

Stimulate Economic and Community Vitality - Year 1 Implementation

Santa Barbara supports a dynamic economy fueled by a thriving downtown and economic corridors, a diverse mix of industries, and systems that support local businesses. Through innovative partnerships, clear planning, and strategic investment, the City fosters long-term economic success that is reflective of community needs.

Objective	Initiatives	Responsible Lead	Current Status	Anticipated Completion	Notes	Date Last Updated
Adopt the State Street Master Plan and implement downtown improvements	Complete feasibility analysis for alternative storm water compliance on State Street	S&R	In Progress	Q3 2026		8-Dec-25
	Complete design of City Hall rain garden	S&R	In Progress	Q3 2026		8-Dec-25
	Complete the State Street Master Plan in coordination with vision and design with Moule and Polyzoides	CAO	In Progress	Q1 2026		8-Dec-25
	Initiate short-term action plan items in support of State Street Master Plan	CAO	In Progress	Q2 2026		8-Dec-25
	Identify top five implementation projects for downtown	CAO	In Progress	Q1 2026		8-Dec-25
	Collaborating to ensure that public safety services are at the forefront of planning and implementation	PD / FD / CAO	In Progress	Continuous		8-Dec-25
	Paseo Nuevo - finalize Disposition and Development Agreement	CAO	In Progress	Q1 2026		8-Dec-25
	Establish a final design concept for De La Guerra Plaza	CAO	Not Yet Started	Q1 2026		8-Dec-25
Support a thriving local economy	Cultivate sustainable public-private partnerships with local businesses (e.g., coffee cup pilot, clean business certifications, food waste grants)	S&R	In Progress	Continuous		8-Dec-25
	Develop and issue a request for proposals (RFP) for an Economic Development plan	CAO	Not Yet Started	Q1 2026		8-Dec-25
	Coordinate closely with DSRIA and contracted services to ensure shared objectives are being achieved for cleanliness, landscaping, and other beautification projects	CAO	In Progress	Continuous		8-Dec-25
	Establish an economic development dashboard for the public	CAO / Finance	Not Yet Started	Q4 2026		8-Dec-25
	Promote the City as an attractive place to start or build a business	CD / CAO	In Progress	Continuous		8-Dec-25
	Review opportunities for research, programs, business incentives, and financial assistance/loan programs to enhance the City's small business support	CD / CAO	Not Yet Started	Q3 2026		8-Dec-25
	Attract diverse industries to Santa Barbara by: (1) developing "suitable sites" inventory and opportunities; and (2) identifying target industries	CD / CAO	Not Yet Started	Q4 2026		8-Dec-25
	Begin asset management analysis for City properties	CAO	Not Yet Started	Q2 2026		8-Dec-25
	Create real estate strategy for downtown in coordination with real estate groups - ensure the City is aware of the vacancies and potential occupants	CAO	Not Yet Started	Q4 2026		8-Dec-25
	Begin review and RFP for a retail strategy and vibrancy study	CAO	In Progress	Q3 2026		8-Dec-25
	Complete Maintenance Ordinance for property and under-utilized structures downtown	CAO	In Progress	Q4 2026		8-Dec-25
	Research finance mechanisms that can help support capital projects and loan/grant programs downtown	CAO / Finance	In Progress	Q1 2026		8-Dec-25
	Develop long-term financial and operational strategy for Downtown Parking	CAO / Finance	In Progress	Q4 2026		8-Dec-25
	Maintain strong partnerships with businesses, property owners, and real estate groups and hold regular meetings to provide City updates and hear projects and issues from those groups	CD / CAO	In Progress	Continuous		8-Dec-25
	Ensure fire protection services reinforce community safety and confidence	Fire	In Progress	Continuous		8-Dec-25
	Maintain strong partnership between PD and businesses, residents and neighborhood groups	PD CAO	In Progress	Continuous		8-Dec-25
	Negotiate two sales tax generating leases in airport specific plan area	Airport	Not Yet Started	Q4 2026		8-Dec-25
	Publish East Site FBO RFP	Airport	Not Yet Started	Q4 2026		8-Dec-25
	Complete a Waterfront branding strategy with the City	Waterfront	In Progress	Q2 2026		
	Review current Waterfront tenant mix and evaluate tenant performance	Waterfront	Not Yet Started	Q2 2026		
Develop standardized leasing policy (citywide)	ALL	Not Yet Started	Q4 2026			
Identify policy and infrastructure projects that support Commercial Fishing and the Blue Economy	Waterfront	Not Yet Started	Q4 2026			
Announce new airline route	Airport	Complete	Q4 2025		8-Dec-25	
Increase neighborhood vitality and placemaking	Explore Enhanced Infrastructure Financing District (EIFD)	CAO / Finance / CD	In Progress	Q1 2026		8-Dec-25
	Continue and expand Clean Community Neighborhood Clean Ups	S&R	In Progress	Continuous		8-Dec-25
	Launch Community Tree Program and continue Santa Barbara Clean Energy (SBCE) climate tree giveaway	S&R	In Progress	Q3 2026		8-Dec-25

