

City of Santa Cruz - Re-Envision Santa Cruz
Projects for Our 12-18 Month Interim Recovery Plan
January 1, 2021 - June 30, 2022

ID	Focus Area	Project Category	Project	Lead Department	Long(er) Description	Re-Envision	Recovery	Green Economy	Engaged Community	Equity and Well-being	Essential Service Delivery
93	Downtown and Business Revitalization	Downtown Reinvestment	Downtown Recovery Plan	ED	Expansion of Downtown Needs Assessment efforts, expanded into pandemic recovery.		X				
113	Downtown and Business Revitalization	Downtown Reinvestment	Pacific Avenue Beautification	ED	RDA bond-funded and Council approved project based on the Downtown Design Standards including landscaping, sidewalk improvements, lighting, security and some construction costs for placemaking and activation.		X				
114	Downtown and Business Revitalization	Downtown Reinvestment	Downtown Alley Improvements	ED	Bond funded and Council approved Capital Improvement Project to include lighting, placemaking and wayfinding improvements in downtown alleys.		X				
115	Downtown and Business Revitalization	Downtown Reinvestment	Lower Pacific Ave Improvements	ED	Bond-funded and Council-approved Infrastructure improvements including parking, street beautification and other related improvements in connection with the METRO project.		X				
76	Downtown and Business Revitalization	Downtown Reinvestment	Library Mixed-Use Project	ED	35,000-40,000 square foot new public library, 50-75 affordable units, commercial/retail and up to 400 public parking spaces.	X		X	X	X	
80	Downtown and Business Revitalization	Downtown Reinvestment	Library /Civic Core Revisioning Process/Project	ED	Re-envisioning of future use of existing library site as part of a larger civic core revitalization project.	X			X	X	
79	Downtown and Business Revitalization	Downtown Reinvestment	Farmers' Market Permanent Location/Structure	ED	Permanent downtown home and year-round structure for farmers' market.						
42	Downtown and Business Revitalization	Downtown Reinvestment	Downtown Plan Expansion	PLACD	Grant-funded planning for expansion of the Downtown Plan into areas that currently have lower allowed development intensity. The expansion is expected to move the Downtown. The process will increase development capacity for housing and commercial/office uses.		X				
21	Downtown and Business Revitalization	Downtown Reinvestment	Parking District Infrastructure	PW	Design and construct various infrastructure projects within the Downtown parking District.		X				X
82	Downtown and Business Revitalization	Economic Recovery and Resiliency	Arts in Recovery Grant Program Launch	ED	Design and implement grant program to improve efficiency and expand community involvement in City Arts programming.		X				
99	Downtown and Business Revitalization	Economic Recovery and Resiliency	Economic Development Strategy	ED	Five year strategic work plan guiding the focus of business development division.		X		X		
78	Downtown and Business Revitalization	Economic Recovery and Resiliency	Grow Santa Cruz Loan Program	ED	Expanded revolving loan program leveraged with EDA grant funds, focused on pandemic recovery.		X				
77	Downtown and Business Revitalization	Economic Recovery and Resiliency	Permanent Outdoor Expansion Program	ED	Use of public and private adjacent parking areas for outdoor dining.	X					
92	Downtown and Business Revitalization	Economic Recovery and Resiliency	Permanent Warriors Arena	ED	Permanent home for SC Warriors and possible mixed-use project.	X	X				
98	Downtown and Business Revitalization	Economic Recovery and Resiliency	Wharf Property Management Tenant Retention + Re-leasing Strategy	ED	Specific Wharf strategy to address vacancies and potential new lease rates in an effort to retain City tenants and ensure businesses remain solvent. Re-leasing vacant City owned spaces.						X
68	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Putney Perry Acquisition	ED	Parcels needed for Pac South site assemblage.	X				X	
73	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Fee Waiver/Deferral Process	ED	For multiple upcoming affordable housing projects (125 Coral, Calvary-Cedar, PacNorth and PacSouth and Library mixed use housing).	X				X	
74	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Establish Lease-up Process for AB 2162 Units Working with Housing Authority & County	ED	For multiple upcoming affordable housing projects utilizing AB 2162 (Calvary, PacSouth, PacNorth and Library Mixed Use).	X				X	

