UC DAVIDS
FIRE DEPARTMENT

Strategic Plan
2012-2020

September 2012 Edition
Monday, October 22, 2012

UC Davis Campus Community,

It is a pleasure to share with you the UC Davis Fire Department’s new strategic plan. We recognize that as an organization if we desire to provide outstanding service and aspire to meet our goals for performance we must plot a path to do so. This document charts our course through the year 2020 by outlining strategies to more effectively deploy resources, protect the health and wellness of our community and firefighters, and to increase outreach efforts on our campus in ways never before imagined.

Take special notice of our refreshed vision, mission, and values. These guiding statements about our organization were developed over the course of this eight month process and are an excellent reflection of the UC Davis Fire Department, its outstanding employees, and our dedication to the campus community.

This document would not have happened if it weren’t for the efforts of the workgroup that engaged fully in the applied strategic planning process. This plan is the product of several workshops, homework assignments, and conversations that challenged us all to re-examine not only our organization, who we are, and the services we deliver; but also the current and future models of the fire service as a whole. I applaud all members of the UC Davis Fire family for their contributions to the plan and their support of the concept.

I hope you find our strategic plan both insightful and informative. We will be revisiting it annually and providing you, our customers, a report card on our progress each year as we move forward.

Thank you for the opportunity to serve,

Nathan Trauernicht
Fire Chief
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EXECUTIVE SUMMARY

In January 2012, the University of California Davis Fire Department (UCDFD) began the development of a Fire Department Strategic Plan.

This Strategic Plan creates the framework for the future of the Department to meet the full range of risks and hazards that the University of California Davis campus presents.

UCDFD utilized the tenets of Applied Strategic Planning, which, when effectively applied, produce a plan that contains implementable action plans for each strategy. While this necessitates more work for the Fire Department Planning Work Group, we believe that it leads to a better and more usable work product over the required time horizon. An additional benefit of utilizing Applied Strategic Planning is that the Department “owns” the completed plan. As the Work Group goes through the strategic planning process with our Project Team’s guidance and assistance, they ultimately develop the recommendations that become the basis for the final strategies and related action plans.

This process was used in the preparation of this Strategic Plan. The Fire Department Work Group members were: Shawn Cullen, Nate Hartinger, Steve Dunn, Kim Jester, Joe Newman, Tait Nilsson, Meghan Scannell and Nathan Trauernicht. John Heilmann joined the team in June 2012 as the new Training/Safety Division Chief. These members of the Department performed the heavy lifting by participating in a number of workshops followed by completing homework assignments.

The resultant plan contains specific recommendations tailored to the local situation that are implementable as part of an applied strategic plan as well as an assessment of the current situation. We identified specific areas that are working well, where improvements are needed, and what new resources, if any, are needed to implement the recommendations. The recommendations take into account the University and Fire Department’s ability to implement them.

UC DAVIS FIRE DEPARTMENT VALUES, VISION AND MISSION

Values

We value:

- **Dedication** to honesty and fairness, as essential to the trust of our community and customers;
- **Innovation** in our culture and services, while respecting our deep and valued traditions;


Leadership that promotes professionalism, exceptional service, a positive work environment, and job satisfaction;

Service beyond expectations; we will be identified by the pride and professionalism exhibited in all that we do;

Respect as the pillar of cooperation, understanding, and the basis of exceptional service; we value ourselves, each other, and our community;

Integrity reflected in our honest and ethical behavior.

Vision Statement
Our vision is to be a model organization through innovative delivery of services that will enhance community well-being.

Mission Statement
Protect and enhance the safety and well-being of our community with pride and excellence.

UC Davis Fire Department Strategies

Strategy 1: Employee Safety and Wellness
The plan will ensure that employee safety and wellness are a top priority consideration in what is often described as one of the most hazardous professions. This will be accomplished by:

- Establishing a Department Safety Program that reduces the incidence of job-related employee injury, illness and incidents resulting in personal or property damage;
- Establishing a Department Wellness Program that enhances employee health and wellness and reduces sick-leave usage.

Strategy 2: Response Services
The plan will describe and classify the types of services the Department will provide, and the parameters for measuring success using a system of metrics. This will be accomplished by:

- Establishing baseline metrics to measure compliance with UC Davis Standards of Cover for emergency incident response;
- Ensuring that UCDFD “customers” are satisfied with the emergency service the Fire Department provides.
**Strategy 3: Employee Training and Development**

Following current best practices, the plan will identify processes for the full development of employees over the course of their careers. This will be accomplished by:

- Developing a career development plan;
- Establishing metrics to measure plan compliance;
- Upgrading the career development program over time as resources permit.

**Strategy 4: Community Well-Being**

As part of the University community, the plan will recognize the Fire Department’s role in community well-being. This will be accomplished by:

- Launching a community-wide risk reduction program focused on the campus community’s needs;
- Having the Fire Department, as the lead first-responder to accidents and injuries, take a leadership role in the reduction of risks throughout the campus community.

**Strategy 5: Business Partnerships**

The plan describes and identifies opportunities and processes for business partnerships. This will be accomplished by:

- Creating a business partnership with other regional fire agencies to ensure that all follow the same training curriculum;
- Generating business partnerships that provide cost savings and/or improved efficiencies;
- Seeking out new relationships with campus support functions to create partnerships that will improve the effectiveness of Fire Department operations.

**Strategy 6: Employee Recruitment and Retention**

The plan identifies and describes a recruitment and retention program for successful recruiting and retaining of the best candidates for employment. This will be accomplished by:

- Identifying and developing a process or processes ensuring that only the most qualified personnel, within the parameters established by the University and the Fire Department, are selected, hired and retained.
Strategic Plan

Strategy 7: Physical Asset Management
The plan describes the means to manage the physical assets of the Department. This will be accomplished by:

- Designing a comprehensive plan to manage the physical assets of the Fire Department;
- Implementing the requirements of that plan to ensure effective management of the Department’s physical assets.

Strategy 8: Student Resident Firefighter Program
The plan describes the role of the Student Resident Firefighter Program. This will be accomplished by:

- Creating a Student Resident Firefighter Program policy that contains appropriate hiring practices, training standards, operational guidelines, reference to appropriate departmental policies, and expectations for student firefighters to maximize program effectiveness and ensure that Student Firefighters perform within Department and University expectations.

Strategy 9: Labor-Management Partnership
The plan describes a program for management and employees to collaborate on issues of mutual interest. This will be accomplished by:

- Creating a formal forum where UCDFD management and employees can effectively and respectfully communicate about opportunities, concerns and issues, and discuss/implement solutions.
SECTION 1—INTRODUCTION

Preamble – Following a consolidation initiative with the City of Davis that did not proceed to an immediate merger plan, and the subsequent appointment of a new Fire Chief – Nathan Trauernicht, the UC Davis Fire Department wants to ensure that it meets the needs of the University, follows current best practices, and makes an appropriate business case for its activities. During this same period, the Fire Prevention functions of the organization were transferred from their historic location in the UC Davis Fire Department to another campus division responsible for overall health and safety programs. Thus, this 2012 Strategic Plan is an attempt to identify, define and describe the planning issues facing the University of California Davis Fire Department through 2020.

Intent – The elements of this Strategic Plan should be considered in association with the companion September 2012 Performance Audit documents. The Performance Audit identifies what the Department is currently doing to meet the needs of the University and its very unique interests, along with making key recommendations for where the Department can further enhance its strong service delivery. This Strategic Plan consists of major Department elements that need focused or “applied strategic plans” where on-going data will drive best practice decisions by the Department. Given current economic uncertainty, these strategies do not address everything the Department and University will face in the next three, five or ten years. Rather, this plan focuses the Department on immediate priorities while creating a new culture of using applied strategic planning tools to focus resources in the best manner possible.

1.1 BACKGROUND

The Strategic Plan is part of a larger effort by the University of California Davis Fire Department to conduct an in-depth self-examination to ensure that it is meeting the needs of the University community and focusing efforts on where it can do a better job.

In late 2011 the UC Davis Fire Department set out to accomplish the following:

1. Draft a three-year Master Plan for campus fire services;

2. Assess the Department’s ability to pursue accreditation with the Commission on Fire Accreditation International;

3. Train a Fire Department planning team on “Applied Strategic Planning” and coach the team to use the consolidation and audit information sets previously developed to draft a UCD Fire Services Strategic Plan.

This Strategic Plan is the result of the item 3. It also includes some of the data from the master plan effort and the review of the Department’s ability to pursue accreditation.
The UC Davis Fire Department could have simply paid someone to write a plan for the Department; however, such a plan would miss the subtle nuances that make this organization unique. Moreover, the plan is a static document, and as conditions change, it soon becomes stale. As they say in the military, “no plan survives first contact intact.” For the plan to be a viable guide for the future of the Department, it will need to be updated regularly. Finally, a plan of this scope also needs advocates, people who are invested in the plan, our “Work Group”. For these three reasons, we chose to develop an internal capability to develop, maintain and advocate for the plan moving into the future. This Work Group will be able to fulfill these three roles.

The Fire Department Work Group members were:

- Fire Chief Nathan Trauernicht (Administration)
- Fire Division Chief John Heilmann (June 2012) (Administration)
- Fire Captain Shawn Cullen (C Shift)
- Fire Captain Nate Hartinger (A Shift)
- Fire Captain Steve Dunn (B Shift)
- Fire Captain Kim Jester (A Shift)
- Fire Engineer Joe Newman (C Shift) (Union President)
- Firefighter Tait Nilsson (B Shift) (Union Vice President)
- Executive Assistant to the Fire Chief Meghan Scannell (Administration)

These members of the Department performed the heavy lifting by participating in a number of facilitated workshops followed by homework assignments.

1.2 PURPOSE AND SCOPE

This document is an Applied Strategic Plan¹. Applied strategic planning is used to actually create a future rather than passively accepting what comes to pass. Implied in this planning process is the notion that each of the goals and objectives in this plan will lead to a measurable and tangible action or outcome. As a result, the plan guides the development of the University of California Davis Fire Department over an eight-year term with specific plans for the first three years of the plan. Also implicit in the planning process is annual updating of the plan so that it continually stretches out 8-10 years into the future. Each year at budget preparation time, the

The plan’s strategies and timelines should be reviewed and used to develop budgeting priorities. In addition, the plan should be reviewed quarterly by the organization to ensure that organizational direction is consistent with the plan. By conducting quarterly reviews the plan remains current utilizing the talents of the Department personnel who participated in the Work Group. This continuous updating of the plan guarantees the flexibility to meet unforeseen opportunities and challenges.

This plan was developed over the course of eight months and included the engagement of Fire Department staff and line personnel to develop and prioritize the goals and objectives to meet the needs of the organization.

As the planning process was carried out, opportunities occurred to make changes and to take initiatives that are part of the plan, but precede the plan. Within the planning nomenclature these are described as Application Considerations.

1.3 How the Strategic Plan Will Be Used

This Strategic Plan contains the detailed steps (goals and objectives) necessary to create the desired future. Each of the goals was developed looking over an eight-year planning horizon. Each goal has a number of objectives, which are the detailed action steps for achieving that goal. In some cases, two or more goals will be dependent on the same objective. Given this planning perspective, the plan will:

- Allow the Department to use the vision, mission, goals and objectives of this plan to identify, develop, and prioritize funding requests and financial and operational decisions;
- Provide the ability for the Department to assess the progress towards meeting the needs of the Department and the plan;
- Assist the Department in making decisions concerning its future to ensure that it meets the needs of the University and the campus community.
Nathan Trauernicht became the Chief of the University of California Davis Fire Department in February 2012, and recognized that the Department needed reinvigoration and a plan to direct it into the future. Given these dynamics, developing an Applied Strategic Plan that would help the Fire Department guide its own future seemed like the best direction to take with the most opportunity for success.

The Fire Department Strategic Plan aligns with the Vision Plan section of the University’s Strategic Plan for the support functions at the University, including the Fire Department:

*Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship: UC Davis will provide an efficient, professional administrative organization that is committed to serving and advancing the University’s academic mission.*

It goes on to say in the Goals and Metrics section of the University’s Plan:

In advancing this goal, we will:

- Recognize and support the integral role that staff members play in advancing the academic and institutional enterprise.
- To further the development of a talented, motivated workforce and a culture of service excellence, support professional development, comprehensive compensation strategies, an equitable and supportive workplace and innovative recognition opportunities.
- Create an effective, innovative and transparent administrative organization that emphasizes streamlined business practices that eliminate redundant and unnecessary processes, achieve an appropriate balance between risk taking and compliance measures, and deploy centralized and shared administrative resources to best support the academic mission.
- Conduct administrative unit reviews and high-level external assessments of critical campus-wide functions to optimize the alignment of strategy and service with the campus’s mission and service stakeholders. (In addition to this Applied Strategic Plan, the Fire Department simultaneously received a complete audit of its operational and support services.)
Invest in technological systems that yield valuable results, high-quality service and low-cost delivery, and leverage collaborative, efficient and sustainable solutions across campus.

Invest the campus's financial resources in support of academic programs that demonstrate sustained or potential academic excellence and impact; develop funding criteria that use the measures of excellence and impact as guiding principles and, given limited resources, prioritize investment opportunities.

This Applied Strategic Plan recognizes all of these overriding University goals and places particular emphasis on using metrics to measure the success of the various initiatives in the Plan.

The University, as part of its Mission Statement–Philosophy of Purpose, states the following:

A distinguished faculty, a dedicated and high-achieving staff and students of great potential and accomplishment characterize UC Davis. As we move forward, we recognize that our continued excellence is dependent upon our ability to diversify our university community, consonant with the citizenry of California.

UC Davis remains committed to its human values: caring and personal relationships, collaborative and thoughtful work, all within a human-scale environment. These special qualities are sustained by intellectual strength within a collegial community whose members share a deep desire for teaching and learning, and for an abiding commitment to discovering and applying new knowledge.

In its general information concerning campus safety, the University states:

UC Davis has a comprehensive emergency management program under the guidance of a full-time emergency planner. It includes a formal emergency operations plan for preparing for, responding to and recovering from emergencies. UC Davis uses an emergency operations center to coordinate response to major emergencies, and trained employees staff the center. UC Davis regularly conducts training sessions and emergency exercises. UC Davis is part of a regional emergency management system, and it is in compliance with state and federal standards for managing emergencies.

The UC Davis Fire Department is responsible for fire suppression, emergency medical services, hazardous materials response and technical rescue on the main campus in Davis. UC Davis also has automatic-aid agreements with local cities through which equipment and firefighters are automatically dispatched for certain incidents.
All of our dormitories have smoke detectors in each sleeping room. Newer buildings have sprinkler systems, and UC Davis has started retrofitting older buildings with fire sprinkler systems. A full-time fire safety coordinator in Student Housing is dedicated to testing the fire systems and conducting monthly inspections of the fire extinguishers.

2.2 Lines of Business for Strategic Business Modeling

The Lines of Business (LOBs) are the “face” of the organization, the businesses the customers see as being the organization. They must align with the Mission Statement or the Mission Statement needs to be adjusted to the new reality. The Department's Planning Work Group chose nine LOBs for the future of the organization. In some cases this is not a continuation of the current LOBs, these are actually new lines. In addition, some lines serve internal customers while others serve external customers.

1. Employee Safety and Wellness

This line of business recognizes the hazards and risks inherent in being a firefighter and sets forth a proactive approach to ensuring the safety and health of the members of the Department. It serves internal customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

- Implement a fitness/wellness program based on national standards and best practices;
- Reduce the 3-year average of incidence/severity of Workers’ Compensation claims.

2. Response Services

Response services refer to the main business for which a fire department is established, to respond to fires, medical emergencies, and other emergency and non-emergency calls for assistance. This line of business serves external customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

- The first-unit arrives at scene in 7 minutes or less from time of receipt of call (total response time), 90% of the time;
- Provide a customer feedback tool to 90% of customer contacts;

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3. **Employee Training and Development**

This LOB is a continuation and enhancement of the current Employee Training and Development LOB. Success of this LOB depends on the hiring of a training officer, which was completed during the project. It serves internal customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

- Develop/implement of an updated training manual;
- Implement operational Standard Operating Guidelines;
- Maintain a minimum of 60 hours of training per employee per quarter;
- Develop and implement a succession plan for every key department function/position;
- Establish a clearly defined skill/competency development pathway for every function/position with periodic validation;
- Require currency of required certifications and mandated administrative training.