Implement Parkway Retrofit Program for proactive storm water capture	P&R / PW / S&R	In Progress	Continuous	8-Dec-25
Complete community engagement and framework for Parks and Recreation Master Plan	P&R	In Progress	Q3 2026	8-Dec-25
Facilitate and support the arts, local festivals, and community events in parks, galleries, and public open spaces	P&R	In Progress	Continuous	8-Dec-25
Initiate development of key economic corridor plans (i.e. Milpas, San Andres, De La Vina, Upper State, etc.) that integrate neighborhood vitality initiatives	CAO / PW	Not Yet Started	Q4 2026	8-Dec-25
Initiate Public Arts Plan	Library	Not Yet Started	Q2 2026	8-Dec-25
Complete the Asphalt Art Initiative on State Street	CAO	In Progress	Q1 2026	8-Dec-25
Initiate Public Art in Parks policy development	P&R	Not Yet Started	Q4 2026	8-Dec-25
Update Title 15 to streamline guidelines related to community events, safe use of public parks and promote equal access	P&R	In Progress	Q3 2026	8-Dec-25
Initiate an updated special event and activations program, and establish a temporary use permit for activations downtown	P&R / CAO	In Progress	Q2 2026	8-Dec-25
Develop special events waste reduction grant program	S&R	Not Yet Started	Q2 2026	8-Dec-25
Explore increased opportunities for public outreach for City-led projects and events	CAO	In Progress	Continuous	8-Dec-25
Adopt a Property Maintenance Ordinance	CAO	In Progress	Q2 2026	8-Dec-25
Launch Flag Program on Milpas in partnership with Santa Barbara Bowl	CAO	In Progress	Q1 2026	8-Dec-25
Coordinated Waterfront branding strategy with City	Waterfront	In Progress	Q2 2026	
Minor repairs to protect General Western Aero Hangars	Airport	In Progress	Q1 2026	8-Dec-25