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60	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Pacific Station South	ED	85 unit affordable housing mixed use project. 20,000 square foot office/medical for Santa Cruz Community Health Center and Dientes, providing low-cost community medical and dental care and approximately 4,000 square foot retail frontage on Pacific. Coastal Permit to demolish three commercial buildings and construct a seven-story, mixed-use building with 85 affordable residential apartments, 15,228 square feet of ground floor commercial and residential amenity space, and 15,665 feet of medical office space on the second floor, on a property located within the CBD/CZ-O/FP-O zone district and within the Pacific Avenue Retail District and Front Street/Riverfront Corridor subareas of the Downtown	X				X	
61	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Pacific Station North	ED	89-100 unit affordable housing and mixed-use transit center with METRO, and approximately 5,000 commercial retail frontage on Pacific.	X				X	
90	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	5-Yr HUD Consolidated Action Plan - CARES Act	ED	CARES Act (CDBG-CV) funding allocations require additional reporting and planning.					X	
110	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Affordable Housing Agreements: New Development Projects	ED	As new housing projects are developed, it is a requirement to execute affordability, participation and other agreements between the developer/owner and the City. There is also ongoing management and review of these agreements both through the annual monitoring and through communications between owners and staff.					X	
111	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Analysis of Impediments to Fair Housing (AI)	ED	Assist, research and coordinate effort as needed for Analysis of Impediments to Fair Housing (AI). Complete trainings, research requirements and procedure for applying. Coordinating with outside agencies, advance planning and possibly consultants. Plan timeline and needed deliverables for AI. Develop work-plan and strategize due date in coordination with NRSA due date.	X				X	
83	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Inclusionary Housing Ordinance-Workforce Housing Definition	ED	Develop a workforce housing component of the Inclusionary housing ordinance, including an employer housing and school housing option.		X			X	
84	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	555 Pacific	ED	Renegotiation of existing development agreement.					X	
86	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Develop Affordable Housing Academy	ED	Per City Council sub-committee and Council adopted Housing Blueprint Recommendations, create an annual Affordable Housing Academy program for the public to educate on affordable housing in Santa Cruz and affordable housing production.	X			X	X	
112	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Neighborhood Revitalization Strategy Area (NRSA)	ED	Evaluate City NRSA for alignment with HUD objectives and requirements, planning of timeline for updating NRSA (due June 2022). Coordinate and investigate timeline and requirements to strategize deliverable deadlines.		X			X	
62	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	190 West Cliff	PLACD	Coastal Permit, Design Permit, Special Use Permit, Density Bonus Request to exceed height, Encroachment Permit for street and intersection improvements, and Tentative Map to construct a four-story mixed use project consisting of two levels of underground parking, ground level commercial, and 89 residential condominium units on a parcel located in the RTB(PER)/CZ-O/SP-O zone district.	X				X	

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63	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Front Street Project	PLACD	Coastal Permit, Non-Residential Demolition Authorization Permits, Design Permit, Tentative Map, Special Use Permit, Administrative Use Permit, Revocable License for Outdoor Extension Area, Heritage Tree Removal Permit, and Street Tree Removal to remove one street tree and three heritage trees, to combine five parcels, demolish three commercial buildings including two historic commercial buildings, and to construct a seven-story, mixed-use building with 175 residential condos and 11,498 square feet of ground floor and levee front commercial space on property located within the CBD (Central Business District)/CZ-O (Coastal Zone Overlay)/FP-O (Floodplain Overlay) zone district and within the Front Street/Riverfront subarea of the Downtown Plan.	X				X	
