand the number and types of programs conducted through R-PAL with the goal of crime reduction	Number of participants in R-PAL programs and recidivism rates.	
2.3.f	Maintain School Resource Officer (SRO) program at all Richmond high schools and the middle school	Number of schools served Number of School Resource Officers assigned	
2.3.g	Increase police officer visits with all elementary schools through educational visits and training programs	Reduction in criminal contacts with school-age children	

2.3.h	Specific programming coordination with community based organizations to target young teens with hopes of reducing the number of teens introduced into the criminal justice system	Reduction of teens introduced into the criminal justice system. Number of programs coordinated	
2.3.i	Provide SRO school projects to target at-risk youth to help decrease truancy rates	Decrease in truancy numbers Number of projects provided Number of youth served	
2.3.j	Encourage library card registration and use as “entrance” to library resources for youth	Number of library cards issued and library card usage	
2.3.k	Provide out-of-school time programs and resources for youth of all ages at library and other community locations	Number of programs and participants. Work with schools on data sharing to better measure academic improvement impacts	
2.3.l	Volunteer initiatives to engage youth in community service projects	Number of youth participants Number of projects created and led by youth	
2.3.m	Expand the outreach of the Richmond Youth Academy	Number and percentage increase of high school students participating in Richmond Youth Academy	
2.3.n	Improve the “Junior Fire Chief” program for Richmond schools fifth graders	Increased participation of fifth grade classes at Richmond schools participating in the “Junior Fire Chief” program	
2.3.o	Support the Richmond Youth Council in the development and implementation of programs and projects to engage youth	Number of programs or projects provided Number of youth served	
2.3.p	Participate in the development of a City-wide youth services strategic plan	Plan completed	

2.4 Improve Fire Service

The mission of the Richmond Fire Department is to protect residents from the harmful effects of fire, hazardous materials and acts of nature and to provide emergency medical care when needed. The Fire Department also serves the community by providing comprehensive inspection, public education and community outreach programs.

In order to improve fire services for Richmond residents, an automatic aid agreement with Contra Costa County Fire Protection District is in place and an Advanced EMT program is being developed. A permanent automatic aid agreement throughout West Contra Costa County ensures that the nearest available fire units respond to emergencies. Improving from a basic life support program (EMT) to the Advanced EMT will provide for greater quality of care at emergency medical incidents.

	Supporting Actions	Success Indicators	General Plan Goal(s)
2.4.a	Implement an Advanced EMT program	All Advanced EMT engine companies in service	<i>Public Safety and Noise</i> Goal SN2: Maintain High Levels of Police and Fire Services
2.4.b	Develop a permanent automatic aid agreement for the West Contra Costa County area	Established Automatic aid agreement approved by participating agencies	
2.4.c	Develop a Firefighter 1 Academy for local prospective Fire Trainees	Firefighter 1 Academy implemented Number of trainees that attended the academy	
2.4.d	Maintain and replace, as necessary, all fire apparatus and equipment	Percentage of apparatus and equipment tested to determine maintenance or replacement needs	
2.4.e	Implement a third cross-staffed truck company at Fire Station #68	Third truck company cross-staffed and available for emergency response	

2.5 Improve Community Disaster Preparedness and Awareness

The Richmond Fire Department Office of Emergency Services is responsible for plans and training of staff to ensure that the City is prepared for any type of major emergency that may the City of Richmond community. The Office of Emergency Services is responsible for implementing the City's Emergency Operations Plan and activating the Emergency Operations Center during a catastrophic event. Additionally, recognizing that Police and Fire Services will be overwhelmed during and after a major incident, developing, maintaining and training Community Emergency Response Teams (CERT) to be an integral part of the City's emergency response infrastructure is essential.

	Supporting Actions	Success Indicators	General Plan Goal(s)
2.5.a	Continue to review and revise Emergency Operations Plans (EOP) yearly, ensuring collaboration with neighboring agencies, county, state, regional and national agencies to ensure compliance	Yearly revisions and updates of the EOP	<p><i>Public Safety and Noise</i></p> <p>Goal SN1: Manage Risks from Natural and Human-Caused Disasters</p> <p>Goal ED1: Improve Richmond's Appeal as a Place to Live, Work and Visit.</p> <p>GOAL HW8: Create Safe Neighborhoods and Public Spaces.</p> <p>Goal SN2: Maintain High Levels of Police and Fire Services.</p>
2.5.b	Continue to expand the Community Emergency Response Team (CERT) People With Disabilities and Others with Access Functional Needs (PWD/E AFN) Neighborhood Community Outreach Program and distribution of disaster preparedness kits to PWD/E AFN populations	Number of CERT PWD/E AFN Neighborhood Community Outreach Packets and disaster preparedness kits distributed	
2.5.c	Continue to offer CERT Training to the community to improve emergency response, quality of life and community resilience	Number of trained CERT community members	
2.5.d	Continue to coordinate improved and quality local and countywide emergency alert, notifications and collaborative planning efforts to increase resilience for all communities across our region	Review, revise and expand the City's Telephone Emergency Notification System (TENS) and Travelers Information System (TIS)	

2.6 Reduce Firearm Assault and Associated Injury/Death

The Office of Neighborhood Safety (ONS) is a non-law enforcement government agency established to reduce "gang" related gun violence. The ONS increases public health using evidence based strategies that are responsive to the most lethal young men in the Richmond community. The ONS strengthens the City's capacity to improve the health status of the City's most lethal youth, young adults and neighborhoods.

	Supporting Actions	Success Indicators	General Plan Goal(s)
2.6.a	The ONS is appropriately staffed to provide responsive contact/engagement to individuals identified as actively involved in gun violence in Richmond	A staff to client ratio of no more than 1:12 secured	<i>Education and Human Services</i> Goal EH3: Provide Equitable and High Quality Human Services
2.6.b	Provide each ONS client d daily focused engagement	No less than 40 contacts provided per quarter to each ONS client	<i>Community Health and Wellness</i>
2.6.c	Refer and support each ONS client through responsive human development portals	No less than 4 human development referrals provided to each ONS client per year	Goal HW8: Create Safe Neighborhoods and Public Spaces
2.6.d	Provide each ONS client Life Skills development & training opportunities	Each ONS client receives no less than 2 hours of life skills development and training per week per client	
2.6.e	Provide selected (and ready) ONS clients subsidized internship opportunities	20-30 ONS clients provided subsidized employment opportunities per year	
2.6.f	Public and private financial resources identified and secured to support the activities of the ONS	\$250,000-\$1,000,000 dollars raised per year to support activities of the ONS	
2.6.g	Create and expand youth and young adult leadership and life skills development opportunities for those identified as having a high chance of being shot or being a shooter	Number of youth and young adults involved in ONS-sponsored leadership and life skills development opportunities	

2.7 Enhance Recreational Facilities, Programs and Activities and Volunteer Opportunities

The Richmond Recreation Department is dedicated to improving the quality of life in the City by celebrating the diversity of our residents and building understanding through interactions in our recreation programs, parks, facilities and activities. Recreation services foster social, intellectual, physical and emotional development of children, youth and adults which in turn promotes health, safety and community wellness. Parks, recreation facilities, programs and activities are key factors in strengthening community image and creating a sense of place. The Recreation Department provides a cost-effective and long-term approach to promoting safety and a sense of being in the community.

Through programmed and self-facilitated recreation, a variety of benefits to individuals and society are achieved. Recreation increases cultural unity through experiences that promote cultural understanding and celebrates our growing diversity. The Recreation Department operates nine community centers, two aquatic facilities and the Richmond Auditorium. The Recreation Department provides programs in youth, adult, and senior activities, youth and adult sports, aquatics, services for individuals with development disabilities, and special events. Over the next five years, the Recreation Department will seek to improve all of its recreation facilities to meet current standards for quality recreation services.