Simplify the permitting process and support the customer experience

Coordinate with external stakeholders to identify pain points in the permitting process and identify what works well (success stories)	CD / CAO / S&R / PW	Not Yet Started	Q2 2026	8-Dec-25
Expand offering of "fast and free" permitting for home electrification measures	S&R	Complete	Q2 2026	8-Dec-25
Launch Storm Water Management Program (SWMP) outreach road show to educate and demystify the storm water program, generate user tools to help with smoother permitting process	S&R / PW	In Progress	Q2 2026	8-Dec-25
Onboard new Ombudsperson responsible for assisting downtown commercial projects and affordable housing through the development process	CAO	Not Yet Started	Q1 2026	8-Dec-25
90% of business tax certificates are issued electronically	Finance	In Progress	Q1 2026	Renewal season began in December 2025
10% of city vendors are paid electronically	Finance	In Progress	Q2 2026	Virtual pay implemented in Fall 2025, ACH to be implemented
Improve the customer experience	ALL	In Progress	Continuous	8-Dec-25
Adopt and implement the Single Family Streamlining Amendments (HE-5)	CD	In Progress	Q2 2026	8-Dec-25
Adopt and implement the Adaptive Reuse Ordinance (HE-1)	CD	Complete	Q4 2025	8-Dec-25
Continually evaluate fire permitting processes	CD / Fire / CAO	In Progress	Continuous	8-Dec-25
Update the permits for outdoor dining on private property, parklets, and dining on State Street to be consistent and simplified	CAO / CD / PW	Not Yet Started	Q4 2026	8-Dec-25
Identify permitting efficiencies for housing downtown, such as storm water requirements	CD / CAO	Not Yet Started	Q2 2026	8-Dec-25
Enhance SB Connect experience by channeling all constituent communication through this platform. Link other platform to connect directly to SB Connect.	IT / CAO	In Progress	Q2 2026	8-Dec-25
Simplify resident requests for on-street parking changes	CAO	In Progress	Q2 2026	8-Dec-25
Implement DataTicket for Resident Permit Parking Program (simplifies RPP application and permit issuance; enables use of license plates as permits and LPR enforcement).	CAO	In Progress	Q2 2026	8-Dec-25
Support Waterfront tenants with streamlining permit process and tenant improvements	Waterfront	In Progress	Q2 2026	
Improve the parking process and experience within the Waterfront	Waterfront	In Progress	Q2 2026	
Improve Accela functions for Special Events Permitting process to better guide applicants and support Special Events	P&R	In Progress	Q2 2026	8-Dec-25
Set airport independent operator permit insurance requirements to industry standards and issue permits to independent flight instructors	Airport	In Progress	Q2 2026	8-Dec-25

Enhance Community Resiliency and Safety - Year 1 Implementation

Santa Barbara is a resilient and prepared community. The City leverages resources and partnerships to respond to increasing risks, while investing in infrastructure that reflects a commitment to climate adaptation, sustainability, and safety for all community members.