50	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	SRO/SOU Ordinance Amendments	PLACD	Updates to the Single-room Occupancy (SRO) and Small Unit Occupancy Ordinances were described in the Council Housing Blueprint Subcommittee recommendations to add more clarity and better coordination of regulations of these two housing types.						X
44	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Housing Element Update	PLACD	The City of Santa Cruz must update its General Plan Housing Element every eight years. This update will include existing conditions analysis of housing in the City, public outreach, development of policies and objectives, environmental documentation, and adoption of the final Housing Element document.						X
43	Downtown and Business Revitalization	Increase Affordable and Market Rate Housing	Objective Standards	PLACD	Planning has received grant funding to create objective development standards for multi-family residential projects. The State of California now requires cities to only use objective standards when reviewing residential development proposals. Development of the standards will include public participation and review by Planning Commission throughout the process.						X
109	Fiscal Sustainability	Efficient Service Delivery	Digitization of Annual Compliance Monitoring	ED	Project to convert the Annual paper monitoring process to an online, digital process to facilitate the completion of annual monitoring and to adapt to the changing needs in COVID and post-COVID climate.						X
36	Fiscal Sustainability	Efficient Service Delivery	Land Use Management Upgrade (TRAKIT)	IT	The City has used TRAKIT, for over a decade for land use management, permitting and licensing. The current version of TRAKIT is nearing end of support status from the vendor, making the upgrade a high priority for departments citywide. This upgrade is an opportunity for the City to review and refine existing business processes for efficiency and assess data and reporting needs.						X
39	Fiscal Sustainability	Efficient Service Delivery	MyCityofSantaCruz Phase 2	IT	Add additional payment types to MyCityofSantaCruz. Payment types to be determined, but likely to include payments for building and planning applications/permits, TOT, Cannabis and Parking Tickets/Permits.						X
54	Fiscal Sustainability	Efficient Service Delivery	Digital Intake - Building	PLACD	Convert the previous paper-only submittal process to all-electronic plan review for building permits.						X
55	Fiscal Sustainability	Efficient Service Delivery	Digital Plan Review - Building	PLACD	Digital review of building plan sets received from applicants.						X
58	Fiscal Sustainability	Efficient Service Delivery	Online Rental Inspection Scheduling	PLACD	Update software systems to allow for customers to schedule their own rental inspections online, thereby saving staff time.	X					
159	Fiscal Sustainability	New and Improved Funding Sources	Grant Writing Managed Service	CMO	Develop business case for using consulting services for grant research and writing to maximize grants awarded to City, with built in cost recovery of consulting services.		X				
139	Fiscal Sustainability	New and Improved Funding Sources	Revenue Ballot Measure	CN	Explore the feasibility of a sales tax ballot measure for in November 2021.		X				X

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117	Fiscal Sustainability	New and Improved Funding Sources	Cannabis Equity Grant	ED	GoBiz state-funded project to conduct an equity assessment of the cannabis industry and impact of the war on drugs locally and to develop a local equity program to provide resources and support to equity applicants for the cannabis industry.		X			X	
85	Fiscal Sustainability	New and Improved Funding Sources	State/Federal Funding Grants	ED	Applying for competitive funding for affordable housing and community development opportunities.		X			X	
94	Fiscal Sustainability	New and Improved Funding Sources	Skypark Disposition	ED	Sale of City-owned property in Scotts Valley.		X				
