



City of Woodland

Community and Senior
Center
2001 East Street
Woodland, CA 95776

Meeting Agenda

City Council

Friday, January 20, 2017

1:00 PM

Community and Senior Center
2001 East Street
Woodland, CA 95695

CITY COUNCIL STUDY SESSION

JANUARY 20, 2017

1:00 PM

Community and Senior Center - Banquet Room 3

2001 East Street

Woodland, CA 95695

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

1. [17-135](#) SUBJECT: City Council Study Session / Retreat

Attachments: [Council Retreat - Draft Outline](#)

[Council Goals Summary](#)

[Council Goals 2014-16 \(Adopted Oct. 2014\)](#)

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 January 20, 2017 was posted on January 16, 2017 in the outside display case at City Hall, 300 First Street, Woodland, CA, and was available to the public during normal business hours.

Ana B. Gonzalez, 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 Text

1.

File #: 17-135, Version: 1

TO: THE HONORABLE MAYOR AND CITY COUNCIL**DATE: January 20, 2017****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 2016-2018 Council session. The scheduling of this study session coincides with the constitution of the new City Council and officers, formally sworn-in on December 6, 2016.

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.

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.

Background

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 worked collaboratively with staff to formulate and adopt the City Council Priority Goals for the 2012-2014 council term.

Following the June 2014 City Council election, another Council retreat was held (September 9, 2014) wherein the new Council reviewed progress made toward achieving the 2012-14 goals, and discussed modifications and additions to the goals for 2014-16. Following the September 2014 retreat and subsequent refinement by relevant Council sub-committees, the updated 2014-16 Council Goals were formally adopted by the Council at its meeting of October 21, 2014.

Today's study session is intended to provide the newly-seated City Council with an opportunity to review progress made on existing Council goals and engage in a discussion of possible additions and modifications as the next step in establishing consensus on the highest priorities for the City over the next two years. It is recognized that additional study sessions may be required to further refine emerging Council goals and priorities for 2016-2018.

Included as attachments to this correspondence is the draft outline to guide the Council's discussion, as well as the existing (2014-16) Council Goals Summary and the complete list of 2014-16 goals as adopted by the City

Council. Staff is finalizing a companion staff report that provides the status of each of the 2014-16 goals. Additional background materials will also be provided to the Council in advance of the retreat as a means of informing Council discussion on each of the topics included in the draft outline.

Conclusion

Staff applauds the Council's continued interest in establishing goals and priorities for the 2016-18 Council session. We hope to assist not only in providing support to this effort, but also commit to continuing to build 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 Retreat - DRAFT Outline
- 2) Council Goals Summary
- 3) Council Goals - 2014-16 (*Adopted October 2014*)

CITY COUNCIL RETREAT

January 20, 2017

Agenda Outline

Introduction / Agenda Review

Council Goals - Review / Update

Existing / Status

Recommended Additions & Modifications

Next Steps

Strategic Planning Cycle

Goals / Workplan / Resources / Assessment / Repeat

Two-year budget framework

BREAK

Council Agenda Planning & Organization

Council Meeting Calendar

Study Session Topics (Proposed)

Meeting Agenda / Protocols

Council Officers / Organization

(Opportunity to plan our meetings and discuss meeting protocols – includes review of recent changes to City Code governing conduct of meetings, establishment for formal parliamentary procedures, and selection of officers)

Council Sub-committees

Roles / Direction / Report-out

(Review role of sub-committees as 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, 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
Public Safety	Emergency Planning and Preparedness Crime Prevention, Law Enforcement Fire Prevention/Suppression and Emergency Medical Code Enforcement
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 promoting a wide range of parks and recreational facilities and activities, and provision of exceptional public services, consistent with community expectations, and encouraging and modeling environmental stewardship.</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>
PUBLIC SAFETY	
	<i>Maintain and enhance Woodland's quality of life by ensuring the highest level of public safety</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 departments, programs and initiatives
- 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

- Convene regular meetings of the Council's Downtown Sub-Committee
- Update General Plan & Downtown Specific Plan to streamline development consistent with ED goals
- 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
- Expand Arts & Entertainment Activities/Venues in Downtown
- Continue to enhance walkability and "Sense of Place"

ECONOMIC DEVELOPMENT / JOB CREATION

Strategies

- Update General Plan with Land Use Plan and Policies that support diversification of economy
- Comprehensive Review of City Codes and Regulations
- Continue to Improve Business-Friendly Culture and Practices
- Develop Plan to Mitigate Flood Issues in City's Industrial Area
- Market and Promote Targeted Business Opportunities in collaboration with Local and Regional Agencies/Organizations to: Cities/County/UCD/Chamber/YCVB/Business Associates/GSAEC
- Establish new master Tax-Sharing Agreements(s) with Yolo County

PUBLIC SAFETY

Strategies

- Ensure appropriate staffing and resource support of public safety departments
- Expand Crime Prevention and Neighborhood Watch
- Implement Prevention and Intervention program for at-risk youth
- Review and Update Fire Department Master Plan

INFRASTRUCTURE

Strategies

- Secure long-term, reliable and high-quality water supply
- Manage existing infrastructure to reduce long-term cost of maintenance and replacement needs
- Seek support for securing Federal/State, regional and local funding for major infrastructure projects
- Process Improvements at Wastewater Treatment Facility
- Explore regional opportunities for sharing of infrastructure facilities, reduce environmental impacts and costs
- Complete Lower Cache Creek Flood Control Plan
- Update Facilities Mater Plan on include energy plan

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 - 2014-16

Adopted by the City Council

October 21, 2014

QUALITY OF LIFE

Goal Statement/Objective(s) – *What are we trying to accomplish?*

Maintain and enhance Woodland's quality of life by promoting a wide range of parks and recreational facilities and activities, provision of exceptional public services, consistent with community expectations, and encouraging and modeling environmental stewardship.