4. **Community Well-Being**

Community well-being is a new LOB for the Fire Department. It is a combination effort to develop a connection and recognition for the Department with the campus community while taking a leadership role in reducing all types of risks affecting quality of life. This LOB envisions the fire department promoting and facilitating partnerships and initiatives that foster a holistic approach to community risk reduction by focusing on enhancing awareness, prevention, and minimizing the adverse effects of those risks. This line serves both external and internal customers, which makes it somewhat unique. The Planning Work Group established the following Critical Success Indicators for this LOB:

- Respond to 98% of annual requests for community interaction with the requested/appropriate resource(s);
- Receive response by responsible party to customer feedback instrument for a minimum of 95% of planned, non-emergency events;
- Receive a “Met Customer Expectations” or better response on customer feedback instrument 95% of the time for planned, non-emergency events.
5. **Business Partnerships**

Business Partnerships is a new approach to an on-going LOB for the Department; it is the recognition that the Department works within a larger regional community of the campus, businesses, other agencies and organizations that all have an impact or interaction with the Department. As a line of business, it is an attempt to use those relationships to further the operational and/or fiscal efficacy of the Department. It serves both internal and external customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

- Maintain participation in a regional fire dispatch system;
- Maintain a strong relationship with Yolo County Emergency Medical Care Committee and contract ambulance provider;
- Resource and develop the capacity to coordinate standardized regional training policies and regional operational Standard Operating Guidelines (SOGs);
- Resource to become the lead agency to develop a joint fire training program with potential interagency partners.

6. **Employee Recruitment and Retention**

This LOB is a continuation and enhancement of the current Employee Recruitment and Retention LOB. It serves internal customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

- Assign new career employees a mentor during their probationary period;
- Perform a multi-faceted assessment to understand the reasons for all employee terminations for other than normal retirement, over the most recent 5-year period. Utilize the lessons learned as appropriate for employee recruitment and retention.

7. **Physical Asset Management**

This line of business recognizes the fact that fire apparatus, equipment and facilities are complex and expensive. This is a new approach to an on-going LOB for the Department by placing emphasis on the need to purchase wisely, use funding advantageously and steward the resources effectively. It serves internal and external customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

- Ensure a 97% or better in-service rate for all emergency apparatus and utility vehicles over most recent 12-month period;
8. **Student Resident Firefighter Program**

This line of business recognizes the uniqueness of the UCD Student Resident Firefighter Program as one of only three such programs nationally at four-year college institutions. It envisions formal acknowledgement of the program’s purpose and role, potential integration with the University’s education and research mission, and its ability to produce future fire service leaders. It serves internal customers. The Planning Work Group established the following Critical Success Indicator for this LOB:

- Adopt a Program Charter that codifies program purpose and goals to include a nexus between the University’s Charter for research and education and the fire department, especially the Student Firefighter Program to include clear policies, procedures, and guidelines necessary to achieve program goals.

9. **Labor-Management Partnership**

This is a new Line of Business intended to formalize and maintain the current collaborative, cooperative, and mutually respectful relationship between department management and represented employees. It serves internal customers. The Planning Work Group established the following Critical Success Indicator for this LOB:

- Adopt a Charter that codifies a Labor-Management partnership philosophy that includes a purpose and procedures.

## 2.3 GAP ANALYSIS AND CLOSURE

The concept of gap analysis and closure is simple: compare where the agency wants to be in the target year on a particular dimension to where the agency is currently and then identify what it will take to close the gap. These are the decisions that bring a sense of closure to the planning process.
### Table 1 — Gap Analysis and Closure Needs

<table>
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<tr>
<th>Item</th>
<th>Potential Gap</th>
<th>Gap Impact</th>
<th>Supporting Reference</th>
<th>Potential Gap Mitigation(s)</th>
<th>Strategic Goals</th>
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<td>Employee Safety and Wellness</td>
<td>Currently, the Department does not have a Safety and Health Program that meets best practices.</td>
<td>Accidents and illnesses result in economic and social loss; they lessen individual productivity and lead to inefficiency within the organization.</td>
<td>NFPA 1201, NFPA 1250, NFPA 1500, NFPA 1521</td>
<td>Adopt best practices over time as resources permit.</td>
<td>Strategies 1, 3, 6, and 8.</td>
</tr>
<tr>
<td>Employee Safety and Wellness</td>
<td>The Department has no current Safety audit.</td>
<td>Before the Department can move forward to address Safety and Health issues it needs to have a clear idea of its current safety assets and shortcomings.</td>
<td>NFPA 1500 – Annex B</td>
<td>Internally complete an Annex B audit of the Department's equipment and facilities.</td>
<td>Strategies 1, 3, 6, and 8.</td>
</tr>
<tr>
<td>Business Practices</td>
<td>No methods in place to track metrics to ascertain and ensure that productivity is measured.</td>
<td>Controlling is the process of monitoring activities to ensure that they are being accomplished according to standards and plans. Organizational controls produce measurable results that allow the Department to organize and plan.</td>
<td>NFPA 1201, NFPA 1710, ISO, Cal OSHA, American Heart Association</td>
<td>Establish systems that measure metrics in the appropriate business lines.</td>
<td>Strategies 1, 2, 3, 6, and 7.</td>
</tr>
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<td>Community Involvement</td>
<td>While the Department is physically at the center of the campus, it is separated from reality of campus life except when needed.</td>
<td>The Department loses out on opportunities for recognition of its vital role in the life of the campus and its part in the Campus strategic plan.</td>
<td>UC Davis Campus Strategic Plan</td>
<td>Develop strategies that can be cultivated over time to improve recognition of the role of the Department.</td>
<td>Strategies 2, 3, 4, 5 and 6.</td>
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3 **Strategy** refers to the numbered strategies in this plan that will resolve that issue.

SECTION 3—VISION, VALUES, MISSION STATEMENT, AND STRATEGIC THRUSTS

3.1 VISION STATEMENT

Our vision is to be a model organization through innovative delivery of services that will enhance community well-being.

3.2 VALUES OF THE UC DAVIS FIRE DEPARTMENT

As members of the University of California Davis Fire Department we value:

DEDICATION
To honesty and fairness, as essential to the trust of our community and customers;

INNOVATION
In our culture and services, while respecting our deep and valued traditions;

LEADERSHIP
That promotes professionalism, exceptional service, a positive work environment, and job satisfaction;

SERVICE
Beyond expectations; we will be identified by the pride and professionalism exhibited in all that we do;

RESPECT
As the pillar of cooperation, understanding, and the basis of exceptional service; we value ourselves, each other, and our community;

INTEGRITY
Reflected in our honest and ethical behavior.

3.3 MISSION STATEMENT

To protect and enhance the safety and well-being of our community with pride and excellence.

3.4 GUIDING PRINCIPLES

There are a number of stakeholders that have an interest in the quality of fire and emergency service at the University of California Davis. These stakeholders include the on-campus residents, students, faculty, staff, visitors, other workers, government officials, members of the Board of Regents, firefighters and fire officers, vendors, community interest groups, and many others. The following guiding principles act as points of common ground to recognize the needs of these disparate groups and individuals:
The basic concepts described in the Contextual Situation Section 2.1 provide the underlying guidance for the preparation of this plan.

The initial planning period of two years recognizes the current volatile economic climate. It is followed by an intermediate planning period of three to five years and a long-range planning period of five years or more.

Safety of the public and firefighters shape every strategy.

Policy considerations will be approved by the Chancellor’s Office.

Actions will be consistent with the current Fire Department labor-management agreements.

Significant recommendations will be subjected to a test period with appropriate metrics to ensure that they provide real improvement.

Wherever possible, the best practices from NFPA, CPSE, CFAI, ISO, and other nationally and regionally recognized bodies are incorporated into planning.

This plan recognizes that there are no national or statewide standards that require a community to provide a particular level of fire service; a community can only have a fire service it can afford, but if it does provide fire service it must do so safely.

3.5 STRATEGIC THRUSTS

Strategic thrusts are internally focused changes necessary for the organization to accomplish its mission of reaching its ideal future. The work group identified one strategic thrust that the organization needs to reach its ideal future.

1. The organization has no tool for keeping work on schedule or understanding why it gets behind, if and when they do. The most critical part of the plan for success for this agency is a planning and management tool such as a department-wide calendar that identifies critical tasks, responsibilities, and deadlines. The organization needs to incorporate an expectation of success and meeting deadlines into the culture.
3.6 STRATEGIES, GOALS, AND OBJECTIVES

3.6.1 Strategy 1: Employee Safety and Wellness

The plan will outline the processes and methods that will be used to maintain and improve employee safety and wellness; included will be the program goals; norms of safe behavior, explicit safety standards and training; metrics to measure workplace safety and employee wellness; and workplace programs that promote a healthy lifestyle, and physical and mental health.

Workplace injuries are costly to any business, and injury prevention simply saves money; in addition, injury prevention reduces the pain of injuries, the lost time that they incur, the impact on employees' families, and in serious cases, the cost of replacing an employee due to serious injury, illness or death. Accident prevention also saves valuable property from damage which frees up limited assets to be used for other important work. Finally wellness programs are another way to attack illness and injury by promoting a healthier lifestyle.

Goal 1.1 Establish a Department Safety Program that reduces the incidence of job-related employee injury and illness and incidents resulting in property damage.

Goal 1.2 Establish a Department Wellness Program that enhances employee health and wellness and reduces sick-leave usage.

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<tr>
<th>Objectives</th>
<th>Timeframe*</th>
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<tbody>
<tr>
<td>1. Complete Annex B of NFPA 1500 to establish a base line of compliance.</td>
<td>ST IT LT</td>
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<tr>
<td>2. Since metrics to measure success are critical, review the current practices for reporting accidents and injuries using the records management system.</td>
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<tr>
<td>3. Establish a Department Safety and Health committee in accordance with NFPA 1500 consistent also with University policy.</td>
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<td>Objectives</td>
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<tr>
<td><strong>4.</strong> Adopt sections of NFPA 1500: <em>Standard for Fire Department Occupational Safety and Health Program</em> as needed and within the capability of the Department to comply.</td>
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<tr>
<td><strong>5.</strong> Train all Company Officers and Acting Company Officers to be certified Safety Officers. Training, certification, and responsibilities shall be in alignment with NFPA 1521: <em>Standard for Fire Department Safety Officer.</em></td>
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<tr>
<td><strong>6.</strong> Review and affirm existing injury and accident reporting procedures and ensure they are compliant with the law, University policy and understood by the members.</td>
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<tr>
<td><strong>7.</strong> Continue monitoring the Safety Program metrics to determine progress on meeting goals.</td>
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<tr>
<td><strong>8.</strong> Adopt NFPA 1583: <em>Standard on Health-Related Fitness Programs for Fire Department Members</em> to establish the minimum requirements for the development, implementation, and management of a health-related fitness program (HRFP) for members of the fire department involved in emergency operations.</td>
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<tr>
<td><strong>9.</strong> Since metrics to measure success are critical, review the current practices for reporting and monitoring sick-leave usage using the records management system.</td>
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<tr>
<td><strong>10.</strong> Establish and monitor physical fitness goals for each employee that is consistent with job requirements.</td>
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<td><strong>11.</strong> Review existing fitness/wellness programs from across the country along with non-traditional alternatives to determine best fit for the organization.</td>
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<tr>
<td><strong>12.</strong> Collaborate with Occupational Health to determine campus resources that can support the fire department’s fitness wellness initiative. Partner with Risk Management to explore potential Office of the President funding options for a fitness/wellness program.</td>
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<tr>
<td><strong>13.</strong> Monitor the safety and health program metrics to continue compliance.</td>
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<tr>
<td><strong>14.</strong> Review innovations in safety programs in the industry and apply them as needed or beneficial to the Department.</td>
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<tr>
<td><strong>15.</strong> Participate regionally in fitness/wellness programs and encourage employee participation in fitness/wellness for firefighters.</td>
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*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)
**Desired Outcome**

Employees of the UC Davis Fire Department will have fewer injuries, suffer less lost time due to injuries, have less equipment damage, and be in better physical condition to accomplish their tasks as firefighters.

**3.6.2 Strategy 2: Response Services**

The plan focuses on reducing injuries and death, the impact of injuries, damage to property and the environment due to fires and other causes by providing a rapid and effective response to requests for assistance.

There is no substitute for the appropriate number of firefighters properly trained and arriving in a timely manner to mitigate the impact of a fire, rescue, medical emergency or other hazardous condition that requires an emergency response. Continuous measurement of the strategy’s goals through the use of standardized metrics will ensure compliance.

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**Goal 2.1** Establish baseline metrics to measure compliance with UC Davis Standards of Cover for emergency incidents.

**Goal 2.2** Ensure that “customers” are satisfied with the emergency service the Fire Department provides.

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<th>Objectives</th>
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<tr>
<td>1. Ensure that programming of reports within the Firehouse records management system is up-to-date and tracking all performance benchmarks established within the SOC correctly.</td>
<td>ST IT LT</td>
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<tr>
<td>2. Revise dispatch service agreement with the City of Davis to allow for establishment of call handling criteria and performance benchmarks.</td>
<td>ST IT LT</td>
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<tr>
<td>3. Gain formal adoption of the Department’s standard of cover (SOC) document by the University.</td>
<td>ST IT LT</td>
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<tr>
<td>4. Develop and implement a comprehensive fire pre-plan program in accordance with NFPA 1620 Standard for Pre-Incident Planning.</td>
<td>ST IT LT</td>
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5. Actively pursue accreditation through the Center for Public Safety Excellence.

6. Complete the accreditation process through the Center for Public Safety Excellence.

7. Continue with the pre-fire planning program – identify occupancies and their risk categories, develop baseline criteria for pre-fire plans, communicate and train on program, conduct plan inspections, and determine frequency for review.

8. Establish a web-based customer service tool to continuously monitor customer feedback related to performance, community interactions, and outreach.

9. Create and implement a consistent procedure for investigating and reporting customer service complaints and ensuring appropriate follow up to improve quality, protocols, and minimize risks associated with the services.

10. Explore emergency and non-emergency medical call response alternatives.

11. Establish and implement a set of department-wide expectations and responsibilities for all company officers to ensure that services are delivered and business policies are followed on a consistent basis.

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

**Desired Outcome**

For every emergency incident it is the desired outcome for the UC Davis Fire Department that a sufficient number of properly trained firefighters arrive in a timely manner, do the appropriate task(s) competently and leave the customer with a feeling of satisfaction with the service provided.

**3.6.3 Strategy 3: Employee Training and Development**

The plan establishes a defined skill/competency pathway for every employee to guide his or her career development at the UC Davis Fire Department.

Standard verifiable, realistic, on-going training is the cornerstone of skillful competent emergency response personnel. Challenging focused training and career development is a proven strategy to develop, maintain and retain high-performing employees. Interoperability and overall
operational effectiveness are enhanced, which supports development of regional operational partnerships.