	Supporting Actions	Success Indicators	General Plan Goal(s)
2.7.a	Offer a diversity of recreation activities and sports programs for youth, adults and seniors	Number and types of programs, activities and events offered each year Number and percentage increases in attendance and registered participants	<i>Parks and Recreation</i> Goal PR1: Develop an Integrated System of Parks, Green Streets and Trails Goal PR5: Provide a Range of Quality Recreation Programs and Services <i>Community Health and Wellness</i> Goal HW1: Improve Access to Parks, Recreation and Open Space
2.7.b	Improve knowledge and participation in programs through marketing and publicity standards for the Recreation Department with the use of modern technology	Increased attendance, registered program participants, and use of online registration	
2.7.c	Develop program-specific and annual surveys to identify the demographic make-up of the community and to meet current and future program needs	Completion of research and surveys on a yearly basis to identify all community interests and needs for youth, teens and seniors in the City	
2.7.d	Provide sustainable city activities which promote health, fitness and an appreciation of our environment	Number of environmentally friendly as well as sustainable city programs and activities at community centers and City parks	

2.7.e	Provide part-time employment opportunities to qualified youth, adults and seniors.	Number and type (youth, adults and seniors) of part-time employees	
2.7.f	Continue to establish local and state outreach and collaborative partnerships that enrich the lives of Richmond residents.	Number of new and renewed collaborations	
2.7.g	Maintain an ongoing “Love your Block” quality-of-life program that involves education, enforcement and advocacy to promote residential property upkeep	Number of “Love your Block” initiatives in various neighborhoods Increased levels of citizen satisfaction	
2.7.h	Work with the West Contra Costa Unified School District to increase educational and recreational opportunities for Richmond residents through efficiently and effectively using City and WCCUSD space through the joint use agreement	Number of programs offered through the joint use agreement	

2.8 Increase Quality Library and Cultural Activities

The Richmond Library and Cultural Services Department provides diverse materials programs and services to support residents in lifelong learning, recreation, technology access, health, and the arts. Services are provided at various locations throughout the City taking Library, Literacy, and Arts directly to our residents wherever they are. The department is seeking to expand education and cultural activities through public-private partnerships and collaborations.

The Richmond Public Library provides a diverse collection of books and other media for information seeking, lifelong learning and recreation. Link + resource sharing offers access to more books and materials from libraries around the state. Library service points include the Main Library, two branches, a bookmobile and the new Books on Wheels (WOW) book van. Online resources such as eBooks, audiobooks, online language learning, and Discover and Go museum pass program are available 24/7. Public Internet computers and Wi-Fi are provided at each location. The library offers programming for all ages.

One of the programs offered by the library and Cultural Services Department is the Literacy for Every Adult Program (LEAP). LEAP provides adults, with classes, workshops, programs and individual tutoring for basic literacy skills, digital literacy, digital health literacy, General Educational Development (GED) preparation, and a Career On-Line High School Diploma Program. LEAP also provides English literacy for second language learners to facilitate full participation in civic life.

By improving its educational and cultural amenities, Richmond will maintain an educated and informed citizenry. The City anticipates a high degree of program participation in its library and cultural services programs through improved marketing efforts that reach out to all adults and youth in various communities.

	Supporting Actions	Success Indicators	General Plan Goal(s)
2.8.a	Partner with outside entities to support a city-wide 3 rd grade reading initiative	Percentage of initiative implemented	<i>Education and Human Services</i> Goal EH1: Maintain a Comprehensive and Accessible Education System <i>Arts and Culture</i> Goal AC1: Strengthen the Community through Arts
2.8.b	Increase adult literacy levels to allow more of the community to participate fully in business, educational and government institutions	Increase number of LEAP programs and participants Percentage of LEAP adults achieving learning gains, moving into employment and/or moving on to college	
2.8.c	Establish more cross-departmental, local and state outreach and collaborative partnerships that enrich the lives of Richmond residents	Number of active partnership projects for Library LEAP and Arts and Cultural services	

2.8.d	Provide educational, cultural programs, services, and collections to align with city priorities including health and environment, and that meet specific identified needs in the community	<p>Identify community priorities and needs through reviewing available data and conducting library specific surveys, focus groups, etc.</p> <p>Number of programs, services, and materials available in the identified areas</p> <p>Number of partnerships with community-based organizations and existing health agencies</p> <p>Number of residents impacted</p>	
2.8.e	Provide volunteer opportunities for qualified youth, adults and seniors	Number of volunteer opportunities, active volunteers and volunteer hours provided at the Library, LEAP and Arts Division	
2.8.f	Increase funding for Library, LEAP, and Arts and Culture programs and services through grants, collaboration, and exploring new and creative solutions such as business sponsorships and crowd source funding	Number of alternative funding sources and dollar amount of funding and or other resources received	
2.8.g	Provide state of the art technology opportunities for all residents in Richmond by providing free access to Internet, computers, health literacy and digital literacy training at libraries, in the communities and in their homes	<p>Number of computers available for the public</p> <p>Number of digital literacy programs and resources</p> <p>Improvements to infrastructure to support state of the art technology.</p> <p>Number of residents impacted</p>	
2.8.h	Upgrade and improve physical conditions of all current library service locations	Number of Library Improvement projects completed to support increased materials, programs and services	

2.8.i	Continue the Richmond Writes! Poetry Contest in WCCUSD schools	Number of elementary, middle and high schools participating and number of students participating	GOAL AC1: Strengthen the Community through the Arts
2.8.j	Continue Richmond's CIP Percent for Art Resolution; and make proposal to Council for a Percent for Art in Private Development Ordinance	Number of pieces of new public art and existing public art maintained; and number of new private development projects incorporating art at their site	GOAL AC1 Strengthen the Community through the Arts ED1: Improve Richmond's Appeal as a Place to Live, Work and Visit

CHAPTER 3: PROMOTE ECONOMIC VITALITY

Introduction

Chartered in 1905, Richmond began as a major transportation and manufacturing center anchored by the western terminus of the Atchison, Topeka and Santa Fe railroads, California Wine Association and Standard Oil. During World War II, construction of the Kaiser shipyards, conversion of the Ford Assembly Plant (opened in 1931) to military uses, and establishment of the Point Molate Naval Fuel Depot further defined the role of Richmond as an industrial center.

This heritage is still an important part of Richmond today, where the *Rosie the Riveter National Historic Park* memorializes the 747 ships built in Richmond during the war, the advent of the *Kaiser Permanente* health care system, and the societal impact of thousands of women entering the workforce. Many things have changed since World War II, but Richmond's location remains the most important economic asset. Richmond is easily accessible by highway, rail and sea.

Two interstate freeways, I-80 and I-580, and the Richmond Parkway; Amtrak, BART and AC Transit; BNSF, Union Pacific and Richmond Pacific railroads; and a deep-water port connect the City to regional, national and international markets. Richmond is minutes away from Marin County, the cities of Berkeley, Oakland and San Francisco and the University of California. Prominent business sectors in Richmond today include retail, biotech, health science, green-tech, light manufacturing, petrochemical, warehouse and distribution, transportation, food production and port-related activities.

Richmond's General Plan emphasizes the pursuit of a diverse economic base by attracting business sectors with the best potential to grow and prosper. Richmond's diverse economic base has been a stabilizing force through economic cycles including the downtimes in 2001 and 2008. Through periods of national economic decline, Richmond has fared better than many San Francisco Bay Area cities because of this economic diversity.

Key Objectives

Richmond has identified eight key long-term objectives to promote economic vitality. These key objectives are:

- 3.1** Support development proposals that help to achieve General Plan Objectives
- 3.2** Revitalize key commercial areas through physical enhancements
- 3.3** Attract and retain businesses
- 3.4** Attract tourism, meetings and events
- 3.5** Grow the City's tax base
- 3.6** Increase job training for Richmond residents
- 3.7** Increase the number of jobs
- 3.8** Expand Port operations

Each of the eight long-term objectives are supported by specific actions and defined success indicators detailed in this chapter. The effective implementation of these key strategies will support economic vitality throughout the Richmond community.

