



City of Woodland

300 First Street
Woodland, CA 95695

Meeting Agenda City Council

Tuesday, September 9, 2014

4:30 PM

Community and Senior Center
2001 East Street
Woodland, CA 95776

City Council Study Session Agenda

CITY COUNCIL STUDY SESSION

September 9, 2014

4:30 P.M.

Community and Senior Center - Banquet Room 2 and 3
2001 East Street
Woodland, CA 95776

A. CALL TO ORDER

B. ROLL CALL

C. PLEDGE OF ALLEGIANCE

D. COMMUNICATIONS-PUBLIC COMMENT

This is an opportunity for the public to speak to the Council on any item other than those listed for public hearing on this agenda. Speakers are requested to use the microphone in front of the Council and to begin by stating their name, whether they reside in Woodland and the name of the organization they represent if any. The Mayor may impose a time limit on any speaker depending on the number of people wanting to speak and time available for the rest of the agenda. In the event comments are related to an item scheduled on the agenda, speakers may be required to wait to make their comments until that item is considered.

E. COMMUNICATIONS-COUNCIL/STAFF STATEMENTS AND REQUESTS

This is an opportunity for the Council Members and Staff to make comments and announcements, to express concerns, or to request Council's consideration of any items a Council Member would like to have discussed at a future Council meeting.

F. APPROVAL OF AGENDA

G. REVIEW OF COUNCIL PRIORITY GOALS

[14-366](#)

SUBJECT: City Council Study Session / Retreat

Attachments: [CITY COUNCIL RETREAT OUTLINE.pdf](#)
[2012-2014 Council Goals.pdf](#)
[Council Priority Goals Update for Council retreat 9 4 14.pdf](#)

H. ORGANIZING FOR SUCCESS / AGENDA PLANNING / STAFF & COUNCIL SUPPORT

I. ADJOURN

I declare under penalty of perjury that the foregoing Agenda for the City Council Study Session of the City of Woodland scheduled for Tuesday, September 9, 2014 was posted on September 5, 2014 in the outside display case at City Hall, 300 First Street, Woodland, CA, and was available to the public during normal business hours.

Jennifer Robinson, Deputy City Clerk

Upon request, agendas and documents in the agenda packet will be made available in appropriate alternative formats to persons with a disability, as required by law. Any such request must be made in writing to the Office of the City Clerk of the City of Woodland. Requests will be valid for the calendar year in which the request is received, and must be renewed prior to January 1st. Persons needing disability-related modifications or accommodations in order to participate in public meetings, including persons requiring auxiliary aids or services, may request such modifications or accommodations by calling the Office of the City Clerk (530-661-5806) at least 48 hours prior to the meeting.

Legislation Details (With Text)

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[2012-2014 Council Goals.pdf](#)
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Date	Ver.	Action By	Action	Result
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TO: THE HONORABLE MAYOR AND CITY COUNCIL

DATE: September 9, 2014

SUBJECT: City Council Study Session / Retreat

The City Council has scheduled a Study Session / Retreat to review and update priority goals and objectives for the 2014-2016 Council session. The scheduling of this study session coincides with the constitution of the new City Council and officers, formally sworn-in on July 1, 2014.

Establishing clear and explicit City Council goals and priorities for the next two years (and beyond) is important in several respects. First, the goals set by the Council will continue to form the basis for assessing progress made in addressing the most important issues facing the City and community. In addition, clearly articulated Council priorities will assist in ensuring that the City's limited resources are focused on those initiatives and programs that contribute most directly to the outcomes envisioned in advancing city priorities.

Finally, when these goals are effectively integrated into the City's overall work plan, consistent with available resources, they then form the basis for expectations and accountability for the City's staff, management team and, most appropriately, evaluation of the City Manager.

Starting Point

In the fall of 2012, City Council participated in a series of study sessions specifically focused on establishing priority goals for 2012-2014. The City Council largely endorsed the goal areas identified in former Mayor Davies' 2012 inaugural address, and worked collaboratively with staff to formulate the City Council Priority Goals for the 2012-2014 council term.

With the reorganization of the new Council on July 1st and the priorities offered by Mayor Stallard in his address, it is appropriate to review progress made toward achieving the 2012-14 goals, as the Council considers

modifications and/or additions to the current slate of priority goals for 2014-16.

Tonight's study session provides an opportunity for the entire Council to contribute additional thoughts and ideas, as the next step in establishing consensus on the highest priorities for the City over the next two years. Additional study sessions may be required to further refine emerging Council goals and priorities.