**Goal 3.1** Develop a career development plan.

**Goal 3.2** Establish metrics and ensure plan compliance.

**Goal 3.3** Upgrade the career development program over time.

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<th>Objectives</th>
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<tr>
<td>1. Conduct training needs analysis to include all levels in the Department that also identifies mandatory training and alternative training possibilities.</td>
<td>ST IT LT</td>
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<tr>
<td>2. Establish training benchmarks – identify and evaluate industry best practices; conduct a gap analysis.</td>
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<td>3. Based on the gap analysis, prioritize department training needs: review training needs analysis, identify instructor cadre, compare department training priorities to community priorities, determine costs and secure budget/funding.</td>
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<td>4. Establish an annual training calendar: review previous training calendar, schedule the training priorities.</td>
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<td>5. Implement and maintain a training tracking system to ensure that all training provided to department members is consistently recorded and that required training certificates remain current (e.g., confined space, hazmat, driver operator, EMT, and other certification mandates).</td>
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<td>6. Utilize RMS to track employee training: conduct refresher training on use of RMS for tracking training activities, enter training hours data, audit training data for compliance, and publish a monthly training compliance report.</td>
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<td>7. Establish a company officer program to certify them as training officers.</td>
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<td>8. Evaluate unscheduled time, schedule secondary training priorities.</td>
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### Objectives

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<td>10</td>
<td>Evaluate the participation, compliance and effectiveness of the career development program; adjust the program as needed.</td>
<td>ST IT LT</td>
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<td>11</td>
<td>Develop and implement the State's training and certification program for new sworn hires and existing personnel, including student resident firefighters, to ensure that all required certifications are completed on a timely basis that personnel have the expertise expected to do their jobs, and that risk management issues related to carrying out duties are fully communicated to employees.</td>
<td>ST IT LT</td>
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<td>12</td>
<td>Develop and implement a mentoring, career development and succession plan that ensures the Department has individuals who are motivated and eligible for higher-level positions, with particular focus on management-level ranks.</td>
<td>ST IT LT</td>
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<td>13</td>
<td>Establish expectations, policies and business practices for hiring, training, supervising and utilizing student resident firefighters to ensure they are providing services consistent with expectations and needs, and to ensure risks are managed related to their role in operations.</td>
<td>ST IT LT</td>
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<td>14</td>
<td>Establish an on-going supervisory training program that includes training in policy implementation and departmental business practices, operational supervision, and methods of identifying and managing risks, as well as strategies and tactics for fire combat.</td>
<td>ST IT LT</td>
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*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

### Desired Outcome

All employees of the UC Davis Fire Department have an established career-training track that provides standardized verifiable, on-going realistic training throughout their careers.

### 3.6.4 Strategy 4: Community Well-Being

The plan identifies community well-being as the role the Fire Department plays in quality of life issues on the UC Davis campus, with faculty, staff and students. The plan also recognizes the need for the Fire Department to be acknowledged for the services it provides to the campus community.

This strategy enhances the quality of life in our community through partnerships and initiatives that promote a holistic approach to community risk reduction by focusing on increased awareness, prevention, and minimizing the adverse effects of those risks.
Goal 4.1 Establish a community-wide risk reduction program.

Goal 4.2 Have the Fire Department, as the lead first responder to accidents and injuries, take the lead role in risk reduction on the campus.

Objectives

1. Establish a fire department community wellness and safety advisory committee.

2. Study incident data to establish response trends for the purpose of identifying targeted risk reduction programs that should be implemented.

3. Develop a portion of the UCD website to address community wellness topics and educational pieces that provide links to resources that support wellness.

4. Explore the possibility of using UCDFD personnel who are licensed as paramedics to provide flu vaccinations across campus in partnership with Occupational Health and Student Health.

5. Offer quarterly “Pedestrian Safety Breakfasts” at the campus fire station partnering with local businesses to provide a free breakfast, information on bicycle and pedestrian safety, free bike helmets, and develop an incentive program that promotes on-going use.

6. Develop a public information officer position for each shift using student firefighters.

Timeframe*

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*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

Desired Outcome

The students, faculty, and staff comprising the UC Davis community will have enhanced awareness of the relevant risk factors affecting their quality of life, and implement appropriate preventive and mitigation measures under coaching from the Fire Department.
3.6.5 Strategy 5: Business Partnerships

The plan envisions a program of partnerships between the Fire Department, various campus organizations and the local and regional private and non-profit business community. These partnerships are to enhance the effectiveness of the Fire Department as well as provide some equivalent benefit to the partners, in other words, a two-way street.

This strategy should enhance the Fire Department’s operational and fiscal effectiveness through stakeholder partnerships that provide improved communication, cooperation, collaboration, and, where possible, shared services. It also enhances the interdependent business relationships necessary to support the Fire Department’s mission and create cost savings.

**Goal 5.1** Create a business partnership with other regional fire agencies to ensure that all follow the same training curriculum.

**Goal 5.2** Create business partnerships that provide cost savings or improved efficiencies.

**Goal 5.3** Seek out new relationships with campus organizations to create partnerships that will improve the effectiveness of Fire Department operations.

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<th>Objectives</th>
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<tr>
<td>1. Establish a regional fire-training consortium</td>
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<tr>
<td>(a) Establish an initial formal agreement for shared training services between UCD and the City of West Sacramento by July 1, 2012.</td>
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<tr>
<td>(b) Host the initial meeting of a proposed regional fire-training committee to include UCD and the cities of Davis, Dixon, Woodland, and West Sacramento by August 31, 2012.</td>
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<td>(c) Host an initial proposed informal monthly breakfast meeting of regional stakeholder fire agency chiefs, to include Davis, Woodland, Dixon, and West Sacramento, for the purpose of strengthening inter-agency relationships, by August 31, 2012.</td>
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<td>(d) Schedule multi-company drills with two or more regional</td>
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UNIVERSITY OF CALIFORNIA DAVIS FIRE DEPARTMENT

STRATEGIC PLAN

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<tr>
<td>stakeholder fire agencies to strengthen interagency relationships and operational effectiveness by October 31, 2012.</td>
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<tr>
<td>(e) Lead effort to consolidate and implement any non-controversial operational Standard Operating Guidelines (SOGs) of the regional stakeholder fire agencies by December 31, 2012.</td>
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<td>(f) Develop, in cooperation with the regional Training Committee, standardized operational evolutions that support the adopted regional SOGs.</td>
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<tr>
<td>(g) Develop and implement additional shared training services agreements with other regional stakeholder fire agencies as possible by June 30, 2013.</td>
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<td>(h) Develop and monitor success metrics for this objective by October 31, 2012.</td>
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2. Adopt and implement regional training Standard Operating Guidelines (SOGs).
   (a) UCDFD to schedule and host initial meeting of interested regional stakeholder agency representatives by August 15, 2012 to discuss proposal to consolidate existing operational Standard Operating Guidelines (SOGs) into a single, mutually agreeable, standardized regional document.
   (b) UCDFD to schedule and host additional stakeholder meetings as necessary by September 30, 2012 to review existing agency SOGs.
   (c) UCDFD to schedule and host meetings as appropriate to achieve consensus on consolidation of SOGs by December 31, 2012.

3. Update auto aid agreements with surrounding agencies:
   Update written agreements, update the auto aid matrix; determine frequency of review of the matrix.

4. Sponsor annual training for dispatch centers, in partnership with auto aid agencies on the proper use of the matrix.

5. Establish a countywide incident management team: present to auto aid chiefs and secure agreement, develop appropriate policies, implementation/training.

6. Develop agreement amongst auto aid chiefs to create standardized apparatus specifications and standardized equipment placement on apparatus.

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)
### Desired Outcome

The UC Davis Fire Department will be a founding member of a regional training consortium and incident management team, as well as other viable campus and regional partnerships that contribute to improved operational and fiscal efficacy.

### 3.6.6 Strategy 6: Employee Recruitment and Retention

The plan enhances UCDFD’s ability to attract and retain a staff of highly qualified, motivated, and committed employees to support UC Davis’ education and research missions.

The capability of UCDFD personnel to provide consistent exceptional service depends on a selection process that initially identifies employees with the aptitude and character traits required for a successful career. The process must also continually identify the personnel and structure required to retain the most qualified applicants.

#### Goal 6.1 Identify a process or processes, which ensure that only the most qualified personnel, within the parameters established by the University and the Fire Department, are selected, hired and retained.

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<th>Objectives</th>
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<tr>
<td>1. Analyze current recruitment efforts and identify new recruitment opportunities.</td>
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<tr>
<td>2. Analyze positions with high turnover.</td>
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<tr>
<td>3. Establish a career development ladder with ability to move laterally within the Department.</td>
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*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

### Desired Outcome

The UC Davis Fire Department will be recognized as a top-tier public safety organization with a reputation as a highly desired place to work as evidenced by low turnover, high new recruit retention and very low labor relations complaints.
3.6.7 Strategy 7: Physical Asset Management

The plan recognizes the necessity of having proper facilities, apparatus and equipment so that firefighters can do their assigned work safely and quickly.

This strategy ensures the availability, safety, maintenance, and operational readiness of the physical facilities, apparatus, vehicles, and tools and equipment essential to accomplish our mission through effective long-range fiscal planning, coordination with appropriate University support services, and effective department-level management of its physical assets.

**Goal 7.1** Develop a plan to manage the physical assets of the Fire Department.

**Goal 7.2** Carry out the requirements of that plan to manage the Department's physical assets.

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<th>Objectives</th>
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<tr>
<td>1. Adopt NFPA 1901: <em>Standard for Automotive Fire Apparatus</em> for all newly purchased apparatus.</td>
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<tr>
<td>2. Establish department level physical asset program plans with assigned annual budgets and annual administrative review.</td>
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<td>3. Complete a comprehensive facilities assessment to identify improvement needs.</td>
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<tr>
<td>4. Adopt a vehicle and apparatus capital replacement and financing program.</td>
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<tr>
<td>5. Explore options to outsource apparatus maintenance and inspection to a mechanic facility trained and certified in repairing and maintaining fire apparatus to the standards set-forth in NFPA 1911: <em>Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus</em>.</td>
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<tr>
<td>6. Establish a formal preventative maintenance program for all fire apparatus as identified in NFPA 1915: <em>Standard for Fire Apparatus Preventative Maintenance Program</em>. This program shall identify the systems and items to be inspected, frequency of servicing and maintenance, and requirements for testing.</td>
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<tr>
<td>7. Evaluate fleet maintenance and repair process(es), and identify needed improvements.</td>
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3.6.8 Strategy 8: Student Resident Firefighter Program

The plan recognizes the valuable contribution made by the student firefighters and the cost savings for the University. The plan also recognizes the need to continue this program and where possible to enhance and/or expand it.

This strategy enhances the response capability of the UCDFD through recruitment, hiring, and training of an effective student firefighter cadre to augment and support the career UCDFD workforce. It also develops future career firefighters by providing core skills, education, and mentoring, and enhances the UCDFD relationship with the University and value to the community.

**Goal 8.1** Create a Student Resident Firefighter Program Charter that contains appropriate hiring practices, standard operating guidelines, reference to appropriate departmental policies, and expectations for student firefighters so that they are operating within Department expectations.
Charter for research and education and the Fire Department; specifically the Student Resident Firefighter Program, to include clear policies, procedures, and guidelines to achieve the Program goals.

2. Include the student firefighters in Strategy 3 by developing a student firefighter career path with the expectation that some will go on to have fire service careers.

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

**Desired Outcome**

The UC Davis Student Resident Firefighter Program operations are updated, have clarity and provide for the long-term health and operation of the program.

**3.6.9 Strategy 9: Labor-Management Partnership**

The plan recognizes that management and employees can cooperate on some activities that are beneficial for the Fire Department; these activities do not include labor management negotiations or similar activities.

This strategy fosters a mutually respectful, positive and effective working relationship between management and employees through open communication and a culture that fosters a shared vision of the organization’s vision and mission.

**Goal 9.1 Create a formal forum where UCDFD management and employees can effectively and respectfully communicate about opportunities, concerns and issues, and discuss/implement solutions.**

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<tr>
<td>1. Adopt a charter that minimally codifies the Labor-Management philosophy, purpose, and procedures.</td>
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<tr>
<td>2. The Fire Chief and a selected employee will establish the basic framework for a UCDFD Labor-Management Council by December 31, 2012; basic framework to include the initial membership and initial Council meeting date prior to March 31, 2013.</td>
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</table>
3. The UCDFD Labor-Management Council will, at its first scheduled meeting prior to March 31, 2013 or not later than September 30, 2013, establish the framework of the Employee-Management Committee Charter minimally include the following:
   a. Employee-Management Philosophy
   b. Council Purpose and Goals
   c. Membership
   d. Council Authority, Responsibility and Accountability
   e. Meeting schedule and procedures.

4. The Council will develop a long-term list of cooperative tasks which it will undertake over the next three to five years.

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

**Desired Outcome**

The UC Davis Fire Department will have a culture that fosters and facilitates effective two-way communication and relationships in the pursuit of a shared vision at all levels.
SECTION 4—PLAN IMPLEMENTATION, PERFORMANCE MEASURES, AND TRACKING

4.1 PLAN IMPLEMENTATION

This Applied Strategic Plan addresses the needs of the University of California Davis Fire Department. Success will require on-going focus on meeting the goals and specific objectives established in the plan through detailed work plans similar to incident action plans.

4.2 PERFORMANCE MEASURES

The performance measures ensure that the plan is being followed and adhered to in its implementation. Success of the plan in the beginning will ensure further success of the plan over time and strengthen the willingness of everyone to participate in its success.

The following performance measures are to be applied to manage implementation of the Strategic Plan and will be used as part of the annual review:

1. Has accountability for completing an objective been established?

2. Is there funding to complete the objective?

3. Is there a work plan for the objective that includes benchmarks?

4. Is the work to accomplish the objective on time and on budget?

4.3 TRACKING PLAN IMPLEMENTATION

The Fire Chief will establish responsibility for tracking the implementation of the plan and provide guidance to the Work Group.
SECTION 5—PLAN MAINTENANCE

5.1 PLAN MAINTENANCE

The University of California Davis Fire Chief will be responsible for maintaining Strategic Planning Work Group collaboration and for maintaining the Strategic Plan, including:

- Evaluations of progress toward completing the annual goals and reporting this progress to the Vice Chancellor.
- Annual reviews and amendments to the Strategic Plan by the Strategic Planning Work Group.
- Convening meetings of the Strategic Planning Work Group.
- Distribution of the plan and plan amendments to affected parties.

5.2 PLAN UPDATES

This University of California Davis Fire Department Strategic Plan will be updated annually as follows:

- Before the annual funding process starts, the Planning Work Group will review the progress made in achieving the specific goals and objectives of the plan. From this review, the Planning Work Group will forward recommendations to the Fire Chief for the needs identified.
- The Fire Chief will convene the Strategic Planning Work Group to review and update the plan at least annually.
SECTION 6—PLAN CONCURRENCE AND DISTRIBUTION

6.1 PLAN CONCURRENCE

Multiple meetings were conducted to formulate and refine this plan. The meetings included large working group sessions, tele-conferences and multiple draft document reviews by the Planning Work Group.

6.2 PLAN APPROVALS

This plan was reviewed and approved by the following persons. Their signatures indicate review and approval of the plan.

Nathan Trauernicht:
Fire Chief

Signature: ___________________________ Date: __________

John Meyer:
Vice Chancellor—
Administrative and
Resource Management

Signature: ___________________________ Date: __________
APPENDIX A—PLANNING APPROACH AND METHODOLOGY

A.1 PLANNING APPROACH

UCDFD chose an approach called Applied Strategic Planning. “First and fundamental to [this] approach to Applied Strategic Planning is that it is the process by which the guiding members of an organization actually work together to create the plan themselves.” Secondly, the members of the Strategic Planning Work Group learn how to think strategically. Finally, the emphasis of the process is to develop practical plans that can be applied to the organization and show results and/or changes.

The process consists of eight major steps or building blocks; each one developing the needed approach for the next. In the end, this results in a plan that sets out to fulfill its intended purpose and provides a practical process to build the future of the organization. It also has enough flexibility built in that, as the plan is developed, it is reviewed and revised to take advantage of changing circumstances.

A.2 BUILDING BLOCKS

A.2.1 Environmental Monitoring/Inputs

Part of the Applied Strategic Planning process requires the Work Group to be monitoring and mining the environment both inside and outside the organization for “granular” information that could be useful for the plan.

A.2.2 Application Considerations/Outputs

In Applied Strategic Planning, the continual emphasis is on the immediate application of any findings that emerge from the process and applying them to the operations, sometimes called a “quick fix.” During the planning process, the Work Group identified some opportunities to put the strategic plan to work before it was complete. (See the section on Collaborative Training).