3.1 Support development proposals that help to achieve General Plan Objectives

Adopting an updated zoning code will promote a safe and economically prosperous community. General Plan policies promote a diverse economic base and supports higher density mixed-use development in key commercial corridors and in neighborhood commercial nodes. It also promotes larger scale retail development in appropriate areas that will enhance the City's tax base while providing employment opportunities and shopping choices.

	Supporting Actions	Success Indicators	General Plan Goal(s)
3.1.a	Complete and adopt the updated Zoning Code	Zoning Code adopted	
3.1.b	Implement the new General Plan and Zoning Code	Percentage of General Plan implementation actions completed	
3.1.c	Implement actions outlined in the Housing Element	Number of approved projects Number of pending projects Number of affordable housing units	
3.1.e	Implement actions outlined in the Richmond Bay Specific Plan	Number of actions implemented	

3.2 Revitalize Key Commercial Areas through Physical Enhancements

The City, through the Engineering & Capital Improvement Department and the Department of Infrastructure and Maintenance Operation, continue the process of undertaking major streetscape improvements throughout the City. The “Livable Corridors Form Based Code” also supports streetscape improvements and established updated development standards for 23rd Street, Macdonald and San Pablo Avenues.

	Supporting Actions	Success Indicators	General Plan Goal(s)
3.2.a	Support the expansion of the Macdonald 80 Shopping Center to include other major retailers	Continue regular communications with shopping center management Complete a comprehensive City-wide retail strategy	<i>Energy & Climate Change</i> Goal EC4: Promote Sustainable Development
3.2.b	Develop and enforce minimum maintenance standards for commercial corridors	Minimum maintenance standards developed	
3.2.c	Plan, engineer and build-out new Macdonald Avenue streetscapes between 19 th Street and 39 th Street	Completion of Macdonald Avenue streetscapes by FY 2018/19	
3.2.d	Commence and complete Metro-Walk (Transit Village) Phase II Residential Project	New project entitled by FY 2017/18	
3.2.e	Seek funding and implement the 23 rd Street community visioning and design process and construct the streetscape improvements	Number of grants applied for and received Percentage of streetscape improvements constructed	
3.2.f	Encourage and develop and/or renew Business Improvement Districts (BIDs)	Completion of Richmond Main Street Business Improvement District renewal by 07/2017 Complete site assessments for the following BIDs: (1) Cutting/Harbor & Marina Way to the Shoreline, (2) 23 rd Street, (3) San Pablo and (4) Pt. Richmond Number of BIDs renewed and/or established	

3.3 Attract and Retain Businesses

The City of Richmond is seeking to expand and increase economic development programs to attract private sector investment and job creation. This includes increased marketing efforts focused on the City's strongest growth sectors such as: green-economy; high-tech, bio-tech and health sciences; retail and restaurant; food production, importation and distribution; and port-related businesses. This effort will continue to include an increased presence at International Council of Shopping Centers (ICSC) events and working with the East Bay Economic Development Alliance on regional leads. New marketing materials and additional outside resources will help increase staff effectiveness.

	Supporting Actions	Success Indicators	General Plan Goal(s)
3.3.a	Continue to solicit businesses in the City's strongest growth sectors	Number of businesses contacted, started and/or relocated (i.e. bio-tech/high-tech, food manufacturing and distribution, "green", retail grocery, restaurants, coffee/juice shops, apparel, electronics, and comparison goods)	<i>Economic Development</i> Goal ED1: Improve Richmond's Appeal as a Place to Live, Work and Visit
3.3.b	Develop recruitment and expansion strategies for food manufacturing and distribution, biomedical manufacturing, retail and specific green business in collaboration with the East Bay Economic Development Alliance, the Economic Development Commission and the East Bay Biomedical Manufacturing Network	Recruitment and expansion strategies developed Number of businesses recruited	Goal ED2: Increase Quality Jobs and Revenue <i>Land Use and Urban Design</i> Goal LU3: Expand Economic Opportunities
3.3.c	Increase marketing efforts at International Council of Shopping Centers (ICSC) trade shows	Number of ICSC trade shows attended and new contacts made	
3.3.d	Complete a comprehensive City-wide retail strategy in collaboration with the Economic Development Commission	Comprehensive City-wide retail strategy completed	
3.3.e	Increase the success of the Hilltop commercial district by improving the streets and landscaping and working with the new mall developer to identify and recruit retail and restaurant businesses	Levels of commercial activity based on quarterly reports from the new mall owner and Finance Department's Muni Services (i.e. retail sales, Mall tenants and other	<i>Community Health and Wellness</i> Goal HW6: Expand Economic Opportunities

3.3.f	Assist in the recruitment of retail businesses to the Macdonald 80 Shopping Center anchored by Target	Number of retailers identified, referred to and/or signed up by SPI, the owner- developer (via Terranomics, the retail broker) for surplus space	<i>Arts and Culture</i> Goal AC2: Enhance Economic Opportunities
3.3.g	Continue to collaborate with the Richmond Main Street Initiative, the business community around Cutting Blvd./Harbour Way/Marina Way/the Shoreline, and the 23rd Street Merchants Association to develop area-specific marketing strategies	Number of Main Street and 23rd Street Merchants events held and number of merchants involved with marketing Number of new businesses opened or retained	
3.3.h	Collaborate with Richmond Main Street to design and open the Co-working Space (Co Biz) in a space to be determined	Open the co-working space 2017 Number of new businesses opened in co-working space	
3.3.i	Develop and refine economic development strategies, policies and activities in collaboration with the Economic Development Commission and other stakeholders	Number of activities held, policies developed and/or refined and strategies implemented	
3.3.j	Collaborate with Richmond Main Street, Richmond Chamber of Commerce and Richmond Renaissance Entrepreneurship Center to deliver technical assistance, workshops, classes, loans, referrals and other resources to Richmond small businesses	Number of loans approved and funded Number of jobs created with loan funds Number of classes and workshops presented Number of attendees at workshops and classes	
3.3.l	Create marketing materials, a centralized on-line presence and newsletter to highlight Richmond's business-friendly attributes and to provide information and support to businesses interested in locating and staying in Richmond	Distribute "How to Start a Business" guide Design and distribute a City of Richmond Business Newsletter Distribute the SF Business Times Richmond Supplement and start	
3.3.n	Expand the Made in Richmond Gift Box series to include a box for arts and crafts and develop and implement an annual Taste of Richmond event	Number of Made in Richmond Gift Box sold	

3.3.o	Encourage Councilmembers and Commissioners to actively participate in regional planning around economic development	Number of Councilmembers and Commissioners participating	
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3.4 Attract Tourism, Meetings and Events

The City Manager's Office is working closely with the Richmond Convention & Visitors Bureau, the Mayor's Office, owners of the Craneway Pavilion and the National Park Service to develop and implement strategies that will attract tourism, meetings, reunions and other events to Richmond. The Richmond Memorial Auditorium and the Ford Assembly Building Crane Way Pavilion are examples of major meeting venues that are intended to attract significant events and visitors to the City.