Conclusion

Staff applauds the Council's continued interest in establish goals and priorities for the 2014-16 Council session. We hope to assist not only in providing support to this effort, but also commit to building the organizational capacity critical to accomplishing the Council's priority goals, as well as developing the necessary management tools to track and demonstrate progress and efficacy of our efforts.

Paul Navazio, City Manager

Attachments

- 1) Council Study Session Outline
- 2) 2012-2014 Council Goals
- 3) Status Report on Progress Toward 2012-14 Priority Goals

CITY COUNCIL RETREAT Agenda Outline

Introduction

Council Goals - Review / Update

Existing / Status

Recommended Adds/Modify

Strategic Planning Cycle

Goals / Workplan / Resources / Assessment / Repeat

**** Two-year budget framework ****

BREAK

Council Agenda Planning

Council Meeting Calendar

Study Session Topics (Proposed)

Meeting Agenda / Protocols

(Opportunity to plan our meetings and discuss meeting protocols – includes possible revisions to City Code governing conduct of meetings and establishment for formal parliamentary procedures)

Council Sub-committees

Roles / Direction / Report-out

(Review role of sub-committees ad advisory bodies to the City Council...expectations for sub-committees on reporting back to full Council)

Commissions / Advisory Bodies

Roles / Expectations

Appointments / Process

Constituent / Staff Communications

Council member support

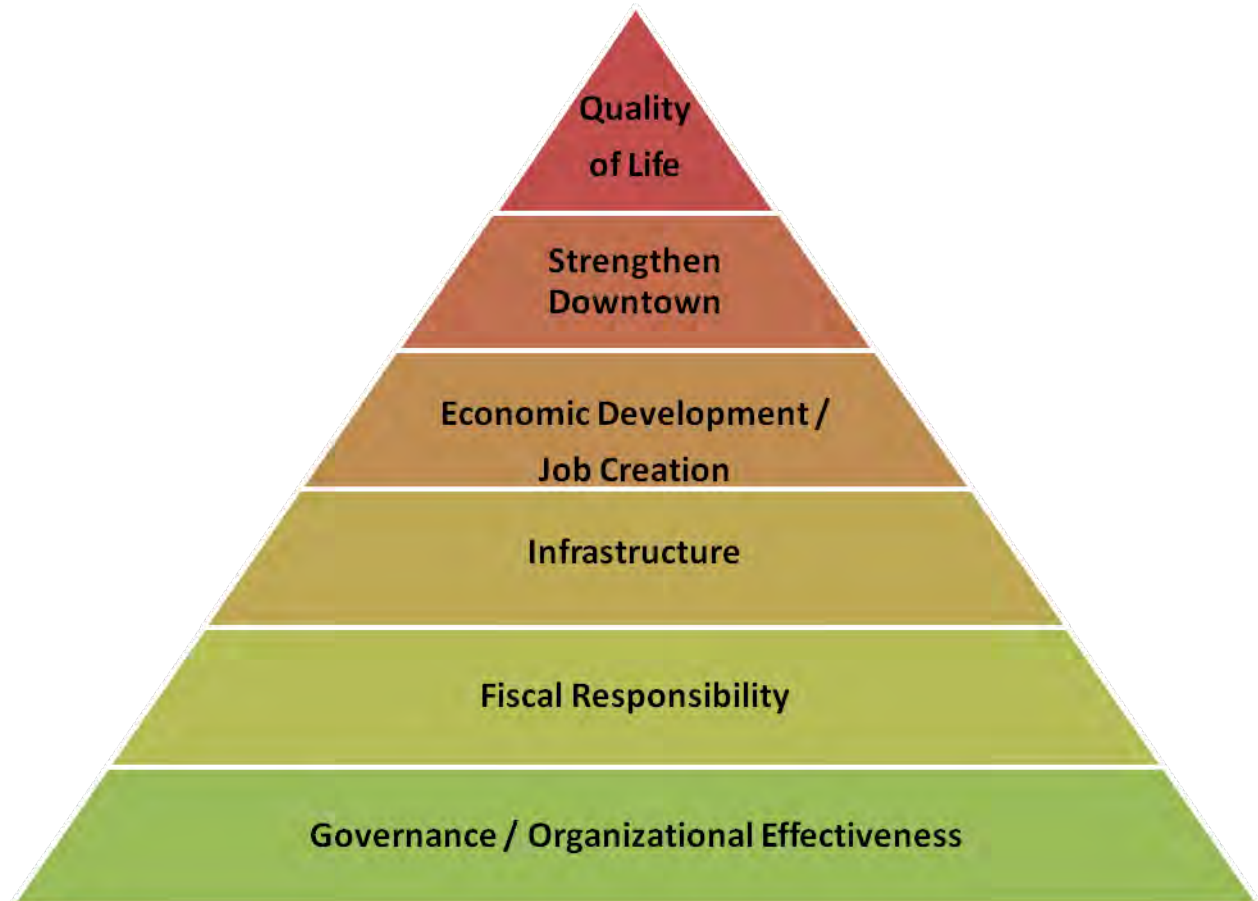
Budget / Membership / Meetings

(Brief discussion of protocols for addressing constituent and Council referrals /staff engagement and follow-up)