Objective	Initiatives	Responsible Lead	Current Status	Anticipated Completion	Notes	Date Last Updated
Increase community emergency preparedness	Develop a centralized repository for disaster information, photos, and records	Fire	Not Yet Started	Q4 2026		8-Dec-25
	Establish Eastside Library as a community resilience hub (backup battery power, vehicle charging)	Library	Not Yet Started	Q4 2026		8-Dec-25
	Create incentive programs that advance fire and climate resilience (SBCE, Creeks, Solid Waste)	S&R	Not Yet Started	Q3 2026		8-Dec-25
	Educate Waterfront community on tsunami response plan and make resources available	Waterfront	Not Yet Started	Q2 2026		
	Enhance collaboration / coordination with key partners to facilitate coordinated planning and response	Waterfront	In Progress	Q2 2026		
	Partner with Promotores to ensure equitable outreach and engagement	Fire	In Progress	Continuous		8-Dec-25
	Expand community safety trainings	Fire / Waterfront	Not Yet Started	Q4 2026		8-Dec-25
	Create a community risk reduction program	Fire	Not Yet Started	Q4 2026		8-Dec-25
	Enhance collaboration/coordination with key partners to facilitate coordinated planning and response to emergencies and disasters	Fire	In Progress	Continuous		8-Dec-25
	Implement expanded Wildland Assessment District	Fire	In Progress	Q2 2026		8-Dec-25
	Renew SCE agreement for use of P&R facilities for PSPS Events	P&R	In Progress	Q1 2026		
	Continue wildfire resiliency and habitat restoration in 24 open space parks	P&R/Fire	In Progress	Q4 2027		8-Dec-25
	Upgrade Emergency Operations Center (EOC) facilities	Fire	In Progress	Q2 2026		8-Dec-25
	Updated Emergency Operations Plan	Fire	In Progress	Q3 2026		8-Dec-25
	Implement fire pre-planning software	Fire	In Progress	Q2 2026		8-Dec-25
Sustained support of Regional Fire Communications Center	Fire	In Progress	Continuous		8-Dec-25	
Daylight Standards of Coverage (SOC) Study	Fire	Complete	Q4 2025		8-Dec-25	
Invest in infrastructure improvements that support climate adaptation and protect community assets	Complete Waterfront, Water/Wastewater System Adaptation Plans	S&R / Waterfront / Water Resources	In Progress	Q2 2026		8-Dec-25
	Expand access to and awareness of regional Resilience Hubs	S&R / Library / PW	In Progress	Q3 2026		8-Dec-25
	Mitigate threats resulting from sea level rise and major storms	S&R / P&R / Waterfront / PW / Water Resources	In Progress	Continuous		8-Dec-25
	Complete the Waterfront Sea Level Adaptation Plan	Waterfront	In Progress	Q4 2026		
	Design Mission Creek Pathway and Fish Passage project	S&R / PW	Not Yet Started	Q4 2026		8-Dec-25
	Adopt Creek Buffer Ordinance	S&R	In Progress	Q4 2026		8-Dec-25
	Develop policy/permitting pathways for all-electric buildings	S&R / CD	Not Yet Started	Q3 2026		8-Dec-25
	Develop transportation options that promote walkability and multi-use corridors	S&R / PW	Not Yet Started	Q4 2026		8-Dec-25
	Enhance public EV charging infrastructure (adding 200+ chargers)	S&R / PW / CAO	In Progress	Q4 2026		8-Dec-25
	Launch Green Infrastructure and Master stormwater Drainage Plan Development	S&R / PW	Not Yet Started	Q2 2026		8-Dec-25
	Develop Community Trees Program	P&R / S&R	In Progress	Q2 2026		8-Dec-25
	Implement Parkway Retrofit Program for proactive stormwater capture	P&R / S&R / PW	Operationalized	Q4 2026		8-Dec-25
	Conduct Municipal Facilities Condition Assessment and Electrification Plan	PW / S&R / P&R	Not Yet Started	Q4 2026		8-Dec-25
	Develop a Countywide erosion and flooding monitoring program	PW / S&R	Not Yet Started	Q4 2026		8-Dec-25
	Design Sycamore Creek Restoration Project, pursue funding for construction	S&R/PW	In Progress	Q4 2026		8-Dec-25
	Deploy renewable energy, backup energy systems, electric mechanical systems, EV charging, and microgrids at City facilities	CAO / PW / S&R	In Progress	Continuous		8-Dec-25
	Complete construction of new Police headquarters	PD / PW	In Progress	Q2 2027		8-Dec-25
	Complete construction of Dwight Murphy Field Renovation	P&R/PW	In Progress	Q1 2027		8-Dec-25
	Complete Building Permit Process for Ortega Park Revitalization Project	P&R/CDD	In Progress	Q4 2026		8-Dec-25
	Complete Urban Forest Inventory and Master Plan Updates	P&R	In Progress	Continuous		8-Dec-25
	Complete renovation of Plaza Vera Cruz Community Building	P&R	In Progress	Q2 2026		8-Dec-25
	Develop approach to address structural needs in key recreation facilities (Carrillo Gym and Los Banos)	P&R / PW	In Progress	Q4 2026		8-Dec-25
	Temporary improvements to Carneros Creek area to prevent airport flooding	Airport / S&R	In Progress	Q2 2026		8-Dec-25
Create a multitude of maps in GIS related to the Safe Streets for All Planning Effort	IT / PW	Not Yet Started	Q3 2026		8-Dec-25	