	Supporting Actions	Success Indicators	General Plan Goal(s)
3.4.a	Continue to work with entities such as the Richmond Convention and Visitors Bureau and the Craneway to develop and expand marketing efforts through the implementation of a creative marketing campaign	Number of events hosted in Richmond Number of visitors to performing and visual arts venues	<i>Economic Development</i> Goal ED1: Improve Richmond's Appeal as a Place to Live, Work and Visit <i>Arts and Culture</i> Goal AC2: Enhance
3.4.b	Encourage people doing business with Richmond to patronize local hotels, restaurants, stores, facilities, meeting venues and parks	Increase in the number of room nights in Richmond hotels and motels	Economic Opportunities <i>Historic Resources</i> Goal HR2: Create
3.4.c	Work with the National Park Service on marketing efforts for the Rosie the Riveter Home Front Visitor's Center and find ways to capitalize on the 6,000 monthly visitors to the center	Increase in the number of visitors to the Rosie the Riveter National Historic Park each year	Economic Opportunities Based on Historic Resources <i>National Historical Park</i>
3.4.d	Promote the Richmond Memorial Auditorium to attract significant events to the City	Number of events held at the Richmond Memorial Auditorium	

3.5 Grow the City's Tax Base

Richmond's sales tax and property tax revenue has grown in recent years due to the growth of the retail sector and significant residential and commercial development over the last several years. Key retail sites in the Hilltop Mall District, Historic Downtown Richmond Main Street District, 23rd Street, San Pablo Avenue, Marina Bay and the south shoreline areas identified in the Richmond Bay Specific Plan represent the best opportunity to create new sales tax for the City and property taxes for the City. The opportunity to redevelop Hilltop Mall as a lifestyle center is one of these retail opportunities. As the economy improves, the southern shoreline will be in stronger demand for residential and commercial development.

Best practices will require intelligent and steady stewardship to strike the optimum balance between residential development, job creation and recreation. It will be important to think in terms of long-term impacts of land-use decisions rather than simply building whatever the market demands at a given time, because residential and commercial markets experience upturns and downturns. Although development is preferable sooner rather than later, good judgment is required to ensure the greatest long-term benefit to the people of Richmond.

	Supporting Actions	Success Indicators	General Plan Goal(s)
3.5.a	Work with new Hilltop Mall owner on design strategy and tenant selection	Hilltop Mall redeveloped Percentage of Hilltop Mall leased	<i>Economic Development</i>
3.5.b	Negotiate for the expansion of the Macdonald 80 Shopping Center to include other major retailers	Encourage additional tenants to locate at the center	Goal ED1: Improve Richmond's Appeal as a Place to Live, Work and Visit
3.5.c	Facilitate site remediation and entitlements for the development of Richmond Bay Specific Plan	Adopt Richmond Bay Specific Plan Obtain Feasibility Study and Remedial Action Plan (FS/RAP) from California Department of Toxic Substances Control (DTSC)	Goal ED2: Increase Quality Jobs and Revenue Goal ED8: Develop the Southern Shoreline as a Thriving Mixed Use Neighborhood
3.5.d	Facilitate ferry service to the Marina Bay area, as well as related infrastructure and development on Marina Bay Parkway and increasing the density of residential and commercial development in the vicinity of the ferry terminal location	Summer 2017 – Start construction 2018 - Ferry service started	<i>Land Use and Urban Design</i>
3.5.e	Increase revenue opportunities through approval and implementation of new initiatives and enforcement of existing City business rules and regulations	Development of new revenue generating initiatives Revenue generated from new initiatives and/or enforcement of existing rules and regulations	Goal LU3: Expand Economic Opportunities

3.6 Increase Job Training for Richmond Residents

The Employment & Training Department strives to realize its vision of sustainable economic prosperity in the City of Richmond and to enhance the lives of residents and the health of businesses. The Employment & Training Department will serve the needs of employers and workers in Richmond and the surrounding region by working with key partners from city government, business, industry, education, economic development, organized labor, and community organizations to develop innovative ways to identify and address those needs. The Employment & Training Department will ensure a continuum of education and job training opportunities that support a skilled workforce and provide youth the opportunity to achieve career goals through education and workforce training.

	Supporting Actions	Success Indicators	General Plan Goal(s)
3.6.a	Expand the Summer Youth Employment Program with a career pathways focus	Number of jobs provided for youth during the summer employment connected with a career pathway	<i>Economic Development</i> Goal ED3: Prepare and Educate a Skilled Workforce <i>Education and Human Services</i> Goal EH2: Prepare and Educate a Skilled Workforce
3.6.b	Enhance the monitoring component for the Local Hiring, Business Opportunity, Living Wage, and Ban the Box ordinances; provide required reporting on State and Federal projects on Davis-Bacon and business enterprise requirements	Increase in local hiring and living wage jobs and increase the number of local contractors working on city projects	
3.6.c	Expand RichmondBUILD's partnerships with members of the building trades	Number of partnerships and direct-entry agreements	
3.6.d	Implement a year-round youth employment program with a focus on career pathways	Number of year-round career pathways placements	
3.6.e	Expand partnerships with community-based organizations and education entities to prepare residents for job training opportunities	Number of annual referrals to community and education partners	

3.7 Increase the Number of Jobs

Increasing the number of jobs in Richmond will depend on a number of interconnected strategies, including but limited to building out the General Plan, business attraction and retention, attracting tourism, meetings and events, increasing job training for Richmond residents, and expanding Port operations. The same initiatives that will grow the local economy and the tax base will grow more jobs in Richmond. However, ensuring that Richmond residents are prepared for the new jobs requires a commitment to education and job training.

	Supporting Actions	Success Indicators	General Plan Goal(s)
3.7.a	Focus economic development efforts on growth sectors including health, information, technology, construction, transportation, logistics and production	Continue to increase local employment	<i>Economic Development Goal</i> ED2: Increase Quality Jobs and Revenue
3.7.b	Create a Contractor's Resource Center and a local business outreach program to help Richmond-based businesses and contractors become better informed about doing business with the City and to help build capacity and increase the number of Richmond businesses	Monthly programming and technical assistance for start-up and small contractors provided	
3.7.c	Increase funding and efforts towards vocational job training programs	Amount of resources allocated for vocational job training programs each year	

3.8 Expand Port Operations

The Port of Richmond is well positioned to significantly increase automobile imports. This opportunity can be leveraged into significantly more revenue if land can be procured to store more vehicles.

	Supporting Actions	Success Indicators	General Plan Goal(s)
3.8.a	Coordinate marketing efforts with Auto Warehousing Company to bring cars into the Port	New business negotiations for Port expansion operations	<i>Land Use and Urban Design</i> Goal LU3: Expand Economic Opportunities
3.8.b	Explore feasibility of land procurement for additional automobile storage	Percentage increase in Port revenues	
3.8.c	Implement CEQA-required entitlement process and eventual capital improvements to accommodate Port expansion	CEQA-required entitlement process implemented Design plan and budget created	
3.8.d	Develop and secure additional core business opportunities	Number of opportunities developed and secured	
3.8.e	Update Port Clean-Air Action Plan	Update of Port Clean-Air Action Plan	
3.8.f	Implement beautification improvements around the Port and with Port businesses	Budget allocated for beautification Beautification projects completed	
3.8.g	Expand and enhance the commercial development	New commercial business obtained	

CHAPTER 4: PROMOTE HEALTHY & SUSTAINABLE COMMUNITIES

Introduction

Creating a healthy and sustainable community is essential to Richmond's economy and environment, as well as the quality of life for residents. Richmond is a National and State leader for city level policies and initiatives dedicated to integrating health equity and sustainability into both daily operations and long-term plans. This is exemplified by the City's General Plan, Health in All Policies (HiAP) Ordinance and Strategy, and Climate Action Plan (CAP).

Richmond is unique among California cities for having two community driven General Plan elements dedicated to promoting sustainable communities: the Community Health and Wellness Element (CWHE) and the Energy and Climate Change Element. The HiAP Strategy and Ordinance built on these Elements to make Richmond the first California city to formally adopt a health equity focus into municipal code, and outline a clear strategy for all City departments to adopt non-traditional health strategies into their operations. The Richmond CAP integrated these initiatives to create the first CAP in California to integrate climate adaptation actions with a health equity focus.

These initiatives and plans are complementary, and intended for active reference and implementation. These include proactive actions to meet the State mandated Greenhouse Gas (GHG) reduction targets identified by Assembly Bill 32 and Senate Bill 375. Together, the documents outline clear actions for all City departments to work together to create a healthy, sustainable community for all Richmond residents.