(Review of City Council budget and expectations for city-covered travel, meetings, memberships and special events)

Wrap-Up

MAJOR GOAL AREAS



Major Goal Areas	Sub-Categories
Quality of Life	Health & Safety, Arts, Culture & Recreation Environmental Sustainability
Strengthen Downtown	Streetscapes, Lighting & Signage Special Events / Civic Activities Historic Preservation
Economic Development / Job Creation	Employment & Jobs Business Climate Business Retention / Attraction
Infrastructure	Water, Sewer and Storm Drain Streets, Roads, Sidewalks and Bike Paths Parks & Urban Forest City Facilities
Fiscal Responsibility	Balanced-Budget, Financial Planning Capital / Debt, Treasury & Cash Management Unfunded Liabilities, Fiscal Policies
Governance / Organizational Effectiveness	Engagement, Collaboration, Transparency Public Information, Customer Service, Technology Performance Management, Accountability Labor-Management Relations, Succession Planning

CITY COUNCIL PRIORITY GOALS

Goal Statement / Objectives

QUALITY OF LIFE	
	<i>Maintain and enhance Woodland's quality of life by ensuring the highest level of public safety, promoting a wide range of parks and recreational facilities and activities, and provision of exceptional public services, consistent with community expectations.</i>
STRENGTHEN DOWNTOWN	
	<i>Revitalize the Downtown district as the Heart of the City, and center of civic activity, by enhancing a mix of residential and commercial activity, while preserving its historic and cultural resources and small-town character.</i>
ECONOMIC DEVELOPMENT / JOB CREATION	
	<i>Provide for a diversified economic base with a range of employment opportunities by supporting growth of existing businesses, and providing expanded opportunities for new businesses through targeted infrastructure investments and leveraging existing community and regional assets.</i>
INFRASTRUCTURE	
	<i>Ensure that the City's physical infrastructure is planned, funded and maintained to provide for current and future community needs, in support of commercial, recreational and environmental requirements and standards, while managing the overall cost consistent with available resources.</i>
FISCAL RESPONSIBILITY	
	<i>Maintain structurally-balanced budget where current services can be sustained with ongoing, recurring revenues, while maintaining prudent reserves, adequately funding infrastructure maintenance and replacement needs, and addressing long-term unfunded liabilities and debt obligations.</i>
GOVERNANCE / ORGANIZATIONAL EFFECTIVENESS	
	<i>Promote a local government and city organization that is committed to meeting the needs of the community, encourages collaboration, civic participation, and promotes accountability and transparency in the effective delivery of services.</i>

CITY COUNCIL PRIORITY GOALS

Goal Strategies

QUALITY OF LIFE

Strategies

- Ensure appropriate staffing and resource support of public safety departments, programs and initiatives
- Expand Crime Prevention and Neighborhood Watch and Community Emergency Response Teams (CERT)
- Identify opportunities to restore funding to expand recreation programs and library services
- Ensure adequate funding to maintain parks, streetscapes, and other community amenities
- Promote bicycle and pedestrian friendly infrastructure: downtown, community, and safe-routes to school
- Identify opportunities to achieve city-wide conservation goals for use of energy, water, and other natural resources
- Work collaboratively with WJUSD and WCC to support enhanced educational opportunities and academic achievement goals
- Promote expanded community events in neighborhood parks

STRENGTHEN DOWNTOWN

Strategies

- Establish Downtown Committee / Task Force
- Update Downtown Specific Plan - focus on refinement/modifications
- Improve Live/Work Balance in the Downtown district
- Seek to leverage remaining Redevelopment Assets and Financing tools for targeted projects
- Increase number and frequency of Special Events and Community Activities throughout the downtown
- Explore opportunities for creating vibrant downtown beyond "9-5" business day