53	Fiscal Sustainability	New and Improved Funding Sources	Impact Fee Development - Public Safety and Childcare	PLACD	Completion of Child Care and Public Safety Impact Fee studies to determine fee amount, and consideration to adopt three new development fees.	X				X	
49	Fiscal Sustainability	New and Improved Funding Sources	Cannabis Ordinance Amendments	PLACD	A coordinated effort to amend cannabis regulations with the aim to provide greater enforcement of illegal cannabis activity to better support legal cannabis businesses in the City.		X				
56	Fiscal Sustainability	New and Improved Funding Sources	Fee Studies - Building, Code, Misc Fees.	PLACD	Completion of study of fees for service related to building permits. Current fee structure based off of 1997 Administrative Building Codes. Other fees may be included such as code fees and other administrative fees like administrative fee for completing payments in person, and fees to cover extended outreach services for planning applications.		X				
57	Fiscal Sustainability	New and Improved Funding Sources	Revision to Code Compliance Division Fee Schedule	PLACD	Updating division charges from actual costs to flat rates.		X				
120	Fiscal Sustainability	New and Improved Funding Sources	Wharf Parking Fee Increase	PR	Raising parking fees on the Wharf to generate additional revenues.		X				
127	Fiscal Sustainability	New and Improved Funding Sources	DeLaveaga Disc Golf Fees	PR	Develop infrastructure and business plan around monetizing disc golf at DeLaveaga.		X				
132	Fiscal Sustainability	New and Improved Funding Sources	Recreation Programming Plan/Revenue Policy	PR	Update fees, cost recovery targets, and fiscal sustainability plan for Recreation.		X				
145	Fiscal Sustainability	New and Improved Funding Sources	PR Contract Partner Agreements	PR	Wide-ranging updates to contracts with P&R partners for programs and services to change fee structures, liability, and expectations.		X				
126	Fiscal Sustainability	New and Improved Funding Sources	West Cliff Parking Fees	PR	Implement parking fees on West Cliff Drive to generate revenue.		X				
146	Fiscal Sustainability	New and Improved Funding Sources	Updated Water Rates	WT	The current water rate schedule expires on 6-30-21. New rates are required to provided fiscal sustainability for the Water Department and support ongoing work for infrastructure and supply reliability and sustainability.						X
2	Fiscal Sustainability	New and Improved Funding Sources	City's Re-envision Santa Cruz - State and Federal Communication and Outreach Plan	WT	Develop and implement an integrated state and federal communication and outreach plan for the Santa Cruz Community Investment and Reinvestment Initiative.	X		X	X	X	X
28	Infrastructure	Green Economy and Workforce	Resilient Coast Santa Cruz + Other Pending Grant Projects	CMO	West Cliff Drive Public Works Plan adopted by 5/1/2021; LCP amendment adopted by 6/1/2021; 3 new projects identified during Resilient Coast are pending final stage grant award.			X			
29	Infrastructure	Green Economy and Workforce	Climate and Energy Action Plan including Green Economy / Green Recovery Analysis	CMO	Determine quick to implement strategies that benefit economy and climate and longer term strategies that support both.			X			
35	Infrastructure	Green Economy and Workforce	Existing Building Decarbonization Retrofit Study	CMO	Identify markets, pathways and incentives for existing building electrification retrofits. Proposal pending requested funding from 3C with SLO and SC resources matches pledged.			X			
33	Infrastructure	Green Economy and Workforce	Green Workforce Development Initiative	ED	Develop a series of strategies to increase the number of Green Economy jobs and local businesses working on improvement projects with the City. Could include: Mayors Roundtables on Green Economy/Climate Readiness, and other concepts.		X	X	X	X	

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32	Infrastructure	Green Economy and Workforce	Municipal Fleet Electrification Plan	PW	Will be completed as part of the PW facilities division work plan in September 2021.			X			
25	Infrastructure	Green Economy and Workforce	Public Facility Maintenance and Energy Upgrades	PW	Some energy upgrades in progress. Building Maintenance minimally funded.	X					
34	Infrastructure	Green Economy and Workforce	Planning and Funding of West Cliff Drive (WCD) Project	PW	WCD adopted by May 1; FY22 CIP and next step studies/design will be prioritized for funding and implementation.						