Key Objectives

Richmond has identified nine key long-term objectives to promote sustainable communities. These key objectives are:

- 4.1** Implement Health in All Policies
- 4.2** Promote and support the creation of healthy neighborhoods and corridors
- 4.3** Promote Richmond as a sustainable and healthy city
- 4.4** Increase the supply of mixed income housing opportunities that recognize and promote smart growth principles
- 4.5** Promote safe and healthy homes and buildings
- 4.6** Implement the Environmental Community Investment Agreement
- 4.7** Implement energy efficiency and renewable programs
- 4.8** Implement diversion programs to comply with state recycling mandates
- 4.9** Preserve the watershed and increase water conservation

These nine long-term objectives are supported by the specific actions and defined success indicators detailed below. The effective implementation of these key objectives will help promote a healthy and sustainable Richmond community.

4.1 Implement Health in All Policies

Richmond's Health in All Policies (HiAP) Strategy is an effort to advance health for all residents and promote greater health equity for specific population groups in Richmond currently experiencing poor health. This strategy begins from the premise that everyday decisions within the City of Richmond can promote greater opportunities to make healthy choices and promote more fair health outcomes for everyone. HiAP recognizes that health is not just something that occurs at a doctor's office or in a hospital, but rather health can be found in the everyday decisions made in almost every city department and can be found in existing policies.

	Supporting Actions	Success Indicators	General Plan & HiAP
4.1.a	Integrate health equity into the Five Year Strategic Business Plan and annual budget	Health equity goals and measures are integrated and linked to HiAP	General Plan: Policy HW2.1, Action HW3.B, Goal HW 11 HiAP: 1A, 1B, 1C, 1E, 1G, 6A, 6B, 6C
4.1.b	Develop and conduct trainings and capacity building opportunities for City staff on health equity issues	Development of a HiAP Training module Number of staff trainings completed Number of staff in attendance Number of senior staff in attendance Incorporation of HiAP training in City staff and City Council retreats	
4.1.c	Partner with UC Berkeley Institute of Urban and Regional Development (IURD), College of Environmental Design (CED), and School of Public Health to implement the City's HiAP Strategy	Collaborative funding opportunities applied to and granted Number of successful initiatives launched and sustained UC Berkeley students placed to support Richmond initiatives Technical assistance received to support Richmond initiatives Participation in public and academic forums to highlight Richmond's best practices	

4.1.d	Coordinate and support the enrollment of Richmond residents in health supporting programs in collaboration with local Community Clinics, Community Based Organizations, and Contra Costa Health Services (i.e. Affordable Care Act implementation)	<p>Number of City-sponsored or supported outreach and education events</p> <p>Creation and distribution of multilingual education materials</p> <p>Creation of a webpage related to ACA that links to county and community services</p> <p>Number of ACA workshops co-organized</p> <p>Enrollment of Richmond residents into health supporting programs.</p> <p>Reduction of the number of Richmond residents who are uninsured</p>	
4.1.e	Design and publish a report on the status of health and health equity in the City of Richmond and progress of implementing HiAP	Completion of a report which includes updated measures and input from multiple city stakeholders	
4.1.f	<p>Integrate HiAP goals in the City's Racial Equity Plan.</p> <p>Participate as an inter-departmental team in the Government Alliance on Race & Equity (GARE) initiative alongside other governmental agencies working to achieve racial equity and advance opportunities for all Richmond residents.</p>	<p>Creation of a racial equity action plan</p> <p>Creation of a racial equity checklist for use by departments when developing, implanting or analyzing new and /or existing programs/policies</p> <p>Creation of racial equity training curriculum</p> <p>Number of city staff trained as facilitators</p> <p>Number of trainings held and number of city staff trained</p>	

4.2 Promote and Support the Creation of Healthy Neighborhoods and Corridors

Blighted areas are associated with various economic, social, and physical health disparities, and remain a significant problem across Richmond's corridors and neighborhoods. Richmond seeks to transform, revitalize and develop healthy corridors and neighborhoods into livable, walkable, and economically thriving places. Richmond will seek to attract and retain businesses that are local-serving but with a regional identity, and will seek to create and recreate attractive community activity nodes and districts that are thriving. Developing complete neighborhoods that include neighborhood-serving retail, parks, pedestrian connections and other amenities are intended to enhance neighborhood stability, greater social cohesion and improved safety.

	Supporting Actions	Success Indicators	General Plan & HiAP
4.2.a	Code Enforcement in commercial and residential corridors (Also included in Section 2.2)	Number of tickets issued to uncovered trash loads	General Plan: Goal HW7, Policy HW4.3, Policy HW4.4, Policy HW4.5, Action HW4.F HiAP: Action 2D, Action 3D, Action 3J, Action 4A, Action 4B, Action 4D
4.2.b	Implement illegal dumping prevention programs and services (Also included in Section 2.2)	Number of case opened and closed Increase number of people participating in annual bulky item programs Number of Love Your Block based programs and participants	
4.2.c	Built environment improvements around school sites (i.e. Safe Routes to Schools) and transit sites		
4.2.d	Implement Bike and Pedestrian Plan Update needed (Also included in Section 1.3)	Construct Carlson Blvd bike/pedestrian project improvements (which will add 2.3 miles of bike lanes in 2017)	
4.2.e	Develop and construct built environment improvements in neighborhoods	Construction of the Yellow Brick Road by summer 2017	
4.2.f	Develop and implement San Pablo Complete Streets project	Project developed	

4.3 Promote Richmond as a Sustainable and Healthy City

Richmond's environmental and health initiatives are nationally recognized, and are a critical component to supporting and developing the City's residential and business communities. Many of these initiatives are developing in conjunction with local residents and/or the business community. It is important that the City lift up this work as part of a larger campaign to acknowledge its divergence from historic trends and improve its image both inside and outside the community.

	Supporting Actions	Success Indicators	General Plan & HiAP
4.3.a	Connect with residents and share City activities, policies, programs and initiatives on social media channels dedicated to Richmond's environmental and health work	Increased number of subscribers and engaged content on the City's environmental and health initiatives social media accounts	General Plan: Action PR4.D HiAP: Action 2I, Action 3D, Action 6F
4.3.b	Engage residents regularly via the City's smart phone app and other CivicPlus software	Increased number of users for the City's smart phone app and other CivicPlus software	
4.3.c	Develop sharable content that easily visualizes and highlights the City's environmental and health initiatives and success stories, as well as resources for residents	Increased number of sharable content including videos and infographics	
4.3.d	Collaborate with The Trust for Public Land to develop the mapping tool and implement the Climate Smart Cities initiative	Plan developed	

4.4 Increase the Supply of Mixed Income Housing Opportunities that Recognize and Promote the Implementation of Smart Growth Principles

Social Determinants of Health refer to everything outside of direct health care services, such as the conditions in the environment in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. Housing is identified as one of the primary social determinants of health in communities.

High housing costs relative to income can result in spending a high proportion of income on housing at the expense of other needs, living in overcrowded or substandard housing, moving to areas where housing costs are lower or becoming homeless. Involuntary displacement contributes to stress, loss of supportive social networks and increased risk for substandard housing conditions and overcrowding. Racially segregated neighborhoods and those with concentrated poverty typically have fewer assets and health promoting resources. Furthermore, racial residential segregation is a primary cause of racial differences in socioeconomic status (SES), a fundamental cause of racial differences in health, by determining access to education and employment opportunities. Facilitating access to a diverse blend of safe and affordable housing can be one of Richmond's primary pathways to reducing toxic stressors and disease.

Facilitating a safe and diverse housing supply is also an integral component of Richmond's commitment to the Bay Area's state mandated housing goals through Plan Bay Area. Plan Bay Area is mandated by SB 375 to meet the region's GHG reduction goals through the integration of transportation, land-use and housing. Richmond will continue to develop viable rental and for-sale housing for various income levels in efforts to provide a consistent quality of housing stock while preserving existing neighborhoods in order to address the health equity and GHG reduction commitments.