A.2.3 Planning to Plan

Before the planning can commence, a number of important questions need to be resolved to confirm the organization’s readiness, willingness and ability to proceed with an Applied Strategic Plan. The most important part of this phase is identifying the members of the Strategic Planning Work Group. Once selected, they received training in the process.

5 Ibid. Page 7
A.2.4 Vision, Values, Culture

Before serious planning can commence, the organization needs to visualize its future; it needs to describe where it wants to go and why it wants to get there. The plan describes "how" it will get there.

The decision makers' values influence the plan to a greater-or-lesser extent, just as they do in all other aspects of organizational behavior.

These issues were discussed and included in the planning process.

Ultimately, it is the culture that guides an organization, any significant shift in the organization's culture requires total unwavering commitment of the leadership. Early in the process, the cultural cues that mark the UCDFD were identified and discussed.

A.2.5 Mission Formulation

Mission Formulation is an essential step in the planning process as it provides an opportunity for the stakeholders to develop clarity within the organization about future direction and to provide a vehicle for stakeholders to communicate clearly with other stakeholders including employees.

A.2.6 Strategic Business Modeling

It is during Strategic Business Modeling that the Planning Work Group develops specific, detailed plans about how the organization will reach its future state. This step defines the future vision in tangible, measurable concepts that can be put to work. The strategic business model is essentially the core of the plan.

A.2.7 Performance Audit

The Performance Audit answers the critical questions of how well the organization is performing today to meet present business plans. In the case of the UCDFD, parts of this were fairly easy, it is a small compact organization and communications are generally informal and fast. On the other side there was some inertia to overcome, as the whole planning process was a "foreign adventure" to the members of the Planning Work Group.

A.2.8 Gap Analysis and Closure

The Gap Analysis examines the question of how large the gap is between where the organization wants to be (its future state), and where it is today (its present state). For an organization like the UCDFD this is both a curse and a blessing. There currently is no plan in place so the starting time point has to be developed, but there is no failed strategic plan history to overcome, so it can focus on its future without being haunted by the past.
A.2.9 Integrated Action Plans

Finally, the pieces of the plan are all in place and the specific goals and objectives can be developed that provide action guidance for the future. This involves the development of rather specific and detailed operational plans. For each line of business there are goals and objectives that form the plan.

A.2.10 Contingency Planning

“No plan survives first contact intact,” does not mean that the original action plan is of no value or requires a contingency for every possibility. Some contingencies have greater threat likelihood than do others; the Planning Work Group needs to consider these and, if the contingencies pose a serious enough threat to the plan, develop contingency plans to meet them.
APPENDIX B—RELATIONSHIP TO UNIVERSITY, STATE AND OTHER GUIDELINES

B.1 RELATIONSHIP TO UNIVERSITY GUIDELINES

The University's Strategic Plan, "A Vision of Excellence" provides high-level guidance to every aspect of the University, including the Fire Department. Most of the applicable information of this document is found in Section 2.1.

B.2 RELATIONSHIP TO STATE GUIDELINES

In California, state law requires use of the Standardized Emergency Management System (SEMS). SEMS is the model that Department of Homeland Security used in the development of the National Standards. The fire service, particularly in Southern California, was instrumental in the development of the SEMS framework. It consists of five major components:

♦ Mutual Aid – The concept of neighboring jurisdictions coming to each other’s assistance for major events was developed on a statewide basis in California in the 1940s.

♦ Operational Area Concept – In California, each County is designated as an Operational Area; within each Operational Area an agency is designated as the operational area coordinator and coordinates mutual aid response within the operational area and outside to other Operational Areas.

♦ Incident Management – The use of the Incident Command System for incident management by all agencies is required.

♦ Communications – A common set of terminology combined with interoperable communication systems underlies the system.

♦ Multi-Agency Coordination – Requires coordination of response and recovery resources at all levels from the field level to the state level.

FIRESCOPE – The FIRESCOPE program originated in Southern California, organized under the acronym, "Firefighting RESources of Southern California Organized for Potential Emergencies." In 1986, FIRESCOPE was established as a statewide program under the redefined acronym "Firefighting RESources of California Organized for Potential Emergencies." The mission of FIRESCOPE is to provide recommendations and assistance to Cal EMA, to maintain the FIRESCOPE "Decision Process," and to continue the operation, development, and maintenance of the FIRESCOPE Incident Command system (ICS) and the Multi-Agency Coordination System (MACS).
FIRESCOPE Field Operations Guide (FOG) ICS 420-1 – Provides guidance for the application of the Incident Command system to any planned or unplanned event. The FOG guidelines form the framework for fire service training in California.

ICS Manuals (120-1 US&R), HazMat, High Rise.

FIRESCOPE Specialist Groups – Assist the Task Force in the development, implementation, and maintenance of FIRESCOPE products, specifically the operational guidelines including aviation, communications, emergency medical service, GIS, hazardous materials, predictive weather, safety and urban search and rescue resources.

B.3 RELATIONSHIP TO OTHER GUIDELINES

The National Fire Protection Association (NFPA) publishes a number of standards that have applicability to firefighter training at the regional level. The key standards that will have a bearing on the execution of this plan are:

- NFPA 450: Guide for Emergency Medical Services
- NFPA 471: Recommended Practice for Responding to Hazardous Materials Incidents
- NFPA 472: Standard for Professional Competencies of Responders to Hazardous Materials Incidents
- NFPA 1001: Standard for Fire Fighter Professional Qualifications
- NFPA 1002: Standard for Fire Apparatus Driver Operator/ professional Qualifications
- NFPA 1006: Standard for Rescue Technical Professional Qualifications
- NFPA 1021: Standard for Fire Officer Professional Qualifications
- NFPA 1041: Standard for Fire Service Instructor Professional Qualifications
- NFPA 1071: Standard for Emergency Vehicle Technician Professional Qualifications
- NFPA 1201: Standard for Providing Emergency Services to the Public
- NFPA 1401: Recommended Practice for Fire Service Training Reports and Records
NFPA 1403: Standard on Live Fire Training Evolutions
NFPA 1404: Standard for Fire Service Respiratory Protection Training
NFPA 1451: Standard for a Fire Service Vehicle Operations Training Program
NFPA 1500: Standard on Fire Department Occupational Safety and Health Program
NFPA 1521: Standard on Fire Department Safety Officer
NFPA 1561: Standard on Emergency Services Incident Management System
NFPA 1581: Standard on Fire Department Infection Control Program
NFPA 1582: Standard on Medical Requirements for Fire Fighters and Information for Fire Department Physicians
NFPA 1583: Standard on Health Related Fitness Programs for Firefighters
NFPA 1620: Standard for Pre-Incident Planning
NFPA 1670: Standard on Operations and Training for Technical Search and Rescue Incidents
NFPA 1710: Standard for the Organization and Deployment of Fire Service Operations
NFPA 1901: Standard for Automotive Fire Apparatus.

The International Association of Fire Chiefs (IAFC) publishes the Officer Development Handbook. This handbook is designed to present the recommendations of the International Association of Fire Chiefs for the professional and educational development of chief officers in concert with specific agency’s requisites for career advancement.
The Campus Planning & Community Resources Value Proposition

Our value is that we shape the campus environment to create lasting, valuable experiences that enlarge the universe of people who take ownership of UC Davis and help sustain the university into the future.

In the future, people with choices will choose to study, live and work in places that provide an extraordinary experience. In order to attract the students, faculty, staff, and supporters of the future, UC Davis must provide an experience 'in this place' that makes it worth people's while to choose 'this place'. Historically people have come to the university because it was the repository for knowledge. The digital revolution has reversed this historical flow of information—now people need not travel to a central location to access information. People will come to experience this place because it enriches their lives.

UC Davis has never been an ivory tower. Our legacy is outreach, extension, connection, relevance. But all universities are exclusive—only certain people can 'get in'. Our vision is to utilize the campus environment to break down those barriers to entry and experience, to invite people in, to provide them with a positive experience, and to grow their support. In so doing, we will align with the vision of the Kellogg Commission on the future of Land-Grant universities, to re-energize the relationship between the university and the public we serve.

The Campus Planning and Community Resources vision is to plan, program, and manage the physical environment of the campus to provide rich learning experiences for students, teaching and research opportunities for faculty, and opportunities for the public to share in the riches of UC Davis. When people truly connect with a place, they leave with a commitment to shared ownership, with a strong interest in ensuring the positive growth of the university and with the potential for a lifelong relationship of support for the campus.

Overarching Parameters/ Guiding Principles

**Best Practices of Museums AND Best Practices of Universities: A New Model for Success**

1. Results-Driven Organization dedicated to helping our parent institution, UC Davis, thrive
   a. Key Results Areas, Goals, Objectives, Actions, Resource Allocation (people and money)
   b. Management by Objectives and Results
      i. Strategic Plan (1-3 years, nested as part of long-range plan)
      ii. Work Teams and Work Plans that cut across the organization
      iii. Regular check-in’s at staff meetings
      iv. Quarterly Check-in’s at Quarterly Meetings
v. On-going Financial and Fund Development Check-in meetings- how are we doing with our financial and funding goals and projections? What adaptations should we make? What new opportunities should be leveraged?

2. **Focus on developing employee engagement** as a core work deliverable across all Key Results Areas and across the entire organization

3. **Focus on developing a “Learning Organization” culture across the organization:**
   a. Experimental/ adaptive approach where we learn from experimenting and testing and adapt quickly based on results
   b. Focus on being FAST, FLEXIBLE, FOCUSED
   c. Leadership delegated to the people closest to the action

4. **Developing a Strengths-based Culture**
   a. Focus on the strengths of all individuals, on teams, and on building off the strengths of our uniting organizations and on our parent organization
   b. Focus on core competencies and deploying them in the right situations across the organization
   c. Promoting or moving people around the organization based on their strengths and the strengths they can bring to a new team
   d. Very little focus on weaknesses; only when a person has to prop up severe weaknesses in order to meet basic requirements of the job; focusing on trying to improve weaknesses will never result in a great and engaged organization
   e. Putting together working teams that have a range of complementary strengths represented and structuring the teamwork in a flexible manner that allows for work to be handed off quickly to the team member with the appropriate strength to accomplish the task in a fast and successful manner

5. **Fostering a Leadership-based Culture** as a core work deliverable across all Key Results Areas and across the entire organization

6. **Focus on developing the campus as a VISITOR DESTINATION** as a core work deliverable across all Key Results Areas and across the entire organization

7. **Focus on Community Engagement and Fund Development** as a core work deliverable across all Key Results Areas and across the entire organization

8. **Focus on Sustainable Systems and Sustainable Practices** as a core work deliverable across all Key Results Areas and the entire organization

9. Focus on the development of **student and faculty partnerships** toward the delivery of all Key Results Areas, including physical, program, and resource goals
Key Results Areas/ Goals:

I. **Enhance UC Davis Identity and Raise the Visibility of the Campus as a Visitor Destination that is welcoming, safe, meaningful, and enjoyable.**

We will improve the visual quality of the campus environment, create a clear, informative and visually attractive system to help people find their way to campus destinations, and leverage the unique location of the campus to increase the visibility of UC Davis programs, events, and accomplishments.

II. **Create a Sustainable Future.**

We will implement the vision in the UC Davis Physical Design Framework Plan (2009) to create a campus environment that supports the academic mission, enriches campus community life, and embraces environmental sustainability. We will create an environment that encourages best practices in environmental stewardship by promoting and developing sustainable landscape practices and planning. We will implement a comprehensive planning framework that informs where scarce resources are best invested to ensure long-term integrity of our outdoor assets. Decisions and initiatives will be based on a balanced approach to economic, environmental and social systems that are sustainable into the future.

III. **Share UC Davis Academic Excellence with the Public & Campus Visitor and Partner with Campus Leadership to create innovative academic, museum and educational programs that elevate UC Davis.**

This is a huge part of our value proposition—the use of the campus environment as a portal, a window on the academic enterprise, a glimpse into the mostly off-limits world of research and teaching, even better, a chance to interact with the people involved in that enterprise. We should look for these opportunities across all of our work, from small to large, from the routine to the extraordinary. This is a celebration of our uniqueness, our distinct advantage, the way we differentiate our place from other public places, the experience that will keep people coming back.

IV. **Create a funding model that leverages Human, Financial, and Physical resources to increase capacity for CPCR to meet goals and to advance UC Davis’ ability to prosper.**

We will align our people, our financial, and our physical resources to meet our highest stated goals and objectives. We will allocate and redirect resources to invest in new and existing programs that are financially sustainable in the long-term. We will reduce investments in programs that are no longer financially sustainable or redundant. We will eliminate barriers that inhibit transformational operational strategies from being implemented. We will seek to maximize our potential for external funding in areas that are best positioned for success.

V. **Align across all goals and resources to create new ‘place-based’ initiatives (e.g., UC Davis GATEways Project) that are integrated across all units and that leverage campus, academic, program, and external support toward the elevation of UC Davis.**

We will align around strategic ‘place-based’ initiatives to create portals to UC Davis with physical, programmatic and financial benefits. The 4 objectives above are all realized in these initiatives, at their highest level of interaction and expression. Each initiative furthers the UC Davis campus as a local, regional, national and international destination. Each new place offers a unique experience where the academic enterprise is made visible in the physical environment, where academic innovation is celebrated, and the unique assets of UC Davis are shared with the greater public.
GOALS, OBJECTIVES, STRATEGIES, ACTIONS, RESPONSIBILITIES AND METRICS

(This will be accompanied by a table that lists every action with its funding source, responsible staff member, and metrics for measuring success)

Identify specific actions and outcomes to measure success in each area.

1. **Enhance UC Davis Identity and Raise the Visibility of the Campus as a Visitor Destination that is welcoming, safe, meaningful, and enjoyable**

   a. **Implement a comprehensive campus way finding system.**
      i. Action: Undertake inventory of existing directional sign system.
      ii. Action: Incorporate responsibility for the campus sign system into CPCR. (already complete)
   b. Develop clear points of entry and orientation from major visitor entrance points.
      i. Action: Incorporate recommendations of the Native American Commemorative Project.
      ii. Action: Sponsor a design competition for a pedestrian-scale gateway feature at First and A Streets.
   c. Create and implement a district way finding system that is visitor friendly and contributes to a positive experience of the campus.
      i. Action: Undertake a pilot project by installing a district sign system in the University GATEway district.
      ii. Action: Undertake a pilot project in the Civic Core of campus to replace current building signs with signs that use the Arboretum model to share information about the academic activity inside the buildings.
      iii. Action: Replace outdated podium map signs with new podium maps and new hardware using the Arboretum sign standard
   d. Reinvent the campus map to enable access from digital media and to increase awareness of campus assets and programs. (already complete)
      i. Action: Reinvent hard copy map with commercial sponsorships
      ii. Action: Reinvent On line map to be state-of-the-art, visitor friendly and accessible
   e. Explore opportunities for corporate/outside sponsorship of UC Davis programs and events by leveraging the freeway location and integrating sponsorship into the visitor way finding experience.
      i. Action: Hire consulting assistance to measure the potential for campus wide commercial sponsorship for UC Davis events and programs
      ii. Action: Enlist assistance of sign manufacturers to estimate cost range for 3-tiered electronic sign installation (freeway, visitor parking lots, destination venues)
   f. Highlight visitor parking as an essential link in the visitor experience.
      i. Action: Develop more visitor-friendly signs upon entering a visitor lot
      ii. Action: Develop informative welcoming signs/kiosks as pedestrians leave a visitor lot and begin their walk onto the campus.
   g. Develop a CPCR communications plan for highlighting the interaction between our work and the academic enterprise
      i. Action: Develop strategies for communicating about these interactions in the physical environment, including the sign system redesign
      ii. Action: Develop strategies to use other communications media
h. UC Davis Arboretum & Public Garden
   i. Design, implement and track overall way-finding signage program