ECONOMIC DEVELOPMENT / JOB CREATION

Strategies

- Update General Plan
 - Comprehensive Review of City Codes and Regulations
 - Implement and Promote Business-Friendly Culture - "Open for Business"
 - Develop Plan to Mitigate Flood Issues in City's Industrial Area
 - Collaborate with Local and Regional Agencies/Organizations to Market and Promote Targeted Business Opportunities: Cities/County/UCD/Chamber/Business Associates
 - Establish Economic Development Committee and Inter-disciplinary Economic Development Team
-

INFRASTRUCTURE

Strategies

- Implement WDCWA Surface Water Project
- Process Improvements at Wastewater Treatment Facility
- Explore opportunities for Regional Wastewater Treatment
- Update comprehensive Street and Sidewalk maintenance program and related funding mechanism
- Identify means to increase funding for maintenance of parks and urban forest
- Expand bicycle and pedestrian -friendly infrastructure in support of active lifestyle and environmental quality
- Complete Kentucky Avenue Reconstruction Project
- Address flood issues in Industrial Area
- Management Plan for addressing State/Federal storm water regulations

FISCAL RESPONSIBILITY

Strategies

- Ensure ongoing expenditures are supported by ongoing revenues; one-time sources applied to one-time needs
- Maintain prudent reserves across all major operating funds
- Achieve agreement on fair and sustainable labor contracts
- Implement measures to address long-term unfunded liabilities
- Reduce burden of existing debt obligations

GOVERNANCE / ORGANIZATIONAL EFFECTIVENESS

Strategies

- Build-up and strengthen collaborations with Yolo County and its cities
- Actively engage in advocacy at State/Federal level to support City interests
- Partner with community-based organizations to leverage community assets towards common objectives
- Empower city employees and work groups
- Enable appropriate alternative duty models

Framework for Establishing Goals and Priorities
(Foundation of Performance Management)

Goal Areas: *What are the major policy areas for which goals and priorities are to be set?*
(i.e. Fiscal Responsibility, Economic Development, Strengthen Downtown, etc.)

Goal Statements: *What outcomes are we hoping to accomplish in each Goal Area?*
(i.e. Fiscal Stability – Achieve a structurally balanced-budget where current service-levels can be sustained over time with recurring revenues, while maintaining prudent reserves and adequately funding long-term infrastructure maintenance and replacement needs.)

Strategies: *How are we hoping to achieve the desired outcomes?*

Projects / Initiatives – *What specific projects or initiatives need to be undertaken in order to implement each strategy and achieve the outcomes envisioned within each goal area?*

Projects/Initiatives can be further organized as follows:

Short-Term (<12 months)

Medium-Term (12 – 24 months)

Long-Term (< 24 months)

As well as:

Policy Initiatives – General Plan, Climate Action Plan, Zoning Ordinance Update

Priority Projects – Surface Water Project, State Theater, Downtown Streetscape

Program/Process Improvements – Permit Streamlining, EMS Response Time, etc.

Performance Indicators: *What metrics will be used to assess the extent to which the outcomes within each goal area are achieved?*

City Council Priority Goals FY 2014-16 Update

In the fall of 2012, City Council participated in a series of study sessions specifically focused on establishing priority goals for 2012-2014. The City Council largely endorsed the goal areas identified in former Mayor Davies' 2012 inaugural address, and worked collaboratively with staff to formulate the City Council Priority Goals for the 2012-2014 council term.

With the reorganization of the new Council on July 1st and the priorities offered by Mayor Stallard in his address, it is appropriate to review progress made toward achieving the 2012-14 goals, as the Council considers modifications and/or additions to the current slate of priority goals for 2014-16.

2012-2014 Major Goal Areas

- **Quality of Life** – Maintain and enhance Woodland's quality of life by ensuring the highest level of public safety, promoting a wide range of parks and recreational facilities and activities, and provision of exceptional public services, consistent with community expectations.
- **Strengthening Downtown** – Revitalize the Downtown district as the heart of the City, and center of civic activity, by enhancing a mix of residential and commercial activity, while reserving its historic and cultural resources and small-town character.
- **Economic Development/Job Creation** – Provide for a diversified economic base with a range of employment opportunities by supporting growth of existing businesses, and providing expanded opportunities for new businesses through targeted infrastructure investments and leveraging existing community and regional assets.
- **Infrastructure** – Ensure that the City's physical infrastructure is planned, funded and maintained to provide for current and future community needs, in support of commercial, recreational and environmental requirements and standards, while managing the overall cost consistent with available resources.
- **Fiscal Responsibility** – Maintain a structurally balanced budget where current services can be sustained with ongoing, recurring revenues, while maintaining prudent reserves, adequately funding infrastructure maintenance and replacement needs, and addressing long-term unfunded liabilities and debt obligations.
- **Governance/Organizational Effectiveness** – Promote a local government and city organization that is committed to meeting the needs of the community, encourages collaboration, civic participation, and promotes accountability and transparency in the effective delivery of services.