	Supporting Actions	Success Indicators	General Plan & HiAP
4.4.a	Facilitate construction and rehabilitation of the Nystrom Village project	Completion of Nystrom Village housing development Project completed under or within approved budget	General Plan: Goal HW5, Policy HW5.1, Policy HW5.2, Policy HW5.3, Goal HW7, Action HW7.A, Action HW7.B HiAP: Action 4E, Action 4F, Action 4G, Action 4H, Action 4I, Action 4J, Action 5G
4.4.b	Facilitate construction and rehabilitation of the Hacienda project	Completion of Hacienda housing development Project completed under or within approved budget	
4.4.c	Complete planning process and facilitate construction of the Miraflores Housing Project	Completion of Miraflores Housing Project	
4.4.d	Assess and implement programs to increase home ownership for public employees and public school teachers	Number of homes renovated and sold through the use of social impact bonds (which is being administered by Richmond Community Foundation in collaboration with the City of Richmond)	

4.4.e	Issue RFPs and RFQs for key development sites including FM Parcel, Former Fire Training Center, Triangle Parcel, and 12th and Macdonald	<p>Number of RFQ/RFP's issued</p> <p>Number of ERN's executed</p> <p>Number of DDA's executed</p> <p>Number of new housing units created</p> <p>Amount of new mixed use space produced</p>	
4.4.f	Collect, monitor and report information regarding the collection and use of in-lieu fees	Information published regarding amount and use of in-lieu fees collected	
4.4.g	Collaborate with the Richmond Community Foundation to implement the Social Impact Bond project to purchase and rehab dilapidated homes	<p>Number of homes rehabbed and sold</p> <p>Purchase and selling price of each home sold</p>	
4.4.h	Work with developers to develop mixed-use and housing developments including the Shea, Hilltop Mall, and Terminal 1 projects	<p>Shea project developed</p> <p>Hilltop mall area developed</p> <p>Terminal 1 developed</p> <p>Number of new housing units created</p>	
4.4.i	Develop and manage an inventory of vacant land	Inventory developed and updated annually	
4.4.j	Provide annual progress report on the Housing Element	Develop and publish an annual report	
4.4.k	Assist the Rent Board, as may be required, in implementing the Richmond Fair Rent, Just Cause for Eviction and Homeowner Protection Ordinance		

4.5 Promote Safe and Healthy Homes and Buildings

Housing quality, cost and location all contribute to health in numerous ways. Unsafe housing and habitability conditions that affect health include poor indoor air quality, inadequate heating or ventilation, exposure to lead-based paint, rodent and pest infestations, exposed heating sources, excessive noise, and unprotected windows. Poor indoor air quality and inadequate heating or ventilation, which can lead to the growth of mold and dust mites, exacerbates asthma and respiratory allergies. Exposure to lead-based paint, which is the primary cause of lead poisoning in children, may cause permanent developmental damage and behavioral problems. Children of color and children from low-income families are more likely to have elevated blood lead levels. Promoting proper infrastructure and maintenance are important to protect the health and safety of residents in their homes.

	Supporting Actions	Success Indicators	General Plan & HiAP
4.5.a	Continue effort to abate lead in Richmond's older housing stock	<p>Number and map of housing units in low-income neighborhoods remediated by Project REAL</p> <p>Number of children who are tested for lead in eligible housing units (homes built before 1978 and with one child less than six years of age)</p>	<p>General Plan: Policy HW3.3</p> <p>HiAP Intervention Area 4: Program H-2.5.14, Action 4C, Action 5E, Action 5F, Action 5G, Action 5H, Action 6G</p>
4.5.b	Continue to maintain the City's inventory of multi-story buildings with potential earthquake hazards and consider making it readily available to property owners and residents to raise awareness and encourage voluntary health and safety retrofits	<p>Update Soft Story Inventory for multi-family properties in the City</p> <p>Hold a community workshop and/or provide information on Earthquake Hazard Reduction and Soft Story Buildings</p> <p>Continue to gather information and engage the public regarding Earthquake Hazard Reduction and Soft Story Buildings</p>	
4.5.c	Continue to implement the City's Residential Rental Inspection Program (RRIP), which requires regular, periodic inspections for property owners of three or more residential rental units. The RRIP exempts units subsidized by the City of Richmond and federal or state government. Newly constructed units are also exempted, but only for a period of five years from the date of construction	Percentage of rental units inspected.	

4.5.d	Local Hazards Mitigation Plan (LHMP)	Develop a LHMP as required by FEMA to meet the requirements of 44 CFR §201.6 for FEMA approval and eligibility to apply for FEMA Hazard Mitigation Assistance grant programs	
4.5.e	Collaborate with health providers, Contra Costa County Health Department, and community based organizations to promote asthma prevention & management initiatives	Create an online inventory of asthma prevention resources. Number of initiatives promoted to the Richmond community	
4.5.f	Consolidate all housing and commercial inspections into single software system/database	Single system/database created and utilized	
4.5g	Establish and monitor short term rentals inventory	<p>Number of identified property owners participating in short term rentals registered</p> <p>Number of business licenses collected from registry</p> <p>Amount of TOT tax collected (total and average per property owner)</p>	

4.6 Implement Environmental Community Investment Agreement

The City of Richmond and Chevron agreed to an Environmental and Community Investment Agreement (ECIA), which will provide \$90 million dollars to the Richmond community over the next ten years. This includes investments in community programs, competitive community grants, community based greenhouse gas reduction programs and a photovoltaic solar farm. The initial ECIA ("initial ECIA") was adopted by the Richmond City Council on July 29, 2014. The City Council adopted the current amended ECIA ("current amended ECIA") on December 15, 2015.

	Supporting Actions	Success Indicators	General Plan & HiAP
4.6.a	Receive annual report on the Richmond Promise Scholarship and College Success Program	<p>Percentage of eligible seniors that apply annually</p> <p>Number of students/families participating in events and workshops</p> <p>Develop and publish an annual report (Annual report received in 2nd quarter of next FY)</p>	
4.6.b	Administer the ECIA Community Grants Program	<p>Number of organizations that applied</p> <p>List and amounts of grants reported</p> <p>Attendance at City-sponsored capacity building trainings for non-profits</p>	
4.6.c	Implement the Climate Action Plan integrating co-health benefits and greenhouse gas reduction targets	<p>Assign implementing actions to responsible departments</p> <p>Number of CAP actions completed by department</p>	
4.6.d	Develop the Zoning Ordinance Update (Also included in Section 3.1)	Present the Zoning Ordinance Update to the City Council by December 2016	
4.6.e	Finalize and implement the Urban Greening Master Plan (Also included in Section 1.7)	<p>Secure cap-and trade funding for urban forestry</p> <p>Plant trees to reduce greenhouse gas emissions and achieve co-benefits, including, improved air quality, stormwater quality and noise levels, improved health, and/or to restoration of biological resources</p>	

4.6.f	Publish annual ECIA report to provide program and budget updates for greenhouse gas reduction and community programs	Develop and publish an annual report (Annual reported presented in November)	
4.6.g	Oversee the Chevron Modernization project	Percentage of project constructed Develop and publish an annual Mitigation Monitoring and Reporting Program (MMRP) report	

4.7 Implement Energy Efficiency, Renewable Energy

A key component of developing a healthy sustainable community and meeting State GHG mandates relies on the implementation of energy efficiency, renewable energy and waste diversion programs. This includes reducing greenhouse gases (GHG) and supporting energy conservation by businesses, residents, city government, and schools; promoting efficient use of energy in the design, construction, and operation of public and private facilities, infrastructure, and equipment; promoting the generation, transmission, and use of a range of local community-controlled renewable energy sources, such as solar, wind power and waste energy to meet current and future demand; and Encouraging new development and redevelopment projects to generate a portion of their energy needs through renewable sources.