	Submit grants and work on capital infrastructure projects on active transportation, Vision Zero, Safe Routes to School, and Climate Action Plan	PW / S&R	In Progress	Continuous	8-Dec-25
Strengthen public safety services	Assess PD and FD staffing needs for new enforcement and education initiatives (i.e., e-bikes, street vendors, etc.)	PW / PD / FD	In Progress	Q2 2026	8-Dec-25
	Create local response capacity by supporting employee's ability to live in the community	HR / CAO	In Progress	Continuous	8-Dec-25
	Provide fully staffed and equipped public safety departments	HR / PD / FD	In Progress	Continuous	8-Dec-25
	Complete the fire department Standards of Coverage (SOC) study	FD	Complete	Q3 2025	8-Dec-25
	Finalize technology improvements to the Emergency Operations Center (EOC)	IT FD	Nearing Completion	Q4 2025	8-Dec-25
	Update Fire Department Five-Year Strategic Plan	FD	Not Yet Started	Q2 2026	8-Dec-25
	Continue aggressive vegetation management practices and encourage FireWise communities	FD	In Progress	Continuous	8-Dec-25
	Improve Insurance Services Office (ISO) rating/consider accreditation	FD	In Progress	Q2 2026	8-Dec-25
	Establish Community Risk Reduction (CRR) Program	FD	Not Yet Started	Q4 2026	8-Dec-25
	Initiate and complete a Police Department Strategic Plan with employee and community engagement	PD	In Progress	Q4 2026	8-Dec-25
Hire a Crime Analyst to support data-driven policing and resource allocation	PD	Complete	Q4 2025	8-Dec-25	
Advance clean air, clean water, and clean spaces initiatives in support of public health	Complete microplastic study for improved water quality	S&R / Water Resources	Not Yet Started	Q3 2026	8-Dec-25
	Continue and expand Clean Community Neighborhood Clean Ups	S&R	Operationalized	Continuous	8-Dec-25
	Implement an electric-preferred reach code	S&R / CD	Not Yet Started	Q4 2026	8-Dec-25
	Implement updated single use material ordinance	S&R	In Progress	Q2 2026	8-Dec-25
	Expand textile recycling program	S&R	In Progress	Q3 2026	8-Dec-25
	Remove Stearn's Wharf Underground Storage Tanks (USTs)	S&R / Waterfront	In Progress	Q4 2026	8-Dec-25
	Expand BCycle Program through Clean Mobility Options (CMO) grant	PW / S&R	In Progress	Q2 2026	8-Dec-25
	Prepare zoning ordinance amendments and MEA updates to implement resource protection policies and standards (HE-9)	CD	Not Yet Started	Q4 2026	8-Dec-25

Strengthen Housing and Community Services - Year 1 Implementation

Santa Barbara strengthens our community by delivering supportive services that meet diverse needs and increasing housing supply—each essential to fostering well-being and stability for all, especially our most vulnerable residents.