Summary Status of Priority Council Goals

Items in italics have been added since the Council was last updated in July 2013

Quality of Life

COMPLETED INITIATIVES

- Reinstated funding for the Library to update publications, both in print and electronic media.
- Council has approved \$350,000 over a two year period to be made available for energy efficiency activities.
- *Hired the Youth Gang Reduction, Intervention & Prevention Coordinator (YGRIP), Ben Flores. Woodland, in collaboration with our partner agencies and community-based organizations, will be submitting a grant application to the Board of State and Community Corrections to try to obtain a CalGRIP grant in support of our emerging YGRIP initiative.*
- *Completed the Brooks Swim Center and Clark Field renovation projects enhancing the safety and ultimate usability of these facilities.*
- *Adopted an updated Water Conservation Ordinance which better positions the City to respond to state required drought mandates as well as promote conservation measures to help protect our own declining water table..*
- *Adopted the 2020 Preliminary Climate Action Plan. Staff is now working on strategizing priorities, public outreach and community engagement.*
- *Established Little Free Libraries in the community, a partnership between the Friends of the Library, Library Board of Trustees, Library Literacy Services, United Way Education Council, and several other community groups.*
- *Deployed three new fire apparatus.*
- *Certified all EMT's with the newly formed Yolo Emergency Management Services Agency.*

INITIATIVES IN-PROGRESS

- *Environmental Services is working, with TerraVerde's guidance, toward a contract with a solar provider which will ultimately result in a power purchase agreement.*
- *A comprehensive update of the General Plan is underway. Over the course of the next year, the preferred land use plan and key General Plan policies will be determined that will guide the city toward sustained fiscal stability and enhanced quality of life. Final adoption of the 2035 General Plan is anticipated in late 2015.*
- *Initiated revival of the community Neighborhood Watch program to help partner with the Police Department in education, outreach and awareness*

PENDING FY 2014-15 INITIATIVES

- *Establish a Citywide Volunteer Program.*

- *Install new play equipment at City Park (through a California Department of Housing and Community Development grant) and new tot play equipment and electrical panel (utilizing Measure E) at Crawford Park.*
- *Update the Bike Master Plan incorporating pedestrian, bicycle, and transit modes into an integrated Active Transportation Plan (ATP).*
- *Collaborate with Yolo County Health Department, WJUSD, and the Woodland Bike Campaign to increase rates of biking, walking, or scootering to school (supporting the recently awarded State ATP Safe Routes to School grant).*
- *Implement Nextdoor.com*
- *Implement “Commit2Fit” a year long program aimed to increase healthy lifestyles in the community and other elements of a City-Wide Fitness Initiative.*
- *In coordination with YCTD, update the short range transit plan.*
- *Update the Sports Park Master Plan as well as the Citywide Parks Master Plan.*

Strengthening Downtown

COMPLETED INITIATIVES

- A Downtown Sub-Committee was formed; held several Downtown Jam sessions and presented a final report to Council.
- Council approved a one-time allocation of \$100,000 to be made available for improvements to the downtown area as well as increased the budget allocation by \$50,000 for both FY 2014 and FY 2015 to better provide resources, maintenance and support.
- *Installed, with the help of the Rotary Club, the infrastructure to support a large Main Street Banner to be used to highlight and promote City sponsored community events.*
- *Established a 5th Police beat in the Downtown corridor to enhance Police presence and to coordinate with the merchants to help ensure the area remains safe for pedestrians as well as vehicular traffic.*
- *Installed holiday lighting on the street light poles along Main Street as well as in Heritage Plaza.*
- *Completed sidewalk and tree well repairs throughout the downtown area to reduce trip hazards.*
- *Upgraded lighting from high pressure sodium to LED lighting on post top fixtures as well as parking lot fixtures.*
- *Freeman Park renovation completed adding new irrigation, landscaping, pathways, and lighting.*
- *Expanded events/activities occurred in 2014 and will continue including First Friday's Music on Main Street, Food Truck Mania, Movies on Main, Tomato Festival, Stroll Through History Weekend, and more.*