2. Improve the Road & Pathway system
   a. Improve the condition of the road and path system
      i. Action: Utilize existing inventory of road conditions to inform the
         maintenance and improvement program (already complete)
         Action: Undertake inventory of path conditions
      ii. Action: Undertake inventory of path conditions
      iii. Action: Develop and maintain a priority list for improvement that is
         coordinated with the capital improvement plan and the physical design
         framework
         1. Develop an 'all projects' data base to identify impacts of building
            projects and utilities projects and repairs on the road and path
            assets
         2. Develop appropriate standards for repair of road and path assets
            damaged by other campus projects to restore the integrity of the
            assets and update the Campus Standards and Design Guide
            accordingly
      iv. Action: Shift the responsibility for inspection of road and path construction
         and repairs to the Grounds Civil unit
         Civil is client and 'owner' for all hardscape improvements
      v. Action: Implement top priority road improvements with available funds
         from multiple sources
         a. La Rue South (deferred maintenance)
         b. La Rue West (deferred maintenance)
         c. Hutchison Intersection (deferred maintenance)
         d. Hutchison from California to A Street (grant project)
            i. Leverage project to create more visitor-friendly
drop-off at Main Theatre and future Recital Hall
      vi. Action: Implement top priority path improvements from available
         maintenance funds
         a. Behind North Hall
         b. Health Sciences district
         c. Build new stairs at SE corner of Weir Redwood Grove
            connected to the existing pedestrian sidewalk on the A
            Street bridge.
   b. Improve circulation connections and traffic flow (new improvements)
      i. Action: Provide design guidance for implementation of the Caltrans grant-
         funded project for Hutchison Drive road and transportation enhancements
      ii. Action: Apply for grant funding for top priority road and pathway
         improvements
         1. Caltrans funding for California bridge
         2. Caltrans funding for ARC/Lot 25 bikeway system and roundabouts
   c. Apply the principle of subtraction—eliminate those assets that are no longer useful,
      not properly located to meet current needs, or exceed our capacity to maintain
      i. Action: Eliminate steps at SE corner of Weir Redwood Grove due to unsafe
         condition
      ii. Action: Eliminate bridge at east end of Weir Redwood Grove
iii. Action: Eliminate approach paths to bridge at east end of Weir Redwood Grove
iv. Action: Eliminate decommissioned bus stop information kiosks

d. Improve Safety & ADA accessibility for the road and path system
   i. Action: Continue an ongoing program to address sidewalk trip hazards ($50K)
   ii. Action: Produce a master plan for programmatic and physical ADA accessibility for the Arboretum in response to the November 2010 inventory of conditions produced by the Disability Issues Advisory Committee ($30K)
   iii. Action: Initiate design and implement the first physical improvement project as an element of the master plan above ($260K)
   iv. Action: Secure funding for ADA plan for Arboretum
v. Action: Identify/clarify and implement current ADA projects
   1. City Arts GATEway Parkway
   2. Acacia Grove curb cuts
   3. Other?
vi. Action: Work with Community Engagement and Fundraising Team to develop donor strategy for Naming Rights to path sections
   1. Donor nodes – design and strategy
   2. Naming gifts – campus committee

3. Improve the quality and quantity of exterior lighting on the central campus, with a focus on the University GATEway and the Civic Core
   a. Direct projects from the Strategic Energy Plan Program to the Civic Core
      i. Action: Retrofit Quad lights with more energy efficient luminaires with advice from the CLTC
   b. Direct investments for lighting safety improvements to the Civic Core
      i. Action: Implement a West Quad lighting project from the MU to Mrak Hall, including the library block to create a consistent and continuous pedestrian promenade of lights
   c. Consult Police for accessibility/viewing/patrolling/lighting objectives

4. Develop an Outdoor Facilities Program for the Arboretum & Public Garden Campus
   a. Create support for a leadership role for this new program
   b. Review inventory for all outdoor facilities, infrastructure, hardscape, and landscape features across the whole public garden/campus
   c. Assess and prioritize deferred maintenance and Outdoor Facilities Program; needs to align with public garden priorities
   d. Develop development and maintenance plan for Outdoor Facilities Program
      i. Benches
      ii. Facilities
      iii. Landscape features
      iv. Memorial grove and features
      v. Water fountains
      vi. Fountains
      vii. Signage
         1. Wayfinding
         2. Orientation
3. Interpretive
4. Regulatory

viii. Other
e. Work with Community Engagement & Fundraising Team to develop and implement Heritage Tree Program and other tribute programs, including memorial/tribute groves
f. Secure grant funding for Outdoor Facilities Program and Road & Path Program (e.g., green solutions, Bikeway $ with TAPS)
g. Collaborate with ARM Facilities Program for joint funding and work-sharing opportunities (e.g., custodial + groundskeeper); example: Chancellor's House

5. Develop new protocols for ensuring successful project delivery for campus landscape projects
   a. Owner's rep role
   b. Project inspection role – look for funding from DCM

6. Build off the strengths of Grounds Management to continue to enhance the campus as a welcoming, safe, and enjoyable place for students who live on campus and for visiting community members
   a. Ensure that Grounds Management functions enhance the visitor experience
      i. Turf
      ii. Trees
      iii. Maintenance
      iv. Other
   b. Ensure that the campus is presentable and safe every day of the year:
      i. Continue to enhance the campus safety program
         1. Integrate across all public garden teams
            a. Integrate safety concerns into campus-wide priorities
            b. Expand training to include all groups
            c. Expand work tasks to include all groups
            d. Integrate emergency and storm response processes across the whole campus/public garden team
         2. Find new sources of funding to broaden the safety efforts (e.g. internal: ARM, CPCR, campus, external)
            a. Grants
            b. Collaboration with other units for long-term funding (e.g. Facilities)
   3. Work with new Outdoor Facilities Team to record, analyze, and prioritize preventative maintenance work across the whole campus/public garden
   4. Explore new visitor safety program ideas that are modeled after urban parks, large botanic gardens, etc. (e.g. visitor call boxes for emergencies or signs that tell people who to call, cell phone apps that let visitors report safety problems, etc.)

7. Develop a Public Garden "Hospitality Program" that improves the campus as a visitor destination:
   a. Coordinate with Community Engagement and Fundraising Team to develop branding and identity, uniforms, nametags, in conjunction with groups across the
public garden and CPCR, develop hospitality training program for workers who come in contact with the public every day
b. Work with Community Engagement and Fundraising Team to develop changing signage that communicates work being accomplished, detours due to work projects, including changes that visitors need to know to have a safe and pleasant experience (cross-reference with section 1.4.)
c. Expand graffiti and vandalism response program to work proactively with other professional units on campus and in the city (e.g. Police, Facilities, TAPS, etc.)
d. Add communications plan to ensure quick communication throughout the organization (e.g., Smart Phones, Computer access for Groundskeepers/Arb staff, etc.)

8. Develop a Landscape Events Program that increases engagement with the campus landscape and creates opportunities for additional fund development:
   a. Events Rental Program
      i. Work with Community Engagement and Fundraising Team and CES/ CPRC to create and implement a plan to receive a revenue stream from campus landscape/ gardens
      ii. Identify all areas of campus that could charge event rental fees
      iii. Work with Community Engagement and Fundraising Team and CES to develop a rate structure based on market information from comparable organizations that offer events (e.g. weddings, receptions, etc.)
      iv. Develop program for developing and maintaining these areas at a level that is required for external clients (e.g. safety, storage, cleanliness, lighting, vehicle access, high level of maintenance, etc.)
   b. Events Fundraising/ Fund Development Program
      i. Explore new revenue opportunities based on events core competencies across the public garden team (e.g. events management including set-up and take-down, public events including plant sales, and donor dedication and cultivation events, public educational events that include member and donor stewardship, etc.)
      ii. Consider possibilities such as Fun Runs, concert series, gala fundraising dinners and other best practices from large public gardens; considering hiring outside consultant to work with our team to develop new fundraising events (Possible Consultant: Rick Daley, former director of the Denver Botanic Garden and the Arizona Sonora Desert Museum)
   c. Explore possible revenue streams from increase in events management fees from re-charge to campus units. (e.g., Bill Clinton visit, etc.)
   d. Other?

II. CREATE A Sustainable Future

1. Create supportive places (supportive of program needs, from Framework Plan)
   a. Update academic district planning to align programmatic needs with site opportunities
      i. Action: Collaborate with Capital Resource Planning to develop a planning guide for the Agricultural and Environmental Sciences district
      ii. Action: Integrate needs for the expansion of the Engineering and Physical Sciences district into the master planning for Tercero 3 student housing
iii. Others
   b. Maintain existing District Quads at high levels and maintain flexibility to develop
      new District Quads to reinforce identity for specific academic neighborhoods
      i. Action: In the campus Landscape Management Plan, assign existing District
         Quads in the Health Sciences, Biological Sciences, and Agricultural and
         Environmental Sciences the highest level of maintenance priority, equal to
         that of the Civic Core and the Arboretum
      ii. Action: Integrate planning on the east side of the Quad (Social Sciences and
         Humanities, Arts, and Cultural Studies) to strengthen the connections
         among existing outdoor spaces and courtyards, planned outdoor spaces and
         courtyards, and the Arboretum
         1. Hutchison Drive Reconstruction project
         2. Recital Hall Project
         3. Others

2. Create connected places (in support of campus community life, from Framework Plan)
   a. Align projects at all scales to realize the Framework Plan vision for the Civic Core
      i. Action: Quad and West Quad lighting projects
      ii. Action: Hutchison Drive reconstruction and grant funded transportation
         amenities, including the Shields Library Plaza reconfiguration
      iii. Action: Olson Walk realignment and bike parking relocation (west side)
      iv. Action: Music Recital Hall pedestrian circulation and Arboretum connections
   b. Maintain up-to-date district planning for housing and recreation neighborhoods
      i. Action: Coordinate site planning and landscape design for Tercero 3 student
         housing
      ii. Action: Facilitate program plan and develop relocation plan for the Dairy
         and Animal Science Teaching Facility to create land for expansion of first-
         year student housing
   c. Introduce Framework Plan elements into the annual Capital Planning process
      i. Action: Identify key physical improvements to ‘the commons’, beginning
         with the Civic Core, that are stand alone from building projects
      ii. Action: Work with Capital Planning to develop funding plan for ‘the
         commons’
         1. Campus Entries and Entry Monuments
            a. Begin with entry monument at First and A
         2. Civic Core framework elements
            a. Begin with Shields Plaza
         3. Front Door framework elements
            a. Begin with road treatment and landscape
         4. Environmental showcase framework elements
         5. City Arts GATEway framework elements
            a. Begin with ‘connecting elements’ project from New Davis
               Road extension to Nelson Hall, Wyatt Theater, and the Wolf
               Center
   d. Expand Grounds Management Program to inventory, assess and prioritize high-
      use/campus community life landscape plans
      i. Re-charge landscapes
         1. Student Housing
2. Mondavi Center
3. Others?

ii. Commons Areas
1. Civic Core
2. Quad
3. High-use turf areas
4. Others?

iii. Landscapes for Landscape Events Program
1. Work with Community Engagement & Fundraising and Visitor Destination Teams (see section 1.8.)

iv. Proactively approach, as appropriate, customers about the possibility of conversions and the possible pay-back scenarios with goals of long-term customer relations, including the reduction of costs and resource use, and the increase of community engagement and fundraising potential.

3. Create sustainable places (In support of environmental stewardship and sustainability, from Framework Plan)

a. Produce a Campus Landscape Management Plan with in-house expertise to “right-size” landscape workload to the size of our reduced workforce, and to guide reallocation of staff and financial resources to top priority areas and key initiatives
   i. Action: Identify landscape conversion projects to reduce long term maintenance costs and introduce lower impact landscapes. Initial focus should be on large turf areas and areas with multiple benefits (such as removal of turf coupled with stormwater detention basin creation)
   ii. Action: Adjust management practices to integrate lessons learned from managing naturalized landscapes into the management of the main campus, with an emphasis on road edges and drainage swales. Begin transition from sprayed road edges to vegetated, wildflower and/or grass plantings along road edges
   iii. Action: Integrate Arboretum All-Stars into landscape conversion projects where appropriate
   iv. Action: Explore the possible use of the Arboretum Teaching Nursery to grow plants for landscape conversion projects.
   v. Action: Explore the possibility of partnering with the Putah Creek Council and Solano Water Agency on relocation of their native plant and greenhouse nursery operations onto Campus.
   vi. Action: Complete final segment of irrigation controls conversion project to maximize water savings

b. Public Garden Pilot Projects – design, find funding for, and implement pilot projects as appropriate to strategic realization of the Campus Landscape Management Plan
   i. Action: Identify annual set of projects to begin transforming the Campus Landscape.

c. Integrate campus-wide storm water planning by including a water quality plan to transform the quantity and quality of water in the Arboretum waterway REVIEW AND UPDATE
   i. Action: Collaborate with DCM Engineering and Utilities to develop an Arboretum waterway infrastructure plan that includes modification of the waterway into different ‘waterscapes’ that:
      1. Respond to their upstream piped ‘watersheds’
2. Integrate with the land-based collections where possible.
3. Radically reduce eutrophication of the Arboretum waterway and increase water quality by creating an interconnected system of seasonally dry creek beds, elevational gradients with continuously flowing and aerated sections, as well as restored wetlands.

ii. Action: Integrate storm water cleansing and retention requirements into new paving and landscape designs to promote on-site storm water treatment
   1. Core campus landscapes
   2. West Campus
      a. Action: Implement immediate BMP's to reduce sediment discharge and erosion into Putah Creek along the Hopkins Corridor drainage
      b. Action: Develop long-term solutions to reduce O&M related to sediment reduction by changing the management of lands from tilled or sprayed areas to permanently vegetated, or abandoning sections of stormwater infrastructure and create detention basins, if feasible.
3. South Campus
   a. Action: Working with EH&S and departments assigned South Campus land, work on developing and implementing a stormwater quality improvement plan to reduce sediment and other pollutants from entering Putah Creek.

4. Parking lots
   a. Action: Require new parking areas combine on-site biofiltration swales or associated detention basins to improve stormwater quality.

5. Arboretum ADA pathway improvements
 iii. Action: Retrofit existing landscapes to detain and cleanse stormwater. Develop list of potential retrofit areas and prioritize.
 iv. Formalize Arboretum Waterway Master Plan;
    1. Action: Using internal resources, draft concept design plan and find funding to vet the plan and to engineer the solutions proposed
 v. Public Garden Pilot Projects related to the Arboretum Waterway— as appropriate, find funding to build out and design East End Project

4. Expand Sustainable Horticulture Program across the entire Arboretum and Public Garden/Compus
a. Dramatically increase sustainable horticultural practices on campus by strategically selecting and prioritizing key landscape and horticulture enhancements and conversion projects/renovations that will showcase best practices in sustainable horticulture and gardening that will substantially reduce resource use and costs (e.g., water, labor, pesticides, equipment, etc.)

b. Prioritize landscape renovation and conversion projects, ensuring implementation by providing leadership, training and mentoring in sustainable horticultural best practices, care and adaptive management
   i. Action: Select project lead that will then identify and prioritize conversions/renovations/changes in practice within the landscape.

c. Work with Sustainable Horticulture Team, CPCR Landscape Design Team, CPCR Leadership and Gardening Specialists to review and select strategic landscape enhancements and conversions

d. Develop leadership for the Sustainable Horticulture Program

e. Build a high-performance and high-engagement team

f. Develop appropriate staffing for the Sustainable Horticulture Program

g. Work with staff to document sustainable horticulture best practices for use as a training tool and for external public service that frames these projects as a sustainable demonstration project

h. Work with Community Engagement & Fundraising Teams to explore opportunities for external support for these sustainability projects (e.g., corporate sponsorships, “adopt-a-highway,” donations, grants, foundations) and to find opportunities for “community-build” community and volunteer engagement (e.g., interns, student volunteers, community volunteers)

i. Work with CPCR team leadership to search for and find investment funding for these sustainable landscape renovations and conversions

j. Work with Plant Sciences and Landscape Architecture and other academic partners to utilize sustainability projects for academic connections, from course case studies and interns to senior projects and research plots

k. Take a proactive role in reviewing and designing sustainable landscapes and gardens for new buildings on campus, with an emphasis on utilizing Arboretum All-Stars and Public Garden Cast-Iron Plants as a part of the design; determine best strategy for low resource use and low cost

l. Build a high-performance sustainable horticulture and gardening team that is highly motivated and engaged in bringing value to the conversion and enhancement of Public Garden landscapes and gardens
   i. Training and mentoring of gardening specialists
   ii. Create growth and training opportunities for growth of groundskeepers into gardening specialist role
   iii. Consider more support for GATEways horticulture and sustainable horticulture

5. Expand the water-saving strategies that have been a part of the campus’ irrigation program.
   a. Develop, test, and measure experimental projects that could lead to significant water savings across campus
   b. Develop plan for reducing landscape water use across campus
   c. Convert overhead spray irrigation to subsurface drip, where feasible.
6. **Expand the sustainable practices programs that have been nationally-recognized and the hallmark of the UC Davis Sports Turf and Recreation Programs**
   a. Review program to see if they have the resources that they need to do the job at the level that is expected from our growing and more demanding athletic program
   b. We could work with the new Athletic Director to solicit support to grow the sports turf and recreation program in line with the expanded ambition of the athletic program
   c. Other- elaborate here through conversations with Mark Lucas

7. **Identify, prioritize, find funding for and implement naturalized landscape, roadside and Reserve/Russell Ranch projects, as well as west and south campus projects, sustainable horticulture program, landscape conversions, environmental sustainability efforts:**
   a. In collaboration with the Community Engagement and Fundraising Team and the Museum Best Practices teams, focus on support through integrated grant and foundation proposals
      i. With academic partners/campus/external
      ii. Sustainable horticulture, etc.
      iii. Student engagement and intern programs
   b. In collaboration with the Community Engagement and Fundraising Team, work to grow Community Engagement Program throughout the entire public garden
      i. Expand volunteer program across the public garden, in line with natural opportunities (e.g. student housing and student volunteers, academic neighbor volunteers with GATEways Gardens, special work day volunteers with groups such as Student Alumni Association, ASUCD, Sororities and Fraternities, Wild Campus, Society for Conservation Biology, Evolution and Ecology Graduate Group, etc.)
      ii. Expand intern program across the public garden in line with academic partners (e.g. interns with Plant Sciences, Landscape Architecture, Wildlife, Fish and Conservation Biology, Evolution and Ecology, Animal Science, etc.)