3	Infrastructure	Green Economy and Workforce	City's Build Back Better -Workforce Development Initiative	WT	City's Build Back Better - Develop and implement a Workforce Development Initiative. From #33: See developing proposal for other actions, e.g., Mayors Roundtables on Green Economy/Climate Readiness; WTR and other concerns.		X	X	X	X	
4	Infrastructure	Green Economy and Workforce	City's Re-envision Santa Cruz - Infrastructure and Facilities List	WT	Develop the Integrated and Comprehensive Infrastructure and Facilities List to inform local businesses of upcoming projects.	X					X
1	Infrastructure	Green Economy and Workforce	City's Re-envision Santa Cruz - Integrated and Strategic Communications	WT	Develop and implement an integrated and Strategic Communication Initiative.	X	X		X		
0	Infrastructure	Green Economy and Workforce	City's Re-envision Santa Cruz - Community Investment / Reinvestment Strategy	WT	Community Investment / Reinvestment Initiative includes projects and initiatives related to: Green Economy; Infrastructure Rehabilitation and Replacement; Workforce Development; Climate Action and Climate Adaptation; Sustainability, and Quality of Life in Santa Cruz.	X	X	X	X	X	X
87	Infrastructure	Parks, Recreation and Open Spaces	Rail Trail Art Implementation	ED	Negotiate Rail Trail Master Agreement with the RTC for Right of Entry along the Rail Trail. Negotiate donation agreements, commissions and installations on the completed segment.						
97	Infrastructure	Parks, Recreation and Open Spaces	Wharf PopUp/Pandemic Recovery Efforts	ED	Help draw new visitors to the wharf by complementing the existing vendors on the wharf with short term new business concepts and curated programming.						
118-01	Infrastructure	Parks, Recreation and Open Spaces	Wharf Master Plan	PR	The WMP is a joint effort between PR and ED. It is complete and Council-approved, but has received a legal challenge. We anticipate needing to work on this over the next several months or more.	X	X				
118-02	Infrastructure	Parks, Recreation and Open Spaces	Wharf EDA Grant for Piling Replacement	ED	Project to replace subset of wharf pilings (wooden posts on which the wharf sits). This replacement is a constant rotating need.		X				
118-03	Infrastructure	Parks, Recreation and Open Spaces	Wharf Master Plan Implementation: Phase I: Gateway Signage and Ticketing Entry	ED	Funds are secured and the public process for design of the Gateway sign may proceed as directed by Council.		X				
118-04	Infrastructure	Parks, Recreation and Open Spaces	Wharf Master Plan Implementation: Phase II+	ED	Long term implementation of plan including public outreach and ongoing grant funding.		X		X		
161	Infrastructure	Parks, Recreation and Open Spaces	Pogonip Vegetation Management Program	FD	Complete shaded fuel breaks within our largest open space, Pogonip.		X				
162	Infrastructure	Parks, Recreation and Open Spaces	Wild Urban Interface 5 Year Vegetation Master Plan	FD	Compile master plan for vegetation management in our open spaces and create integrated plan for the next 5 years.		X				
136	Infrastructure	Parks, Recreation and Open Spaces	Pogonip Clubhouse	PR	Philanthropic funding available for renovation of Pogonip Clubhouse; structural review complete; will need design review, access, contract approvals.	X					
123	Infrastructure	Parks, Recreation and Open Spaces	Harvey West Pool Feasibility Study	PR	Per City Council sub-committee, develop a pool feasibility study leading to a donor-based capital campaign.	X					
140	Infrastructure	Parks, Recreation and Open Spaces	Westside Pump Track	PR	Project to renovate Westside Pump Track to an asphalt surface.	X					
119	Infrastructure	Parks, Recreation and Open Spaces	Wharf "Public Works" Plan	PR	Coastal Commission will need a "public works" plan for the Wharf, similar to the Beach Management Plan, to provide a blanket permit for maintenance and CIP investment into the Wharf.		X				
10	Infrastructure	Parks, Recreation and Open Spaces	Monterey Bay Sanctuary Scenic Trail (MBSST) Rail Trail Segments 8 & 9	PW	Design and complete environmental review for project, from Wharf roundabout to 17th Ave.			X	X	X	