Supporting Actions		Success Indicators	General Plan & HiAP
4.7.a	Leverage existing programs and rebates to improve energy efficiency of existing buildings.	<p>Improve the energy efficiency of all existing buildings (residential, commercial, and industrial) by 50 percent by 2030</p> <p>Track kWh and Therms saved per year</p>	<p>CAP Objective 1 supports the following General Plan 2030 policies: Policy EC3.2, Policy EC3.5, Policy EC4.3, Policy HW10.1</p> <p>HiAP: Action 5A</p> <p><i>State Mandates:</i> AB 32; SB 375</p>
4.7.b	Leverage existing funding programs and financing tools.	<p>Improve the energy efficiency of all existing buildings (residential, commercial, and industrial) by 50 percent by 2030</p> <p>Track kWh and Therms saved per year</p>	
4.7.c	Increase local solar energy generation.	<p>1,010 new residential solar installations averaging 4 kW per system</p> <p>69 new commercial solar installations averaging 174 kW per system</p> <p>Track the number of homes and businesses solarized</p> <p>kW of solar installed per year</p> <p>kWh saved per year</p>	
4.7.d	Promote and maximize utility clean energy offerings.	<p>In partnership with MCE supply at least 87% of community electricity from sources that are 95% renewable</p> <p>PG&E will supply the remainder of community electricity from sources that are at least 50% renewable</p> <p>Track enrollment in MCE Light Green, Deep Green, and Local Sol programs</p> <p>Track PG&E and MCE annual emission factors</p>	

4.7.e	Promote switching from natural gas to clean electricity	<p>Residential: Convert 1,328 water heaters annually from natural gas to electric in Richmond homes.</p> <p>Commercial: Six percent of currently forecasted natural gas use is electrified by 2020, and 17% by 2030</p> <p>Number of systems electrified</p> <p>Therms reduced by electrification per year</p>	
4.7.f	Implement the Zero Net Energy Grant – connection to transportation	<p>Develop EV action plan to adopt (1) zoning and building policies that support EV adoption and (2) best practices in City operations</p> <p>Develop and implement electric vehicle incentive program utilizing ECIA funding</p>	
4.7.g	Develop and implement plan for cogeneration at treatment plant	<p>Develop plan and identify funding source, complete design, construct and place cogeneration facility online by 2019</p> <p>Identify potential sources of food scraps and landfill organics diversion, for co-digestion and increased biogas production</p>	

4.8 Implement Diversion Programs to Comply with State Recycling Mandates

Richmond will be committed to establishing a zero-waste framework as an essential part of reducing greenhouse gasses and improving community health. The City will focus on creating incentives and leveraging existing efforts to divert solid waste from landfills and comply with state mandated recycling and solid waste reduction goals. The expansion of these waste diversion programs in schools, homes, and businesses will improve the environmental and physical health of residents across the community.

	Supporting Actions	Success Indicators	General Plan & HiAP
4.8.a	Continue to promote, improve, and expand bulky item program collection services	Increase in number of residents who participate annually Expand program to include multifamily residents	General Plan: Finding 3, Policy EC.3.3, Action EC3.D HiAP: Action 3E, Action 4D CAP: Objective 4
4.8.b	Implementing initiative to add a recycling option to trash receptacles along city streets and install two-stream systems in city parks	Increase in diversion rates Increase in number of recycling and waste options throughout the city	
4.8.c	Collaborate with WCCUSD and RecycleMore to implement three stream recycling programs at Richmond schools	Develop and implement a district wide three bin educational program and collection system for trash, recycling, and compost	
4.8.d	Target multi-family and businesses to increase enrollment in recycling and compost programs	Number of multi-family and businesses participating in three stream recycling program	
4.8.e	Negotiate franchise of industrial waste and recycling collection services with Republic Services to further incentivize recycling participation for industrial businesses	Tons of industrial waste sent to the landfill Tons of industrial waste recycled	
4.8.f	Integrate construction and demolition waste CalGreen requirements with Building Services Department requirements and evaluate adopting C&D ordinance	Number of permits demonstrating compliance Tons of C&D waste sent to the landfill	
4.8.g	Develop and implement plan to divert organics from landfill to treatment plant	Identify potential sources of food scraps and landfill organics diversion, for co-digestion and increased biogas production. Develop plan for organics receiving facility at the WWTP design and build facility	

		Execute contracts with food scraps and organics haulers
4.8.h	Develop plan to require recycling/compost in City building code for multi-family residential units	Require multifamily developers to plan and design three stream recycling systems

4.9 Protect the Watershed and Increase Water Conservation

Richmond recognizes regional changes in precipitation and temperature patterns present a long-term risk to the City's water supply. The City is committed to expanding stormwater and water reclamation management, infrastructure and outreach in Richmond. Maintaining an adequate water supply is a basic necessity for the health of individuals, communities, and the region.

	Supporting Goals	Success Indicators	General Plan & HiAP
4.9.a	Restore and improve habitats around streams and creeks	Complete three projects per year such as the Meeker Slough clean-up	General Plan: Goal HW9, Policy HW9.3, CN3.2, Policy HW9.5, CN1.3, Policy HW9.6, LU4.2; CN2.1, Action HW9.N HiAP: Action 3D, Action 3I, Action 5A CAP: Objective 5
4.9.b	Implement water reclamation projects (i.e. rain barrels)	Gallons of water saved per year Wastewater collection supplies and educational material given to residents	
4.9.c	Promote EBMUD outreach and water conservation programs	Gallons of water saved per year	
4.9.d	Participate in the implementation of the Sustainable Groundwater Management Act (SGMA) of 2014 with EBMUD	Formation of governing bodies (Groundwater Sustainability Agency(s)) by June 2017 Establishment of Groundwater Sustainability Plans (GSPs) by Jan 2022	
4.9.e	Implement groundwater sustainability activities	Participate with EBMUD on Sustainable Groundwater Management Act (SGMA) activities to protect the East Bay Plain Basin Rehabilitate Nicholl Park groundwater well and resume irrigating with well water	
4.9.g	Utilize reclaimed/recycle water	Meet with EBMUD to discuss secondary effluent delivery options in FY 2016/17 Incorporate recycled water feasibility analysis in WWTP Facility Plan	

CHAPTER 5: PROMOTE EFFECTIVE GOVERNMENT

Introduction

It is imperative for the City to promote effective government to efficiently serve the needs of the Richmond community. Effective government is central to the mission of the City. It impacts the Richmond community both through the provision of services and the quality of those services. The functions of the City that are critical to providing effective government include but are not limited to:

- Provision of quality community services
- Streamlined financial and enterprise systems
- Staff recruitment, retention and training
- Public accessibility to government documents
- Communication and technology infrastructure
- Control and oversight of City finances

Implementation of performance-based government policies means establishing measurable service standards, and efficiently allocating resources. Continuous benchmarking, training, accessibility to government, and strategic technology provide public accountability and transparency in government.

Key Objectives

Richmond has identified six key, long-term objectives to promote effective government. These key objectives are:

- 5.1** Utilizing data and information to inform policy decisions
- 5.2** Streamline internal processes by utilizing the Enterprise Resource Planning System
- 5.3** Create comprehensive training programs to improve customer service
- 5.4** Increase ease of public and private access to government documents
- 5.5** Implement a strategic technology plan
- 5.6** Provide fiscal support to departments and oversight and control of City Finances

These six long-term objectives are supported by the specific actions and defined success indicators detailed below. The implementation of these key objectives will help to promote an effective and transparent government that enhances the quality of life for the Richmond community.

5.1 Utilizing Data and Information to Inform Policy Decisions

Measuring community and stakeholder satisfaction is essential to determining Richmond's success in improving quality of life issues. Access to accurate, timely and meaningful data, input and information can help elected officials and decision makers to:

- Make informed decisions regarding provision of services (internal and external) and resource allocation;
- Determine if city-sponsored initiatives are effective in meeting their intended outcome;
- Measure government performance over time;
- Assess support for local policies;
- Inform the community of budget and policy decisions; and
- Determine the efficiency and effectiveness of City service delivery and communication.