8. **Develop funding strategies for securing internal support: Work with campus/ARM/CPCR to secure institutional fundraising from new and old sources**
   a. Sustainability
      i. Some projects may be funded by short-term campus loans if the project is a capital improvement that creates cost savings after amortization.
   b. New campus projects
      i. New campus projects need to include funds for associated Public Garden landscapes and maintenance.
   c. Stormwater
      i. Stormwater improvements should include surface-based solutions that also accomplish Public Garden objectives. Where sub-surface solutions disturb the surface, remediation should create landscapes that meet Public Garden objectives.
   d. ADA
   e. Mitigation
      i. Mitigation for habitat will be directed to Russell Ranch and can fund restoration along the creek and sloughs.
   f. Erosion control
i. Erosion control solutions, including those in response to regulatory requirements, should feature plant and landscape designs that address the erosion issue and enhance the Public Garden landscape.

g. Facilities
   i. Facilities projects that disturb the ground will remediate the disturbance with design and plantings that meet Public Garden objectives.

h. New policies/processes (e.g., fees for new landscapes that accompany new buildings, fees for Public Garden staff to be a part of program, exhibit development processes as a real cost to the design project, etc.)

i. Other

III. **SHARE UC Davis Academic Excellence with the Public & Campus Visitor and Partner with UC Davis Campus leadership, faculty and students to develop innovative academic and educational programs that connect visitors with the riches and excellence of UC Davis**

This is a huge part of our value proposition—the use of the campus environment as a portal, a window on the academic enterprise, a glimpse into the mostly off-limits world of research and teaching, even better, a chance to interact with the people involved in that enterprise. We should look for these opportunities across all of our work, from small to large, from the routine to the extraordinary. This is a celebration of our uniqueness, our distinct advantage, the way we differentiate our place from anywhere else, the experience that will keep people coming back.

1. **Small to large, across all systems and landscape types**
   a. Maps and apps
      i. Use our campus maps and marketing materials to reinforce that our assets are not just for internal use but are accessible to everyone...our museums, gardens, libraries, performances.... You are welcome here.

   b. Sign and way finding system:
      i. Replace the sign in front of a building with a sign that includes an image and/or information that makes visible the academic activity inside

   c. Lighting system:
      i. Tell the story of lighting efficiency and academic partnerships in our parking lots and structures

   d. Landscapes
      i. Enhance venues in the landscape for arts festivals and theater productions.

   e. Place-based Initiatives
      i. Create a new front door for the campus with public venues that roll out the red carpet and showcase our programs to the first time visitor, the curious public, the returning alum.

2. **Fully develop the campus landscape in line with best practices in public garden (living museum) field and in line with the UC Davis GATEways Project.**
   a. Build a high-performance museum team, united with goals for national leadership
      i. Support leadership for this effort across our entire public garden team and beyond
      ii. Expand collaborations with national for-profit and social sector thought leaders toward projects of national significance
3. **Expand Arboretum and Public Garden's role in implementing, developing, and leading Museum Best Practices for Innovative Education and Interpretation:**
   
a. Build a high-performance museum education and interpretation professional staff and program across the entire campus/public garden
   
i. Expand educational and community engagement support through the re-working of staffing positions to lead programs. (Note: 4 FTE reworked, in light of current and pending retirements, new funding from EXCELebrate Foundation and Vice Chancellor Meyer's investment in the public garden initiative, etc.)
   
a. Special Projects Coordinator (0.5 FTE) - special project research, stakeholder involvement, project management and coordination, sustainability focus, grant-writing focus
   
b. Public Engagement Manager - public horticulture and demonstration gardens, plant sales program, volunteer and intern program management and leadership, grants
   
c. Museum Program Developer and Evaluator - Learning by Leading Program Development and Evaluation, program capacity-building and funding - foundations giving, grants, interpretation and exhibit program across the entire public garden
   
b. Expand Innovative Education Program in line with top six program strands:
   
i. Innovation in Museum Education and Interpretation
   
ii. Public Horticulture, Sustainable Horticulture and Greening the Built Environment
   
iii. Arts in the Environment
   
iv. STEM (Science, Technology, Engineering, and Mathematics) plus Arts (STEAM); We have been asked to participate in a $1.4M IFHA (Interdisciplinary Frontiers in the Humanities and Arts) proposal with Diane Ullman on STEAM as well as another IFHA proposal related to tea gardens
   
v. Conservation of Biodiversity and Plant Collections
   
vi. Creating and Leading Communities of Education and Engagement
   
c. Develop Interpretation and Exhibits Program in line with the Public Garden initiative and as a major component of the GATEways Project;
   
i. Permanent GATEways Interpretation (Current Projects):
   
a. CA Native Plant GATEway Garden
   
b. Geology GATEway Garden
   
c. Oak Discovery Trail/Oak Grove
   
d. Animal Science GATEway Garden
   
ii. Future GATEways Interpretation Project:
   
a. Wolf Interpretive Center
   
b. Cruess Hall GATEway Courtyard
   
c. Good Life Garden
   
d. Salad Bowl Garden
   
e. BOG Garden
   
f. Others: many on the list
   
iii. Continue to develop the Temporary/Changing Signage and Exhibit Program: (cross-reference with section 1.4.)
   
a. Project update signs across the public garden (e.g. pilot projects, landscape conversions, GATEways projects, fund
development opportunities, such as memorial/ dedication opportunities
b. Orientation Kiosks
c. Event Marketing
d. Other?

4. **Expand Public Horticulture, Sustainable Horticulture and Greening the Built Environment Programs**
   a. Expand the Arboretum Teaching Nursery public horticulture programs to encourage more educational outreach, a larger number of plant sales, tour and shops, and educational workshops
   b. Conduct a strategic evaluation of nursery inventory, planning for growth in sales, educational outreach, etc.
   c. Continue to grow the number of Valley-wise Horticulture demonstration gardens across the Arboretum and campus, with an emphasis on Arboretum All-Star and Cast-Iron plantings
   d. Expand the educational and interpretive value of the Valley-wise demonstration gardens
   e. Create opportunities for displaying sustainable practices and features in the landscape

5. **Expand Arboretum & Public Garden’s role in implementing, developing, and leading Museum Best Practices: Curatorial, Collections, Conservation of Biodiversity**
   a. Build a high-performance curatorial and collections professional staff and program across the entire campus/ public garden
      i. Support leadership to expand to Public Garden
      ii. Consider hiring (permanent or consulting) or promoting someone to serve as campus arborist
   b. Develop long-term care plan for the UC Davis Tree Collection
      i. Develop implementation strategy and plan for ensuring tree health on campus, with a focus on the protection and enhancement of the campus’ oak collection (UC Davis Oaks)
      ii. Work with Skip Mezger and team to develop implementation plan for 100-Year Tree Plan
      iii. Arboretum/ Public Garden curatorial team, Tree Campus USA staff, Campus Tree Crew, and CPCR GIS Specialist to document entire tree collection with GIS and with a focus on merging the records of all groups and with emphasis on documenting special conservation needs and actions for tree health
      iv. Work with curatorial team to integrate tree acquisitions in the Arboretum with the 100-Year Tree Plan on campus.
      v. Work with team to ensure additional support for campus tree collection development and conservation
      vi. Work with public garden tree crew and team members to prioritize and implement necessary tree work
      vii. Work with Community Engagement and Fundraising Team, tree crew and outdoor facilities team to secure additional funding through donations, grants, and the creation of a Heritage Tree Endowment and other memorial/ tribute groves throughout the campus/ public garden
viii. Explore innovative ideas for milling fallen trees on site so that the wood is accessible for re-use, recycling for other projects on campus, particularly benches.

c. Work with National Leadership – Conservation of Biodiversity: GIS Project
   i. Complete current IMLS grant
   ii. Work on national beta/pilot testing project with ESRI involving Mary Burke in a leadership capacity and involving the whole campus/public garden team as a national model.

d. Create and deliver high-level museum curatorial and collections-based programs that are based upon and inform best practices nationally (see Arboretum work plans)

e. Continue to develop and lead national programs in the area of conservation of biodiversity and GIS (NOTE- see Arboretum work plans, continued use of Russell Ranch for Statewide and Local conferences related to grassland restoration and management)

6. Develop innovative and cutting edge “Learning by Leading” Program.
   a. Focus on capacity-building across all funding areas, with an emphasis on building support from foundations through the three-year EXCELebrate Foundation gift.
   b. Design, program, raise money for, and build the Wolf Center as a major vehicle for expression of the Learning by Leading Program.
      i. Work with DCM, campus and CPCR team to develop West End Master Plan that includes the entire region/district as a context for the Wolf Interpretive Center planning and design
      ii. Work with DCM, ARM to develop best project delivery strategy
      iii. Conduct stakeholder meetings to determine program and facilities needs for Wolf Interpretive Center
      iv. Work with Program Team to develop educational and interpretive/exhibit program plan
      v. Select architects and design Wolf Interpretive Center and adjacent areas
      vi. Work with GATEways Planning Council to develop fundraising opportunities in conjunction with the Wolf Interpretive Center

c. Develop, design and create support materials for raising funds for the Arboretum and Public Garden VISITOR CENTER and GATEways LEADERSHIP ACADEMY. ($50 million idea for UC Davis Comprehensive Campaign)

d. Develop other nationally-funded and leadership-oriented Learning by Leading programs

7. Work with Community Engagement and Fundraising Team to secure funding for museum programs through a wide range of sources, with special emphasis on the following:
   a. Foundations
   b. Donations
   c. Academic Partnerships (Leveraged Funding Model)
   d. $50M Idea: Visitor Center and GATEways Leadership Academy
   e. National Leadership Funding

8. Participate fully at the local, state, national and international level in professional development and service related to academic, museum, and university best practices.
a. Encourage Professional Service and Leadership across a range of professional associations relevant to public gardens, museums, restoration biology and grounds management, etc.
   i. Presentations at state and national conferences (CNGA, SERCAL, APGA, etc.)
   ii. Papers written for journals and other professional publications, books, websites, etc.

b. Professional Development - create opportunities for professional development:
   i. Attendance at conferences
   ii. Developing a Professional Practices Symposia Series to encourage best practices for the public garden and the GATEways Project:
      a. 2012: Dr. Peter Raven and Dr. Pat Raven
      b. 2013: Proposed:
         i. Bill Jordan, “father” of the field of restoration biology (March, 2013) in partnership with academic colleagues
         ii. Jack Dangermond (CEO of Esri, GIS guru) in partnership with academic colleagues
         iii. Dr. Dave Barnett (former president APGA, UC Davis PhD recipient in Environmental Horticulture, co-founder of the North American Plant Collections Consortium, President: Mount Auburn Cemetery)

c. 2014: Initial Ideas:
   i. Dr. Stephen Bitgood and Arlene Benefield (Visitor Studies gurus)
   ii. Dr. Rick Daley (consultant in the area of earned income and finances for public gardens, former director of the Denver Botanic Garden and Arizona Sonora Desert Museum)

IV. Create a Funding Model that LEVERAGES HUMAN AND FINANCIAL Resources To Increase Capacity For CPCR To Meet Goals And To Advance UC Davis Ability To Prosper

We will align our people and our financial resources to meet our highest stated goals and objectives. We will allocate and redirect resources to invest in new and existing programs that are financially sustainable in the long-term. We will reduce investments in programs that are no longer financially sustainable or redundant. We will eliminate barriers that inhibit transformational operational strategies from being implemented. We will seek to maximize our potential for external funding in areas that are best positioned for success.

1. EXTERNAL SUPPORT GROUPS: Further the work of the GATEways Planning Council, created in 2012, toward the development, implementation, and expansion of the UC Davis GATEways Project and programs
   a. Focus on GATEways Planning Council work:
      i. Seek feedback on leveraging internal investments to maximize external financial support
      ii. Review and planning for GATEways Projects and Programs
      iii. Collaborate with deans from the schools and colleges to develop new funding opportunities for programs based in the physical environment (make the pie bigger)
iv. Focus on Fundraising opportunities for GATEways Projects and Programs, with an emphasis on the following:
  a. GATEways Program Endowments
  b. Foundation Support
  c. Wolf Interpretive Center “Spring” Campaign
  d. Envisioning the future plans for the Arboretum and Public Garden Visitor Center and GATEways Leadership Academy and helping to develop a case for support, initiate its place in the Comprehensive Campaign, and help to secure funding for its realization
b. Continue to develop the Friends of the UC Davis Arboretum (FODA) as a major support group for the Arboretum and Public Garden.
  i. Work Team Development for 2012-13:
  ii. Expand the work of the Plant Sales Work Group
  iii. Expand the work of the Membership Work Group to include Donor Cultivation and Stewardship
  iv. Develop a new work group for volunteer leadership and oversight
  v. Develop a new work group for planned giving cultivation and stewardship and to further develop the Warren G. Roberts Arboretum Legacy Society
vi. Special Emphasis for 2012-13: aligning work with integrated initiatives:
  a. Culmination of the 75th Anniversary Celebration:
     i. Plant Sales
     ii. Story Project
     iii. Business Lines
     iv. Donor and Supporter Affinity Parties
        1. Warren’s end of the 75th Party
        2. Others who have offered?
        3. Teaching Nursery event?
  b. City Arts GATEway and CA Native Plant GATEway Garden:
     i. Community Build Opportunities
     ii. Donor Naming Opportunities
     iii. Donor Recognition Opportunities
     iv. Downtown Arts and Business Events
        1. Whole Foods
        2. Other
     v. City Arts Commission Sculpture Project
     vi. Urban Greening Grant partnerships
c. West End and Wolf Interpretive Center
   i. Planning for connections with Membership Program
   ii. Planning for connections with Volunteer Program
   iii. Planning for connections with Plant Sales and Teaching Nursery, etc.