Objective	Initiatives	Responsible Lead	Current Status	Anticipated Completion	Notes	Date Last Updated
Increase housing affordability and production	Complete analysis of an Enhanced Infrastructure Financing District's (EIFD) ability to raise funding for affordable housing development and identify suitable sites	CD / CAO / Finance	In Progress	Q2 2026		8-Dec-25
	Identify sustainable funding sources to maintain contributions to the Local Housing Trust Fund (LHTF)	CAO	In Progress	Q4 2026		8-Dec-25
	Leverage public and private funding sources for all housing types	CAO	In Progress	Continuous		8-Dec-25
	Pursue opportunities to deliver workforce housing	CD / CAO	In Progress	Continuous		8-Dec-25
	Evaluate Hotel Zones to prioritize residential use (HE-20)	CD / CAO	Not Yet Started	Q4 2026		8-Dec-25
	Update the Affordable Housing Policies and Procedures to reflect any changes to the inclusionary housing ordinances	CD / CAO	Not Yet Started	Q4 2026		8-Dec-25
	Evaluate and propose applicable zoning amendments to the City's Inclusionary Housing Ordinances (HE-13)	CD / CAO	In Progress	Q4 2026		8-Dec-25
	Develop Housing and Homelessness Action Plan with engagement from agency partners and broader community stakeholders	CAO	Not Yet Started	Q4 2026		8-Dec-25
Promote housing stability and tenant protections	Complete research, draft ordinance, and facilitate community engagement in support of a comprehensive rent stabilization program.	CAO	In Progress	Q3 2026		8-Dec-25
	Monitor trends and evaluate the Conversion of Residential Units to Condos and Hotels to determine if amendments are needed to strengthen this provision and ensure no net loss of affordable units. Prepare any needed Zoning Ordinance amendments per the results of the evaluation. (HE-21)	CD	Not Yet Started	Q4 2026		8-Dec-25
	Create, adopt, and enforce the short-term-rental ordinance citywide (HE-19)	CD	In Progress	Q3 2026		8-Dec-25
Strengthen services to support diverse populations and the complexity of needs	Increase accessibility and awareness of existing programming and services	CAO	Not Yet Started	Q2 2026		8-Dec-25
	Identify opportunities to expand support for vulnerable populations including seniors, at-risk youth, and people experiencing homelessness	CAO	In Progress	Q4 2026		8-Dec-25
	Identify new partnerships to expand youth, adult and senior programming in community centers	P&R	In Progress	Q4 2026		8-Dec-25
	Implementation of Access Advisory Committee recommendations	PW	In Progress	Q3 2026		8-Dec-25
	Collaborate with regional partners to increase number of mental health treatment beds	PD / CAO	In Progress	Continuous		8-Dec-25
	Develop a Digital Accessibility Plan	IT / CAO	Not Yet Started	Q4 2026		8-Dec-25
	Continue public education including CERT and LISTOS programs to support diverse community needs	FD	In Progress	Continuous		8-Dec-25
	Expand the capacity of the SBPD Co-Response Team Program	PD	In Progress	Q2 2026		8-Dec-25
	Implement the SBPD Blue Envelope Program to support neurodiverse community members during contacts with officers	PD	Complete	Q3 2025		8-Dec-25
	Prioritize support for youth programs including Police Activities League and explore more organizational partnerships to increase youth engagement	PD	In Progress	Continuous		8-Dec-25
	Increase community engagement activities with PD by 10% annually and grow social media presence and engagement	PD	In Progress	Q4 2025		8-Dec-25
	Review options to provide greater access to slips, mooring, and Waterfront recreation	Waterfront	In Progress	Q4 2026		
	Complete acquisition of PATH shelter and support the transition to an interim service provider beginning Dec 1	CAO	Nearing Completion	Q4 2025		8-Dec-25
	Facilitate RFP and provider selection process for Downtown Navigation Center to support people experiencing homelessness with case management, housing	CAO	Nearing Completion	Q4 2025		8-Dec-25

Ensure a Thriving City Organization - Year 1 Implementation

Santa Barbara is a high-performing organization where employees are supported, valued, and inspired to serve. Through strategic investments in people, planning, and fiscal health, the City maintains a stable budget and earns the trust of both staff and the community.