Information is critical to the City's growth and resiliency, and can come in the form of data from annual performance measures, survey results and community input. The City should provide community members and stakeholders with opportunities to become informed and actively participate in the governing process. This creates an environment in which community input can help drive policy, program and service improvements.

	Supporting Actions	Success Indicators	General Plan Goal(s)
5.1.a	Measure residents' perceptions and satisfaction with municipal services in a biennial community survey in 2017, 2019 and 2021	Completion of biennial survey Use of survey results by City departments and decision makers to make policy and program decisions	<i>Historic Resources</i> GOAL HR3: Increase Public Awareness of Richmond's history
5.1.b	Develop and/or utilize an instrument such as Community Voice to increase community input and engagement	Creation, implementation and outreach of universal instrument	
5.1.c	Support City departments to collect internal and external end-user satisfaction data	Number of departments that create, implement and analyze data to improve service delivery	
5.1.d	Operationalize the General Plan through alignment with Health in All Policies, Five Year Strategic Business Plan and annual performance measures.	Alignment of City-developed documents Number of actions completed	

5.2 Streamline Internal Processes by Utilizing the Enterprise Resource Planning System

Enterprise Resource Planning (ERP) is a business management software system that integrates data for services provided by the City. Bringing the entire City's financial, human resources and logistics data together ensures that managers have access to accurate data for decision-making. The City's ERP software provides a platform for creating new, more efficient and effective business processes. The City's ERP software is also allowing managers to accomplish tasks and measure output in ways that they couldn't do before. In particular, TRAKiT, the City's permitting, inspections, business license, citizen response management and code enforcement software is allowing the City to provide better coordinated and streamlined services to residents, businesses and developers in these areas.

	Supporting Actions	Success Indicators	General Plan Goal(s)
5.2.a	Create department self-sufficiency in the use of the ERP and Community Development systems	Organizational proficiency in use of all modules	N/A
5.2.b	Provide training and coaching on the use of the ERP and Community Development systems to enhance staff's skills and their ability to effectively and efficiently perform assigned job duties	Number of ERP training sessions provided and high percentage of employees with passing scores on training exercises	
5.2.c	Keep ERP and Community Development systems current by upgrading to the most current version available for general release in order to take advantage of new functionality, bug fixes, legal compliance, and to preserve maintenance support from the vendor	Proportion of released ERP version upgrades accomplished in a timely and efficient manner Action plan for upgrades with end users developed	
5.2.d	Implement new functionality in ERP and Community Development systems that will improve the City's cost and process efficiencies in providing services to its constituents (both internal and external)	Degrees of business process improvement Number of new functionalities added	
5.2.e	Continually reassess business processes to evaluate effectiveness and efficiency. Make changes as appropriate to achieve improvements	Assessments of business processes	
5.2.f	Increase efficiency of the City's financial processes including the billing, collections and permitting processes	20% improvement in turnaround time for billing, collections and permitting processes	

5.3 Create Comprehensive Training Programs for City Employees

Training is the most comprehensive form of knowledge sharing in the City of Richmond. It allows for the investment of knowledge and skills that will create a highly skilled workforce. The Human Resources Department implements many training programs to improve the quality and performance of the City's workforce. Regular, specialized onsite training allows the City to address individual training needs that will not only build employee proficiency but also impact the quality of City work and community satisfaction.

	Supporting Actions	Success Indicators	General Plan Goal(s)
5.3.a	Create focus-based trainings and workshops for City staff	Number and types of trainings provided Number of staff participating in trainings 90% or higher staff satisfaction rating obtained	<i>Historic Resources</i> GOAL HR3: Increase Public Awareness of Richmond's Historic Resources
5.3.b	Create mandatory management academy for all new and current supervisors	Implementation of academy Percentage of supervisors attending trainings	
5.3.c	Create core training curriculum for non-supervisory employees	Implementation of training and curriculum Number of non-supervisory employee attending trainings	
5.3.d	Provide customer service trainings for management and non-supervisory staff	Percentage of City employees participating in customer service training. 90% or higher staff satisfaction rating obtained	

5.4 Increase Ease of Public and Private Access to Government Documents

The City of Richmond is committed to transparency in government and information sharing with its residents, including providing accommodations for non- and limited-English speakers. Providing an online approach to government allows a single point of contact for the public. It allows residents to access information easily and at any point in time.

The City's website, which is the primary place to access City documents and information has two faces to it: the Internet and the Intranet. The Internet is the City's website for the public. The ability to replace paper forms of government documents and provide access to government documents and public information has produced remarkable results. The public has become more aware of new City ordinances, events, City council meetings and agendas. The Intranet, which City employees use to access City information and documents, has dramatically reduced the number of paper forms and significantly advanced the process of sharing information within and between departments.

	Supporting Actions	Success Indicators	General Plan Goal(s)
5.4.a	Create transparency and accessibility to City documents and records	An increase in the number of visitors to the Clerk's webpage and other webpages that contain City documents	<i>Education and Human Services</i> GOAL EH3: Provide Equitable and High- Quality Human Services
5.4.b	Develop and publicize a Records Retention Policy	An increase in the number of departments referring to the policy to destroy documents Future goals to reduce office and offsite storage set and achieved	
5.4.c	Place all public documents online to support waste reduction and recycling	The Clerk's Office two week standard to post public documents (i.e. minutes, resolutions, and ordinances) has been met 100%. Reduction in calls from the public and departments searching and requesting hard copies of documents	
5.4.d	Increase access to the City's website, meetings and public documents to accommodate individuals with special needs	Accommodations for requests for special needs have been met 100%	
5.4.e	Automate forms such the Statement of Economic Interest (Form 700), campaign forms, and election forms to reduce manual processing and increase efficiency and accuracy	Number of forms automated Reduced the amount of staff time needed by approximately 80%	

5.5 Implement an Innovative Technology Plan

Information technology is a major tool available to the City to ensure internal operational efficiencies, innovation, and greater accessibility to the government. The implementation of a strategic technology plan allows the community to have access to information and fully participate in the governmental process and their communities.

	Supporting Actions	Success Indicators	General Plan Goal(s)
5.5.a	Enhance City government technical infrastructure to meet current technology needs	Modern efficient Infrastructure implemented and functional	<i>Economic Development</i> GOAL ED1: Improve Richmond's Appeal as a Place to Live, Work and Visit <i>Community Health and Wellness</i> GOAL HW9: Improve Environmental Quality GOAL HW10: Promote Green and Sustainable Development and Practices
5.5.b	Enhance broadband City government infrastructure, which includes providing fiber connectivity and broadband access in all City facilities	Percentage of City buildings connected to fiber and broadband	
5.5.c	Develop a SMART City Infrastructure and Transportation Plan including emerging technologies such as Wi-Fi hotspots/solar powered bus stops and traffic signalization project	Plan developed Installation of emerging/innovative technologies	
5.5.d	Ensure emergency communication and management systems are in place and functional	Infrastructure implemented and functional	

5.6 Provide Fiscal Support to Departments and Oversight and Control of City Finances

The City of Richmond's Finance Department is responsible for providing fiscal support, oversight, and control to the Mayor and Council, City Agencies, and City Departments to ensure proper fiscal management, budgeting, and accounting. The department also maintains financing, auditing, and record keeping standards to ensure sound fiduciary practices.

	Supporting Actions	Success Indicators	General Plan Goal(s)
5.6.a	Develop, periodically update and utilize the Five Year Financial Plan to help decision makers make short and long-term informed budget and policy decisions	Update annually or as needed Variance between projection of Plan to actual budget	
5.6.b	Provide quarterly financial reports and presentations for City Council and place on the City website to increase transparency	Quarterly reports completed and uploaded to website	
5.6.c	Collaborate with city departments to update annual performance measures and work on an open data platform	Update department annual performance measurements Prepare and report performance measurement updates	