2. Realign Internal Staff Resources
   a. Reduce burden on General Funds (set targets)
      i. Action: Describe Grounds staff reductions from 2010-11 (need to expand this story)
      ii. Action: Shift Good Life Garden maintenance funding away from general fund to Grounds sponsorship income funding model
b. Reallocate staff to support broader CPCR initiatives that cut across units (set targets)
   i. Action: Shift Communications function from Grounds general fund budget to CPCR/ARM/Grounds sponsorship income funding model
   ii. Action: Shift Landscape Architecture Group from Grounds to form the foundation of a new Campus Planning and Landscape Architecture Group
      a. Become the first stop for design on every project that affects the outdoor environment, not the last
      b. Take on more site planning projects to inform capital investments
      c. Perform concept and schematic design work on major campus projects
      d. Direct and align all work affecting the outdoor environment in concert with the Framework Plan
   iii. Action: Reassign GIS specialist to Campus Planning and Landscape Architecture Group and support cross-unit initiatives—capture opportunities for recharge of GIS specialist time in support of funded projects
   iv. Action: Create centralized financial planning group to provide quality assurance across all business practices and to align individual unit business enterprises in support of CPCR wide initiatives and goals, support transition to shared service centers, and gain staffing efficiencies
   c. Encourage teamwork and reward those that cross inter-disciplinary boundaries to achieve outcomes through a CPCR bridge funding program
   i. Action: Create a CPCR bridging program to spur CPCR initiatives
      a. When unit directors have done everything possible within their operating budgets to align in support of CPCR objectives, and additional funding is needed ‘up-front’ to advance a key initiative with good ‘pay-back’ potential, CPCR AVC will provide bridge funding to support staff and facilitate the desired outcome
   d. Ensure staff have the tools they need to succeed
      i. Action: Include grounds workload needs in the formula for OMP funding as new space and landscape area is developed on the campus (completed)
      ii. Action: Incorporate annual contributions to reserve for equipment replacement to meet Air Resource Board compliance needs (completed)
      iii. Action: Create annual contributions to reserve for emergencies in the physical environment (completed)
      iv. Others
   e. Develop multi-year staffing plan across the Public Garden team
   v. Realign staffing resources in relation to strategic goals

3. Finances: Invest in areas that can advance the other goals AND increase outside income
   a. Earned income objectives and actions to support them (set targets) Action: Update the CES marketing brochure for the campus to align with the district way finding model and elevate awareness and attractiveness of campus assets for events (completed)
      i. Action: Institute a rate for outside users of UC Davis outdoor venues for special events to create an income stream for CPCR from venues that we ‘own’ and manage
ii. Action: Focus on improving outdoor special event venues that reflect and showcase UC Davis excellence
   a. Enhance specific venues in the Arboretum to increase special events use, improve the Arboretum visitor experience, provide a venue for continued academic collaboration, and generate income from increased use
   i. Wyatt Deck area
      1. Action: Shift the location of the planned Wolf Interpretive Ctr. to the Wyatt Deck to leverage the high level of existing use at this location, the existing investment in the asset, and the opportunity for integration with the academic program
      2. Action: Leverage Old Davis Road Extension Project to create new improved visitor entry to Nelson Hall, Wyatt Theatre, and the Arboretum/Wolf Center
   ii. West end/Gazebo/Storer Garden/Oak Grove area
      1. Action: Complete the Oak Grove Art/Science pathway project (grant and gift funds)
      2. Action: Install Natures Gallery Court ($50K gift funds)
      3. Action: Assess viability of a new parking lot at the west end to provide health sciences district parking and weekend access to the Arboretum
      4. Action: Undertake an events programming assessment of the west end of the Arboretum and plan/design/construct appropriate staging and infrastructure elements in concert with the new parking lot
   iii. Action: Support the Arboretum plant sale
   iv. Action: Seek retail sales expansion for Campus Grown products from the CPCR supply chain of materials and resources, which reuse ‘waste’ products, elevate the visibility of the campus, and increase connections by allowing people to ‘take a bit of UC Davis home’
      a. Olive Oil
      b. Wooden bowls
      c. Undertake business plan analysis for:
         i. Recycled Bicycle Products and Furniture
         ii. Aluminum sign panels
         iii. Others
   v. Action: Explore the viability of establishing a campus-based rental storage facility as a mechanism to clean up junk yards on the campus and generate income
   vi. Action: Identify income-producing opportunities for fallow campus lands to offset maintenance costs and generate income
   vii. Action: Develop a plan for providing paid tours for conference attendees, with a focus on:
      a. Sustainability
b. Highlighting the intersection of CPCR activities, and ARM activities, with the academic enterprise

b. Commercial Sponsorship objectives and actions to support them (set targets)
   i. Action: The New Campus Map was a pilot project for integrating commercial sponsorship into the way finding system (completed)
   ii. Action: Investigate the potential for corporate and outside sponsorship income from an integrated way finding and event management system
      a. CES to investigate a new web-based integrated event calendar
      b. CPCR to undertake a feasibility study to assess the income generating potential, costs, and benefits of a 3 tier electronic sign board commercial sponsorship program
         i. Freeway signs
         ii. Electronic kiosks at visitor parking lots
         iii. Electronic kiosks or sign boards at major events venues.
   iii. Action: Undertake a pilot project to gain corporate sponsorship income and attendance income at a major CPCR fund raising event: the Taste of the Good Life at the Good Life Garden

c. Pursue grant funding where appropriate (set targets)
   i. Action: Submit grant applications for eligible road and pathway projects
      a. Action: Lot 25/ARC bikeway grant submittal
      b. Others?
   ii. Action: Investigate opportunity for grants for greening the grounds equipment inventory
   iii. Action: Identify opportunity for gift funded projects in the Civic Core that can advance the goals of the Comprehensive Campaign
   iv. Action: Highlight planned Arboretum grant activity in the top six program strands

d. Invest to maximize the opportunity to raise external funds through philanthropy
   i. Support the Arboretum 75th anniversary fund raising campaign (set targets)
      a. Action: Create visual identity and branding platform for 75th campaign
      b. Action: Redirect Arboretum staff time to focus on direct support for the comprehensive campaign:
         i. Increased stewardship
         ii. Implementation of momentum-building projects
            1. Nature’s Gallery Court
            2. Other
         iii. Creation of Virtual GATEway for visitors to reconnect with people who have strong attachments to the Arboretum and to gain new supporters (e.g., visitor apps)
            1. Social media
            2. Web/online
   e. Invest in one-time initiatives that meet specific goals and outcomes
   f. Bridging request?

4. Develop a multi-year financial plan with projections and funding strategies
   a. Develop a comprehensive budget across entire public garden using best practices of social sector financial management
i. Develop annual budgets with projections/factor in new costs, savings, etc.)

ii. Identify gaps

b. Develop a comprehensive funding model
   i. Explore and develop internal funding sources
      a. Campus funds (e.g., regulatory, percentage of building funds)
      b. Bridging/funding requests?
      c. Strategic investments
   ii. Develop external funding sources (see IV.9, IV.10, and IV.11 below)
   iii. Savings opportunities through more efficient work processes
   iv. Realignment of resources towards strategic goals

5. **Develop a strong and integrated administrative structure and team that facilitates capacity-building at all levels**
   a. Ensure operational best practices across integrated team
   b. Develop and institute new processes for integrated team
      i. Work Team Processes
      ii. Regular Meeting Schedule
      iii. Organizational Structure for implementing Arboretum and Public Garden Strategic Plan

6. **Develop Capacity-Building and Career Development Training Program for living museum best practices across public garden team**
   a. Leadership
   b. Sustainability/Sustainable Horticulture
   c. Living Museum
   d. Museum Education and Interpretation
   e. Community Engagement and Fundraising
   f. Nonprofit/Museum Financial Management (external consultant/expert)
   g. Visitor Service and Hospitality (external consultant/expert)
   h. Other

7. **Grow our Strategic Communications Planning Efforts with an emphasis on Communication, Marketing, Promotions, Fundraising and Brand Identity:**
   a. Campus/Arboretum and Public Garden positioning as it relates to larger CPCR/ARM/UCD work
   b. Promotions and Marketing related to fundraising/ fund development/ business development/ earned income, etc.
   c. Develop communications materials that support strategic business plan key results areas:
      i. Print
      ii. Website
      iii. Social Media (e.g. Blog, etc.)
      iv. Environmental Graphics, exhibits, changing and temporary exhibits that brand our work (cross-reference with section I.A.)

8. **Expand the GATEways Leveraging Model to grow funding for our work**
   a. Current: Good Life Garden with CAES, RMI, VEN, FST)
   b. Geology GATEway Garden (Geology Department/ L&S)
   c. Art-Science Fusion Program with CAES
d. Animal Science GATEway Garden
e. Cruess Hall (Design Department/ HArCS
f. Arboretum Teaching Nursery with CAES and California Center for Urban Horticulture
g. Future: SOE, Vet Med, Plant Sciences Salad Bowl Garden, DBS Bog Garden, etc.

9. Expand Earned Income Programs to increase on-going revenue:
   a. Plant Sales Program
   b. Teaching Nursery Tour and Shop Program
   c. Educational Workshop and Tour Program
   d. Business Income Products and Promotions Program
   e. Event Rentals Program
   f. Possible Fun Runs
   g. Possible Outdoor Concert Series

10. Donations
    a. Visitor Gifts Program
    b. Memorials and Tribute Program
    c. Membership Program
    d. Annual Gifts Program
    e. Major Gifts Program
    f. Foundations Program
    g. Donor Stewardship Program
    h. Planned Giving Program
    i. Foundation Giving Program
    j. Fundraising Events Program

11. Grants Program
    a. Campus (collaborative)- focus on campus-wide priorities and initiatives:
       i. STEM
       ii. Sustainability
       iii. Comprehensive Campaign
       iv. Accessibility
       v. Economic Development
       vi. Innovative Education/ Interdisciplinary Education
    b. City/ County/ State
    c. Federal

12. Community Engagement Programs
    a. Volunteer and Intern Program
    b. Arboretum Ambassador Program
    c. 75th Anniversary Branding Program

NOTE: The above-mentioned Community Engagement and Fundraising programs have
detailed strategic action plans to accompany them that will be used to develop the team
work plans.

V. ALIGN Across All Goals And Resources To Create New 'Place-Based' Initiatives (e.g., UC
Davis GATEways Project) that are integrated across all units and that leverage campus.
academic, program, and external support toward the elevation of UC Davis. This goal still needs to be formatted like the first four.....

We will align around strategic ‘place-based’ initiatives to create portals to UC Davis with physical, programmatic and financial benefits. The 4 objectives above are all realized in these initiatives, at their highest level of interaction and expression. Each initiative furthers the UC Davis campus as a local, regional, national and international destination. Each new place offers a unique experience where the academic enterprise is made visible in the physical environment, where academic innovation is celebrated, and the unique assets of UC Davis are shared with the greater public.

This goal encompasses a three-fold approach with a focus on ‘place-based’ initiatives to build out the University GATEway as a physical and programmatic portal to UC Davis from the I-80 corridor.

A. The Front Door/University GATEway

Each project in the ‘front door’ brings UC Davis out from behind the trees, raises the visibility of the campus, creates an opportunity for the public to have a positive experience and get to know the campus, creates a vital, interactive, contemporary face for the campus, reinforces sustainability, celebrates philanthropic support (Mondavi, Jackson, Gallagher, Buehler, another Jackson, etc.), shares the riches of UC Davis with the public. The linkage between the Front Door and The Civic Core is the linkage between our external and internal worlds. The connections need to be stronger—the portal needs to open both ways.

   a. What’s been completed?
   b. What’s underway?
   c. What are we planning for the future?

1. What’s been completed:

   a. The Front Door/ University GATEway
      i. Buehler Alumni & Visitors Center
      ii. Mondavi Center for the Performing Arts
      iii. Vanderhoef Quad
      iv. South Entry Parking Garage and Old Davis Road realignment
      v. Robert Mondavi Institute for Wine and Food Science
      vi. Good Life Garden
      vii. Gallagher Hall (GSM)
      viii. UC Davis Conference Center
      ix. Hyatt Place Hotel
      x. Teaching Winery/Brewing and Food Sciences Pavilion
      xi. Waterway – demonstration research project and waterkeepers

   b. Programs/Education
      i. Arboretum Mary Wattis Brown Garden of California Native Plants – plantings, improvements, orientation, exhibits, paths, seating
      ii. Arboretum East Asian Collection – improvements, orientation, exhibits
      iii. GATEways Programs in City Arts GATEway- [e.g. Arts District Picnic Day Events in Vanderhoef Quad; GATEways Arts Festival]
      iv. Student internships
2. What's underway and/or recently completed:
   a. Continue to improve access and experience at the front door/University GATEway
      i. California/Old Davis Road roundabout, landscape and lighting improvements
      ii. Old Davis Road extension to A Street and conversion of existing road for bikes/pedestrians and related projects
      iii. Mrak Paver Orientation Plaza and Landscape
      iv. Arboretum ADA Paver Path and Landscape
      v. Animal Sciences GATEway Garden
      vi. Geology GATEway Garden - adding interpretive and exhibit features
      vii. Front Entry landscape - decompression and identity zone
      viii. Art Museum
   b. Connect the front door to the heart of campus...the Civic Core
      i. Hutchison Drive and Civic Core Improvements
      ii. Civic core lighting project from Mrak Mall to West Quad
      iii. Mrak Mall connection to Shields plaza - Civic Core section/Everson entries and bike parking
      iv. California Avenue pedestrian link to Geology Garden
   c. Further programmatic and interpretive linkages between venues
   d. Visitor way-finding and orientation
      i. From I-80
      ii. From Parking Garage - visitor kiosk
      iii. GATEway District wayfinding signs
      iv. Lot 1&2 parking signs
      v. Campus Map Stands
   e. Infrastructure
      i. Waterway improvements
      ii. ADA Paths
   f. Earned Income / Outdoor Venues

3. Academic/Campus Leadership Partners
   a. CA&ES/Animal Sciences, RMI, Viticulture and Enology, Food Science, etc.
   b. L&S - HArcS
   c. L&S - Division of Mathematical and Physical Sciences
   d. GATEway District partners (e.g., RMI, Mondavi Center, GSM, Alumni Association)
   e. Civil Engineering

4. Future:
   a. Enhance the Natural Amphitheater at Spafford Lake/Arts infrastructure - Battle of the Bands Area - Mrak (consider adding turf to make this happen)
   b. Major GATEways feature and sponsorship board
   c. Explore other opportunities for institutional identity features

B. The Environmental Showcase/Arboretum Discovery GATEway (West End)

Turn off the freeway on the UC Davis exit, enter the campus and turn left to find a complex of visitor-oriented facilities and gardens that create access to the most significant collections in the Arboretum. This GATEway showcases UC Davis pre-eminence in the environmental
sciences and presents the opportunity to create an expanded Initiative Zone through partnership with the School of Veterinary Medicine.