Objective	Initiatives	Responsible Lead	Current Status	Anticipated Completion	Notes	Date Last Updated
Achieve financial stability	Adopt a balanced budget annually for the General Fund, Enterprise Funds and Internal Service Funds	Finance	In Progress	Continuous		8-Dec-25
	Meet or exceed the City Council adopted Reserve Policy Targets for the General Fund, Enterprise Funds and Internal Service Funds	Finance	In Progress	Q4 2026		8-Dec-25
	Maintain an overall city credit rating of "very high" or "highest"	Finance	In Progress	Q4 2026		8-Dec-25
	Receive an unmodified "clean" audit report with no significant deficiencies or material weaknesses	Finance	In Progress	Q1 2026		8-Dec-25
	Meet or exceed a pension funding level of 70%	Finance	In Progress	Q4 2026		8-Dec-25
	Ensure all fees charged by departments are in line with the City Council adopted Cost Recovery and Revenue Policy	Finance	In Progress	Q2 2026		8-Dec-25
	Prepare a LDT Fee Study for Planning Applications	Finance / CD	Not Yet Started	Q2 2026		8-Dec-25
	Achieve full cost recovery for billing engineering service	PW / Finance	Not Yet Started	Q3 2026		8-Dec-25
	Identify other revenue enhancements and cost savings measures and receive direction from the City Council	Finance	In Progress	Q2 2026		8-Dec-25
Foster a strong organizational culture	Develop Sustainability micro-training video series	S&R	In Progress	Q2 2026		8-Dec-25
	Host a City Day of Climate Action	S&R HR	In Progress	Q2 2026		8-Dec-25
	Foster increased collaboration cross-departmentally	ALL	In Progress	Continuous		8-Dec-25
	Offer Sustainability in Action Class (part of Leadership Training Series)	S&R	Operationalized	Q3 2026		8-Dec-25
	Strengthen employee recruitment and retention efforts	HR	In Progress	Continuous		8-Dec-25
	Pursue regionally competitive compensation	HR	In Progress	Continuous		8-Dec-25
	Improve employee appreciation, training, and career development efforts	HR	In Progress	Continuous		8-Dec-25
	Create an IT Strategic Plan aligned with the organizations goals	IT	In Progress	Q3 2026		8-Dec-25
	Implement regular internal LDT meetings for discussion and coordination	CD / CAO	Not Yet Started	Q2 2026		8-Dec-25
	Conduct employee surveys every 2-3 years to get feedback on job satisfaction and opportunities for improvement	HR	Not Yet Started	Q4 2026		8-Dec-25
	Operate a PD Employee Wellness Program (mental health, peer support, fitness)	PD	In Progress	Continuous		8-Dec-25
	Prepare for transition to new Police Headquarters	PD / PW	Not Yet Started	Q4 2026		8-Dec-25
Attract and retain a skilled workforce	Maintain enhanced commuter incentive program (SmartRide)	S&R	Complete	Q3 2025		8-Dec-25
	Expand curriculum and funding for Youth Apprentice and job training program	Library / P&R	Not Yet Started	Q3 2026		8-Dec-25
	Develop citywide Intern program	HR / CAO	Not Yet Started	Q2 2026		8-Dec-25
	Improve technology training	IT / HR	In Progress	Continuous		8-Dec-25
	Implement classification and compensation study	HR / CAO / Finance	In Progress	Q4 2026		8-Dec-25
	Develop a comprehensive mentorship program that will provide structured mentorship, cross-functional training, and career development pathways for City staff	CAO / HR	In Progress	Q2 2026		8-Dec-25
	Maintain PD recruitment and retention efforts to support a safe, vibrant community	PD	In Progress	Continuous		8-Dec-25
Increase public trust and community engagement	Work with Promotores to expand Spanish outreach and engagement	CAO	Not Yet Started	Q2 2026		8-Dec-25
	Launch SWMP outreach road show to educate and demystify the stormwater program, generate user tools to help with smoother permitting process	S&R	In Progress	Q3 2026		8-Dec-25
	Facilitate district town hall forums every other month (each district in one year) in collaboration with the Neighborhood Advisory Council	CAO	In Progress	Q1 2026		8-Dec-25
	Foster additional engagement with community partners in problem-solving	ALL	In Progress	Continuous		8-Dec-25
	Increase transparency and community education	ALL	In Progress	Continuous		8-Dec-25
	Complete community satisfaction survey every three years	CAO	Not Yet Started	Q4 2026		8-Dec-25
	Develop customer service standards and training	HR	Not Yet Started	Q4 2026		8-Dec-25
	Hold each other accountable and increase accountability to the community (evaluate performance management system, incorporating values, etc.)	ALL	In Progress	Continuous		8-Dec-25
	Create standards for citywide CRM (SB Connect)	IT / CAO	In Progress	Q2 2026		8-Dec-25
	Expand public facing web mapping applications	IT	In Progress	Continuous		9-Dec-25

Perform post-project surveys to assess client and community satisfaction	CD	Not Yet Started	Q4 2026	8-Dec-25
Develop a Digital Accessibility Plan	IT / CAO	Not Yet Started	Q4 2026	8-Dec-25
Work with Noise Working group and consultant to design better plane instrument approaches focused on noise improvements	Airport	In Progress	Q2 2026	8-Dec-25