INITIATIVES IN-PROGRESS

- The Yolo County Courthouse Project is scheduled for completion in mid-2015.
- *The City entered into a Disposition and Development Agreement with the State Theatre, LCC to renovate and expand the theatre into a state of the art 10-screen multi-plex cinema. Financing has been secured, design plans are underway and construction to commence late 2014 with completion anticipated in fall of 2015. Preliminary design and funding plans are being prepared for improvements to Main Street from Elm to Walnut with goal of completing the enhancements concurrently with the Theatre project.*
- *Complete assessment of City Hall Annex as possible expansion for Woodland Opera House programming.*
- *The information technology team is testing a free Wi-Fi area within the Downtown area with a goal of providing this service in the near future.*
- *Implement a "Visual Voltage Utility Box" program, with the assistance of Yolo Arts, on five utility boxes along Main Street from East Street to Elm Street. A call for artists has been completed and artists have been selected*

to paint the utility boxes with themes consistent with agriculture, Yolo County farms and farmlands, agri-business, local foods, seasonal harvest, farm to fork, multi-generations, cultural diversity, healthy lifestyles, music and culture. Boxes should be completed by the end of 2014.

PENDING FY 2014-15 INITIATIVES

- Continue enhancement of street lighting, *landscaping, outdoor dining, signage and wayfinding* throughout the Downtown area.
- *Complete design and construction of the Downtown Streetscape Improvement Project on Main Street from Third to Sixth Streets.*
- *Partner with Yolo County in developing and implementing a strategy for the re-use of the County Courthouse as another catalyst project for downtown revitalization.*

Economic Development/Job Creation

COMPLETED INITIATIVES

- Entered into a contract with Love Ride, Inc. to repurpose Dubach Park as Velocity Island Cable Park. Park opened in July 2014 creating new jobs as well as promoting greater tourism in the community.
- Successfully received Certificate of Compliance from the Department of Finance on dissolution of the Redevelopment Agency (RDA); and received authorization to program \$4.2 million in remaining RDA bond proceeds.
- *Completed a Revenue Sharing Agreement impact analysis to the City and the County.*
- *Provided \$200,000 in one-time appropriations for economic development to advance strategic initiatives.*
- *Successfully attracted several new large businesses to the community; Boundary Bend Olive Oil Company, and Bright People Foods (SF Spice) and supported expansion efforts of La Tourangelle, Hygieia, E&E Co., Mann Lake, Ltd, and Woodside Electronics Co.*
- *Partnered with hoteliers and the Yolo County Visitors Bureau to support an increase in the Hotel Visitor Attraction District assessment from 1% to 1.5%.*

INITIATIVES IN-PROGRESS

- A Council Subcommittee on Economic Development was formed and has been meeting regularly to focus on key goals for the community.
- Staff continues to work with consultants to find an economically feasible, preferred Cache Creek Flood Protection Project with an ultimate plan of creating a partnership with Department of Water Resources and the Corp of Engineers to find a flood solution for the community.
- *Complete Master Sharing Agreement negotiations with the County in preparation for annexation of Woodland Commerce Center and future annexations under the 2035 General Plan.*
- *Partnering with Yolo County and cities of West Sacramento and Davis on the Yolo Rail Relocation Project, including preparation of a fatal flaws analysis and EDA grant to perform an Economic Impact Assessment of the project.*
- *With funding from increased hotel BID revenue, develop and implement targeted marketing strategies to increase hotel occupancy.*

PENDING FY 2014-15 INITIATIVES

- *Adopt a Broadband Strategic Plan for Yolo County that will help define long-term broadband needs and an action plan for our community including integration into the General Plan, City capital projects and future design standards.*

- *Work with the Economic Development Subcommittee to define and implement targeted strategy to advance job creation; focused on Woodland's key industry clusters of food/agricultural processing, seed and agricultural research/technology, and light/advanced manufacturing.*
- *Develop marketing campaign that conveys the depth and strength of Woodland's food and agricultural based economy and "brands" the city's industrial districts.*
- *Evaluate the use of Infrastructure Financing mechanisms to assist in improving infrastructure in the industrial zone.*

Infrastructure

COMPLETED INITIATIVES

- Completed the Lemen and North Intersection Improvement Project.
- Completed Phase 3 of the Series Street Light Replacement Program.
- Completed the Pioneer Widening Project.
- Completed Sports Park Drive extension to East Street.
- Completed *all* phases of the Park Irrigation Project.
- *Completed Safe Routes to School improvements near seven elementary and middle schools in Woodland.*
- *All known water services are now metered in the community allowing complete water consumption based billing and the ability to monitor water conservation efforts.*
- *Completed design and construction of the W. Woodland Avenue and the Oak Street sewer replacement projects.*
- *Completed the 3.0 MG above ground water tank at the corner of CR 98 and El Dorado Avenue which will provide adequate water supply to meet peak day water demand.*
- *Completed the first Aquifer Storage and Recovery well located at Freeman Park (Well #28).*
- *Completed the 2013 and 2014 Americans with Disabilities Improvement projects.*
- *Replaced the Police Department Chiller with a more efficient air-cooled system; system is expected to reduce overall operations and maintenance costs.*