1. What’s been completed:
   a. Physical
      i. Oak Grove enhancements (with new trails built with federal grant and corporate sponsorship)
      ii. Arboretum Teaching Nursery, Arboretum All-Star demonstration plantings (interior and exterior), and accessible parking lot
      iii. Storer Garden enhancements, plantings, exhibits, seating
      iv. Sidewalk connections/repairs
      v. Gazebo renovations
      vi. Art House- aka Hinshaw Hall Comfort Station with Art-Science Fusion mosaic art pieces
      vii. Nature’s Gallery Court and Arboretum All-Star and Pollination Garden; education, events, and community engagement/philanthropy
      viii. Vet Med 3B
   b. Programs/Education
      i. Expanded Plant sales and statewide Arboretum All-Star Program
      ii. Plant/Gardening/All-Stars education
      iii. Art-Science Fusion Programs—Oak Grove, Art House and Nature’s Gallery Court
      iv. Oak Discovery Day with Science Café, art-science fusion and songwriting workshop
      v. Studio 301/Davis Shakespeare Ensemble performances; Camp Shakespeare
      vi. GATEways Events in the Gazebo and Oak Grove
      vii. Student internships (e.g. Wild Campus) and Arboretum Ambassador Program in the Reserve and Arboretum

2. What’s underway:
   a. Elevate to Status of INITIATIVE ZONE
   b. Putah Creek Lodge Parking Lot Expansion- Parking Lot 58
   c. Vet Med Student Services and Administration Building
   d. Health Sciences Dining
   e. Raptor Center?
   f. Elizabeth Mary Wolf Interpretive Center conceptual planning, design and implementation
   g. UC Davis Arboretum and Public Garden Visitor Center and GATEways Leadership Academy conceptual planning, design and implementation (expanded concept to include $50 million transformative gift idea)
   h. Arboretum Demonstration Meadow and Stormwater basin
   i. Riparian Reserve and physical connections to Arboretum
   j. West Village physical connections to main campus
   k. EH&S Regulatory Conversion Projects

3. Academic/Campus Leadership Partners
   a. CA&ES/Art-Science Fusion, Wildlife Biology, California Center for Urban Horticulture
   b. School of Veterinary Medicine
   c. Division of Biological Sciences
d. HArCS/ Studio 301, Theater Department

C. The Town/Gown "City Arts' Connection (City Arts GATEway)

From the Mondavi Center to the amphitheater at Lake Spafford to the Fine Arts complex to the Wyatt Deck to the art galleries and theaters in downtown Davis, the Arboretum links the venues in the City Arts GATEway and provides an outdoor stage for student, faculty, and visiting artists to showcase their talents. The arts at UC Davis are made visible as students interact with the public and the contributions of the arts to society are celebrated.

1. What has been completed:
   a. Physical
      i. Nelson Art Gallery/ now associated with Art Museum program
      ii. Removal of foot bridge
      iii. Redwood Grove stair entry project
      iv. Redwood Grove renovation, plantings, seating
      v. Australia/NZ Collections renovation, plantings
   b. Programs/Education
      i. Redwood Grove and Australia/NZ Collections interpretation and exhibit programs
      ii. GATEways Arts Festival
      iii. Music, Theater, and English Department performances
      iv. Other GATEways programming

2. Currently underway:
   i. Wyatt Deck Renovation - internal landscape renovation plan has been completed; looking for funding for ADA renovations; submitted proposal in partnership with Art-Science Fusion Program and Art Museum for Chancellor's Initiative Funding (December, 2012)
   ii. ADA plan – ADA Path Design, with first path funded through the CA Native Plant GATEway Garden
   iii. California Native Plant GATEway Garden – GATEway to City - over $1 million in external funding to date, including city partnership grant (Urban Greening Grant- $891,304)
   iv. City of Davis City Arts Commission Support for City Arts GATEway Sculpture ($40K)
   v. Investigate and/or expand opportunities for city/campus funding partnership
      1. Downtown Davis Store- Campus Grown earned income (e.g., Olive Oil, Good Life Garden, Arboretum All-Stars) and retail venues
      2. Partnership with downtown businesses (e.g. Whole Foods)
      3. Donor Opportunities for Businesses
   vi. Donor Recognition

3. Academic/Campus Leadership Partners
   i. L&S: HArCS
   ii. School of Education
   iii. Campus ADA Committee
4. Future Steps:
   i. Infrastructure - Waterway, Arts Bridge/High Bridge
   ii. Connections to Nelson Gallery/Wyatt Pavilion Theatre/Parking Lot 5
   iii. School of Education GATEways Landscape in collaboration with SOE building renovation project
   iv. Major GATEway orientation feature/possible ticket kiosk?
   v. New Accessible Visitor Entry – visitor parking lot 10/ A-Street Parking Lot; opportunity for enhancement/cohesion

5. Other Priorities:
   a. Grounds Yard Relocation
   b. Civic Core Renovations and Conversions
   c. South and West Campus
      i. South Campus
         1. Extend bike path to the Reserve at Old Davis Road from current terminus at the railroad.
         2. Find State or Federal Funding to pave a bike path on the levee between Brooks Road and Old Davis Road, completing a loop on the south part of Campus.
         3. Develop stormwater and erosion control plan for South Campus, south of the railroad, to improve quality of discharge water into Putah Creek.
            a. Action: Working with EH&S and affected departments, jointly develop a plan to reduce sediment and nutrient load into Putah Creek, including the possibility of constructed wetlands on the Hamel Parcel to serve as a visitor amenity and stormwater pollution prevention measure.
            b. Action: Working with EH&S, Facilities, Lower Putah Creek Coordinating Committee, and interested regional partners, create off-channel restored wetlands on the Putah Creek Reserve, on the Campus parcel on the south side of the creek. This area can also serve as a soil source for campus projects that require fill, in order to excavate the wetlands.
      ii. West Campus
         1. Finalize design and begin installation of multi-use unpaved path connecting the Arboretum west end, West Village, continuing along the North Fork to connect with the trails on the Putah Creek Reserve.
            a. Action: Begin work on segments of trail under control by CPCR units, and work with other departments on planning for segments on their land.
         2. Develop pedestrian path along Hopkins Road.
            a. Action: Develop pedestrian segment adjacent to SUP field, in coordination with hedgerow and native grass planting.
         3. Develop stormwater and erosion control plan for West Campus, with initial emphasis on the Hopkins Road corridor, to improve quality of discharge water into Putah Creek.
a. Action: Identify department responsible for short-term BMP implementation and develop long-term project list for water quality improvements.

d. Russell Ranch:
i. Continue Russell Ranch’s primary uses including mitigation, and as an individual and class research area.

ii. Continue partnering with LTRAS, LAWR, and Animal Science in management of CPCR Russell Ranch lands and assist in developing and assisting with management of land controlled by our partners.

iii. Continue use of Russell Ranch as an area for special tours, such as donor tours within the native grassland and restoration areas, or for special community events such as Duck Days.

6. Initiative Zones and GATEways Garden Walks

a. Bob will lead us in the development of appropriate projects and programs related to his emerging list of Campus Initiative Zones and Garden Walks

i. Third Street Promenade to ARC, including:

1. GATEways Garden Walk

2. Academic Partners, Programs, and Landscapes:

   a. Cruess Hall/Design Department
   b. Hunt Hall/Landscape Architecture
   c. University Extension International Center
   d. Division of Biological Sciences
   e. BOG (Biological Orchard and Gardens)
   f. Plant Sciences
   g. Plant and Environmental Sciences Salad Bowl Garden
   h. Key Campus Stormwater projects, etc.

   i. Action: Develop bike tour, with interpretation, of rain gardens located on Central Campus.

ii. Other Emerging Initiative Zones (stay tuned!)

7. Stormwater and Arboretum Waterway Master Planning

a. Action: Develop initial concept plan for the Arboretum Waterway.

b. Action: Secure funding for design and engineering of Waterway modifications.

c. Action: Have CPCR take over responsibility for management of the Waterway.

8. Integrated Planning across entire campus:

Strategic Planning, Long-range Planning and Master Planning

Questions to consider:
How do we reinforce our alignment with the campus’ vision of excellence?
What resources are being secured, grown and redeployed to achieve goals?
What would additional support allow us to do?
How/What do we measure to ensure success?
What are the pressure points in our business?
What are the biggest risks?
What value do we add to the campus’ core mission?
Safety Services Action Plan for 2012-13: Cultivating an authentic culture of safety and stewardship

<table>
<thead>
<tr>
<th>Overall Safety Services</th>
<th>SAFETY COUNCIL INITIATIVES</th>
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<tbody>
<tr>
<td>Update overall communication plan</td>
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<td>Publicize LMS</td>
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<tr>
<td>Continue promotion of &quot;Think safe. Act Safe. Be Safe&quot; tagline</td>
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<td>Jill</td>
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<tr>
<td>Update/maintain the &quot;Principles of Safety&quot;</td>
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<td>Jill</td>
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<tr>
<td>Continue &quot;Safety Star of the Month&quot;</td>
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<td>Jill</td>
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<tr>
<td>Develop a plan to market/improve safety culture</td>
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<td>Jill</td>
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<tr>
<td>Maintain Safety Posters</td>
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<td>Jill</td>
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<tr>
<td>Add WarnMe to poster lineup</td>
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<td>Clelia</td>
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<tr>
<td>Refine budget model to link to research activity</td>
<td></td>
<td>Jill/Betsy</td>
</tr>
</tbody>
</table>

**Safety Services Workgroups**

**Web Content Workgroup**
- Upgrade Safety Services website to Plone 4
- Transition to SharePoint Intranet

**Training Workgroup**
- Develop online solution for IIPP creation and updating
- Create comprehensive Training Matrix that indicates requirements
- Incorporate new Training Matrix in LMS

**UC System-wide workgroups**

**EH&S Technology workgroup**
- Develop and deploy Biosafety on-line system
- Develop and deploy Chemical Inventory on-line system

Lead Person: Jill, Andrew, Lisa, Philip, Safa

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## Safety Services Action Plan for 2012-13: Cultivating an authentic culture of safety and stewardship

### Develop and deploy hazardous waste on-line system
- **Lab Safety workgroup**
- **MyManagedRisk workgroup**

### Lab Safety workgroup
- Develop and deploy lab audit on-line tool

### MyManagedRisk workgroup
- Implement lab audit on-line tool

### Environmental Health and Safety

#### Health and Safety
- **Write PDs to align with post-offer and functional capacity**
- **Implement post-offer, pre-employment evaluations**
- **Transition respiratory protection program into Clinic operations**
- **Transition ergo program into Occupational Health program**
- **Expand Hearing Conservation Program**
- **Develop confined space entry program**
- **Transition to new chemical inventory software program/process**
- **Develop fall protection program**
- **Develop electrical safety program**

#### Risk Management
- **Deploy new safety dashboard metrics**
- **Deploy new GAEL deductible model**

#### Departmental Safety Coordinator Program
- **Initial training for new DSCs**
- **Ongoing/refresher training for all DSCs**
- **Publicize DSC and supervisor toolkits**

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<table>
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<td>Efficient, Service-focused</td>
<td>Gerry/Safa</td>
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<td>Department Safety Framework</td>
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Safety Services Action Plan for 2012-13: Cultivating an authentic culture of safety and stewardship

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<th>Safety Council Initiatives</th>
<th>Safety Services Initiatives</th>
<th>Lead Person</th>
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<tbody>
<tr>
<td>Establish a plan for a comprehensive Lab Safety program</td>
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<td>Aimee</td>
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<td>Training guidelines</td>
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<td>Develop a standardized approach for CHPs and lab SOPs</td>
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<td>Develop a chemical reuse program</td>
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<td>Gerry</td>
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<td>Develop a nanotechnology oversight program</td>
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<tr>
<td>Continue hazard assessment and chemical exposure monitoring program</td>
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<td>Gerry</td>
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<td>Develop and implement system-wide Chemical Tracking program</td>
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<td>Develop a new PI orientation and on-boarding program</td>
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<td>Gerry</td>
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<th>Environmental Management</th>
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<td>Manage enviromental permits</td>
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<td>Manage regulatory process for LEHR Superfund site</td>
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<td>Pursue opportunities for research partnerships for LEHR remediation</td>
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<td>Optimize public health oversight activities</td>
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<td>Develop online training for food safety at student events</td>
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<td>Improve efficiency of &quot;one-of&quot; events</td>
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<td>Document metrics on types and numbers of events</td>
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Biosafety Program

Expand on-line training

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<tr>
<th>Action Plan</th>
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<tbody>
<tr>
<td>1. Develop consistent format/documentation/SOPs for Select Agents</td>
<td>Sean</td>
</tr>
<tr>
<td>2. Further refine policies and standard guidelines for rDNA work</td>
<td>Sean</td>
</tr>
<tr>
<td>3. Further strengthen the IBC operating practices</td>
<td>Sean</td>
</tr>
<tr>
<td>4. Develop comprehensive process and program for BSL3 facilities</td>
<td>Sean</td>
</tr>
<tr>
<td>5. Deploy technology and tablet devices for audits and field work</td>
<td>Sean/Safa</td>
</tr>
<tr>
<td>6. Animal Care Program - IACUC and CVS</td>
<td><strong>Alan/Roger</strong></td>
</tr>
<tr>
<td>- Implement electronic animal worker occupational health surveillance</td>
<td><strong>Alan/Robert</strong></td>
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<tr>
<td>- Evaluate and implement changes to ILAR Guide</td>
<td><strong>Alan/Robert</strong></td>
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<tr>
<td>- Implement security upgrades from Kroll report</td>
<td>Alan</td>
</tr>
<tr>
<td>- Advocate organizational improvements in animal care program structure</td>
<td><strong>Alan/Vic</strong></td>
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<tr>
<td>- Establish animal holding space oversight committee</td>
<td>Vic</td>
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<tr>
<td>- Facilitate merger of CLAS into CVS</td>
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<tr>
<td>- Initiate preparation for fall 2013 triennial AAALAC site visit</td>
<td><strong>Alan/Vic</strong></td>
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<tr>
<td>- Update all policies to be consistent with new ILAR Guide</td>
<td><strong>Alan/Vic</strong></td>
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<tr>
<td>- Write the program description</td>
<td><strong>Alan/Vic</strong></td>
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<tr>
<td>- Ensure coordination with on-line Occupational Health surveillance system</td>
<td><strong>Alan/Vic</strong></td>
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<tr>
<td>- Spearhead cage-wash facility analysis</td>
<td><strong>Alan/Vic</strong></td>
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<tr>
<td>- Develop escaped livestock plan</td>
<td><strong>Alan/Vic</strong></td>
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<tr>
<td>- Evaluate and implement changes to AVMA euthanasia guidelines</td>
<td><strong>Alan/Vic</strong></td>
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<tr>
<td>7. Occupational Health</td>
<td><strong>Roger</strong></td>
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<tr>
<td>- Implement electronic medical records system SYSTOC</td>
<td><strong>Roger</strong></td>
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<tr>
<td>- Renew internal business processes in alignment with SYSTOC deployment</td>
<td><strong>Roger</strong></td>
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**Launch campus Wellness program**
**Implement post-offer, pre-employment evaluations**
**Write PDs to align with post-offer and functional capacity**
**Integrate respiratory protection program into Clinic operations**
**Integrate ergo program into Occupational Health program**

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<thead>
<tr>
<th>Lead Person</th>
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<tbody>
<tr>
<td>Roger</td>
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<td>Andrew/Roger</td>
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<td>Andrew/Roger</td>
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<td>Roger</td>
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Safety Services Action Plan for 2012-13:
Cultivating an authentic culture of safety and stewardship

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Safety Services Action Plan for 2012-13: 
Cultivating an authentic culture of safety and stewardship

Review and monify processes for streamlined plan review and construction
Engage DSCs to strengthen partnership
Maintain high levels of professional education/certification
Identify specific needs for each individual
Identify weaknesses and develop a plan to address
Deploy technology tools to enhance service delivery
Mobile application of Firehouse
tablet devices for field support

**Business Office**
Restructure workload to reflect shift of work to SSC
Automate billing systems
Automate animal census data collection
Update and refresh
Update/convert PDs to PeopleAdmin
Develop standard report for BSAS/GAEL funds
Update Fire Prevention rates
Develop cross-training and back-up for supporting all Safety Services units
Transition budget planning and stewardship consistent with new campus model

**Information Technology**
Implement Kuali Coeus research administration project
Pursue Kuali EH&S project
EH&S Technology workgroup

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<td>Department Safety Framework</td>
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<td>Comprehensive Training Program</td>
<td>Effective, progressive programs and employee satisfaction</td>
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<td>Communications</td>
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Lead Person

- Morgana
- Betsy
- Safa

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<td>Philip/Safa</td>
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<td>Develop and deploy Chemical Inventory on-line system</td>
<td>Andrew/Safa</td>
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<td>Develop and deploy hazardous waste on-line system</td>
<td>Andrew/Safa</td>
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<td>Lab Safety workgroup</td>
<td>Gerry/Safa</td>
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<td>Develop and deploy lab audit on-line tool</td>
<td>Safa</td>
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<td>Implement Risk Management technology projects</td>
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<td>Deploy MyManagedRisk portal</td>
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<td>Expand UC-wide technology help desk</td>
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<td>Deploy mobile apps for audits and other field work</td>
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