27	Infrastructure	Parks, Recreation and Open Spaces	West Cliff Drive Multi-use Repair, Storm Damage Repair at Chico and Stair Rehabilitation	PW	Repair the path from John to Swanton, repair 2 stairs and address the storm damage near Chico.			X	X	X	

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11	Infrastructure	Parks, Recreation and Open Spaces	MBSST Rail Trail Segment 7 Phase 2	PW	Construct rail trail from Bay/California to Wharf Roundabout (along WWTF and Neary Lagoon).			X	X	X	
13	Infrastructure	Parks, Recreation and Open Spaces	Swanton Blvd Multi-Use Trail Connector	PW	Development of multi-use trail along Swanton and Delaware.	X		X	X	X	
116	Infrastructure	Resiliency and Improvements	Ocean Street Beautification	ED	Bond-funded and Council-approved CIP Project including design development for improvements based on the Ocean Street Plan including development of the design details for landscaping, sidewalk, streetlights.		X				
20	Infrastructure	Resiliency and Improvements	Resource Recovery Facility Infrastructure	PW	Design and construct various required infrastructure projects at the recycling center and landfill.	X		X			X
7	Infrastructure	Resiliency and Improvements	State Route 1/9	PW	Widen intersection to provide additional lanes, and bike and pedestrian improvements. Project also involves property acquisitions and an eminent domain process, both being assisted by City Attorney's office and Economic Development.		X				
8	Infrastructure	Resiliency and Improvements	State Route 1 Bridge Replacement	PW	Replace existing functionally obsolete bridges with one new wider structure.	X					X
5	Infrastructure	Resiliency and Improvements	Downtown Intersection Improvements	PW	Revise Front/Soquel, Front Laurel and Pacific/Laurel based on Downtown development.						
12	Infrastructure	Resiliency and Improvements	Riverside Ave Utility Undergrounding and Streetscape	PW	Utility undergrounding and streetscape on Riverside from the bridge to Beach Street.	X					
19	Infrastructure	Resiliency and Improvements	Pure Water Soquel Creek Water District	PW	Upgrade Regional Wastewater Treatment Facility infrastructure to treat reclaimed water and construct dual pipeline to city limits.						
17	Infrastructure	Resiliency and Improvements	Wastewater Collection System Infrastructure Projects	PW	Improve wastewater mains and pump stations city wide.						X
18	Infrastructure	Resiliency and Improvements	Wastewater Treatment Facility Infrastructure Projects	PW	Upgrade Regional Wastewater Treatment Facility infrastructure.	X		X			
150	Infrastructure	Resiliency and Improvements	Water Capital Improvement Program	WT	Infrastructure reinvestment and climate adaptation -- key projects include: Meter Replacement, Newell Creek Inlet-Outlet Pipeline Replacement, GHWTP Concrete Tanks Replacement, GHWTP Facilities Improvement Project design-build contract award, Laguna Diversion Capital Maintenance This is an approximately \$600 million reinvestment in the water system's backbone infrastructure: raw water storage, transmission, and water treatment facilities as well as funding for the water supply projects selected as a result of the water supply augmentation strategy work described	X		X			X
149	Infrastructure	Resiliency and Improvements	Water Augmentation Strategy	WT	This effort will culminate in the selection of one or more water supply augmentation projects that will be implemented to improve water supply reliability.			X			
147	Infrastructure	Resiliency and Improvements	Updated Long Range Financial Plan	WT	The Water Department has developed a 10 year financial plan to guide financial planning and management for the decade ahead. We need to update the 2016 document.						X
148	Infrastructure	Resiliency and Improvements	Updated Urban Water Management Plan	WT	The Water Department is required to update its Urban Water Management Plan and submit it to the state every 5 years.						X
151	Infrastructure	Resiliency and Improvements	Council Action on Water Shortage Contingency Plan	WT	Council action to accept this plan in the specified timeline is needed to ensure that we have a relevant plan in place before the upcoming water demand season in the event we need to implement water restrictions.						X