INITIATIVES IN-PROGRESS

- *The Woodland-Davis Clean Water Agency broke ground on the Davis-Woodland Surface Water Supply Project. The project is scheduled to be completed in 2016.*
- *Design and construction of two water transmission main project that extend from CR 102 to the southwest water tank.*
- *The Kentucky Avenue (East to West Streets) reconstruction project is currently in design and right-of way acquisition (\$12M dollars awarded from SACOG).*
- *East Kentucky Road Rehabilitation is underway between East Street and Paddock Place including bikeway connectivity.*
- *The Aeration Retrofit of an Oxidation Ditch project is under construction. This project will bring our solids handling capacity to the same level as our hydraulic loading to maximize Water Pollution Control Facility plant efficiency and ensure that we remain in compliance with upcoming Regional Water Quality Control Board (RWQCB) permit requirements.*
- *Appropriated ~\$500,000 over two years to begin a Facilities Fund to be used to meet current and future City facility repair and replacement needs.*
- *The 2014 Road Maintenance project is in progress in the residential areas south of Gibson Road, west of East Street. The project will resurface nearly all of the local streets (~3.5 million sq. ft.) in that area as well as provide new bike lanes and bicycle detection on E. Gum Avenue near East Street.*
- *Continue implementation of NPDES MS4 Stormdrain Permit compliance.*

- *Complete Hiddleson Pool Feasibility Study to determine possible re-opening of the facility through community partnerships.*
- *Design of Phase 3 of the Series Street Light Replacement Program (neighborhood north of Gibson Road and east of College Street).*

PENDING FY 2014-15 INITIATIVES

- *Complete design for the E. Main Street Improvement Project which will provide aesthetic enhancement and improved bicycle/pedestrian connectivity from Pioneer Avenue to East Street along E. Main Street.*
- *Design and construct the 2015 road maintenance project including bike lane and bike route striping.*
- *Begin preliminary design for the Second Spring Lake Park. Coordinate with WJUSD on site planning for adjacent Spring Lake elementary school.*
- *Construct the I-5/CR 102 landscaping project.*
- *Design and begin construction of the recycled water project that will provide wastewater effluent to the industrial area in an effort to provide non-potable water at a reduced cost to our largest water users. A State grant and loan are being pursued to help make this project fiscally feasible.*
- *Perform advanced planning for the Highway 113 Bicycle and Pedestrian overpass.*
- *Complete design for two additional ASR (Aquifer Storage and Recovery) wells.*
- *Develop a listing of facilities assets with lifecycle maintenance and replacement costs as a basis of building an adequate reserve fund.*
- *Develop a funding source that will sufficiently cover needs of current and future NPDES MS4 Stormdrain Permit requirements.*
- *Begin preliminary assessment for the library facility improvements project which could include utilizing the unused basement area, ADA upgrades, electronic book checkout upgrades and/or other miscellaneous enhancements such as carpet and windows.*

Fiscal Responsibility

COMPLETED INITIATIVES

- Entered into contract to establish an irrevocable trust to better meet our Other Post Employment Benefit (OPEB) Obligations.
- Adopted balanced FY2014 and FY2015 Budgets that meet the reserve requirements as required in the City's Budget & Fiscal Policy.
- Implemented new labor agreements that are fair and sustainable for the future.
- Re-paid a loan to the General Fund of \$1.6 million from the water and sewer enterprise funds.
- Re-paid a loan from the vehicle replacement fund to the General Fund that allows for the current vehicle replacement needs, primarily of public safety units.
- Updated Spring Lake Building Unit Allocation (BUA) Ordinance to encourage and support future development.
- Adopted 5-year Budget Forecasts to ensure that revenues and expenditures remain aligned through a prudent spending plan.
- Provided quarterly budget updates to the Council to ensure periodic review and validation of revenue and expenditure forecasts throughout the fiscal year.
- Adopted 5-years of Sewer Rate Adjustments that align our current and on-going revenue needs for maintenance and repair, capital improvement, and debt service management.
- *Refinanced the 2002 Lease Revenue Bonds and the 2005 Wastewater Bonds with a savings of more than \$250,000 per year for the sewer enterprise.*
- *Refinanced the 2005 Lease Revenue Bonds with a combined savings of \$100,000 per year for the development impact fee and Measure E funds.*
- *Secured a replacement line of credit to provide up to \$38 million of interim financing for the regional surface water project.*
- *Refunded ~\$30.1 million of Spring Lake bonds thereby reducing the overall cost of the debt and allowing for future financing opportunities as needed to help move development forward more quickly.*
- *Secured \$143 million State Revolving Fund loan from the California Department of Public Health for the Davis-Woodland Surface Water Supply Project. This low interest loan represents the single largest contribution to managing our overall rate impacts of the project.*
- *Successfully renewed the ¼ cent sales tax, Measure J, with its companion advisory measures. Although the detailed spending plan is still under development, the sales tax revenue will allow us to provide funding for enhanced programming at the Woodland Public Library, youth and teen programs and facilities, public safety and crime prevention programs, and support to the utility ratepayer assistance program for seniors and low-income families.*

INITIATIVES IN-PROGRESS

- Review and update City User Fees to ensure that they are commiserate with actual costs of providing services.

- *Secure a State Revolving Fund loan of \$21.4 million to fund the aeration project at the Water Pollution Control Facility as well as several other smaller sewer capital projects.*

PENDING FY 2014-15 INITIATIVES

- Update the Budget and Fiscal Policy to best reflect current and future budgetary practices.
- Negotiate and enter into contract with remaining employee groups (Confidential and Management) to provide fair and sustainable labor agreements.
- *Review the City's investment policy and consider implementation of cash flow modeling and revised investment strategies.*
- *Review and update the City's Major Projects Financing Plan (MPFP) to ensure development impact fees accurately reflect project costs and growth projections.*
- *Implement a two-year Operations & Maintenance Budget for FY 2016 and FY 2017 to improve financial planning, enhance organizational stability, and align with Council two-year goals and initiatives.*

Governance/Organizational Effectiveness

COMPLETED INITIATIVES

- Completed the Remodeling of City Hall which improved customer service to the community and enhanced internal communication between departments.
- Revised job descriptions for the Electrical/Electronic and Information Technology classifications to better fit the existing job market and position expectations.
- Updated some City Policies and Ordinances including the Purchasing Ordinance which now includes a *local vendor preference*, and the Vehicle Use Policy.
- Contracted with Kim Floyd Communications to provide public outreach services to better inform the community on water, sewer and flood related initiatives.
- *Restructured Public Works utility operations programs and revised job descriptions for several programs including water and wastewater classifications.*
- *Updated and or created new job classifications for the Administrative Supervisor, Police Records Specialist and Senior Police Records Specialist positions to better fit required responsibilities.*
- *Transitioned to “paperless meetings” for City Council and Boards and Commissions including agendas and supporting documents. All information is now available through the City’s website and via I-legislate on I-pads.*
- *Updated the City’s website to incorporate the latest technology for site access and include many tools to allow for better citizen engagement.*
- *Restructured the Community Development Department to better align staff resources with available revenue.*
- *Created a Community Services Department that will better serve and support Woodland’s needs for recreation, downtown, and community event activities.*
- *Provided funding for an additional full-time code enforcement officer for Community Development that will provide better responsiveness to code violations including drought related activities.*
- *Adopted the 2013 California Fire Code related to fire protection and nuisance abatement.*
- *Collaborated with regional partners to apply for an AFG grant for Confined Space Training costs and replacement of SCBA facemasks.*

INITIATIVES IN-PROGRESS

- *The November 2014 ballot will include Measure U which will allow the community to decide on whether the City should move to district elections for future City Council elections pursuant to the California Voting Rights Act (CVRA).*
- *Update the Police Department’s Policies and Procedures to Lexipol incorporating standardized policies and industry best practices.*

PENDING FY 2014-15 INITIATIVES

- *Implement paperless billing as an option for our utility customers as well as allow residents with more than one property to consolidate bills. Additionally we will*

gain the ability to do re-occurring credit card payments where a utility customer credit card is automatically charged every month.

- *Set up a kiosk in key facilities to inform citizens of the services available online and also to allow them to pay their utility bill, view permit status, and sign up for recreation classes.*
- *Secure a COPS Grant that will partially fund three (3) additional Police Officers.*
- *Implement online registration for recreation programs and the ability for residents to view the availability of reservable parks.*

While we still have much more work to do, we have made great strides towards the Council's 2012-14 Goals and Priority Initiatives. As we look towards the next two years, we can build upon these successes as priorities and resources align to make future initiatives possible.