Goal Strategies - *How do we envision accomplishing this goal/objective(s)?*

- A. Ensure appropriate staffing and resource support of public departments, programs and initiatives
- B. Identify opportunities to restore funding to expand recreation programs and library services
- C. Ensure adequate funding to maintain parks, streetscapes, and other community amenities
- D. Promote bicycle and pedestrian friendly infrastructure: downtown, community, and safe-routes to school
- E. Identify opportunities to achieve city-wide conservation goals for use of energy, water, and other natural resources
- F. Work collaboratively with WJUSD and WCC to support enhanced educational opportunities and academic achievement goals
- G. Promote expanded community events in neighborhood parks

Critical Initiatives/Special Projects – *What specific work plan efforts are most likely to advance this goal and related strategies?*

- Implement Community-supported Climate Action Plan and related greenhouse gas reduction targets
- Identify opportunities to implement cost-effective renewable energy projects
- Implement new and expanded programming consistent with the Measure J Spending Plan to expand recreational opportunities and increase Library hours of operation
- Develop citywide Volunteer Program in support of community projects, events and programs
- Implement programs and strategies to engage community around health and active lifestyles.

STRENGTHEN DOWNTOWN

Goal Statement/Objective(s) – *What are we trying to accomplish?*

Revitalize the Downtown district as the Heart of the City and center of civic activity, by enhancing mix of residential, commercial & entertainment activity, while preserving its historic and cultural resources and small-town character.

Goal Strategies - *How do we envision accomplishing this goal/objective(s)?*

- A. Convene regular meetings of Downtown Subcommittee
- B. Update General Plan & Downtown Specific Plan to streamline development consistent with ED goals
- C. Improve Live/Work Balance in the Downtown district
- D. Seek to leverage remaining Redevelopment Assets and Financing tools for targeted projects
- E. Increase number and frequency of Special Events and Community Activities throughout the downtown
- F. Expand Art & Entertainment Activities/Venues in Downtown
- G. Continue to enhance the walkability and Sense of Place

Critical Initiatives/Special Projects – *What specific work plan efforts are most likely to advance this goal and related strategies?*

- Complete Renovation of State Theater & Multiplex Project
- Complete Courthouse Project
- Complete Main Street Beautification Projects (3rd- 6th and Elm to Walnut)
- Complete Wayfinding and Signage Upgrade
- Complete “Good Neighbor” policy/procedures for Events
- Complete comprehensive downtown parking and access plan
- Targeted improvements/upgrades to alleys for circulation and activity
- Complete Woodland Opera House expansion for Dance and Theatre Academy
- Partner with private developer to build a downtown hotel
- Establish regular music venue(s)
- Partner with Yolo County on reuse strategy for existing Court House (Agriculture Research & Technology Accelerator)
- Support establishment of a Property Based Business Improvement District
- Improve Heritage Plaza to support community events and function as community’s central civic space
- Continue to partner with community groups to bring more events downtown
- Continue to make improvements to lighting, landscaping, outdoor dining throughout downtown

ECONOMIC DEVELOPMENT/JOB

Goal Statement/Objective(s) – *What are we trying to accomplish?*

Provide for a diversified economic base with a range of employment opportunities by supporting growth of existing businesses, and providing expanded opportunities for new business through targeted infrastructure investments and leveraging existing community and regional assets.

Goal Strategies - *How do we envision accomplishing this goal/objective(s)?*

- A. Update General Plan with Land Use Plan and Policies that support diversification of economy
- B. Comprehensive Review of City Codes and Regulations
- C. Continue to improve Business-Friendly Culture and Practices
- D. Develop Plan to Mitigate Flood issues in City's Industrial Area
- E. Market and Promote Targeted Business opportunities in collaboration with Local and Regional Agencies/Organizations: Cities/County/UCD/Chamber/YCVB/Business Associates
- F. Establish new master Tax Sharing Agreement with Yolo County

Critical Initiatives/Special Projects – *What specific work plan efforts are most likely to advance this goal and related strategies?*

- Complete Lower-Cache Creek Flood Study and Implementation Plan
- Implement On-line Business Licensing
- Enhance collaboration with Hoteliers and YCVB to promote Woodland as a destination
- Develop Targeted Marketing Campaign and Strategy (Leverage the Woodland Story)
- Complete Entitlement Process and Annex Woodland Commerce Center
- Incorporate Technology Park(s) in General Plan Update and work with land owners to advance development
- Establish Food and Ag. Industry Advisory Council
- Improve Infrastructure/Industrial Area
 - o Industrial Area Capital Infrastructure and Financing Plan
 - o Broadband/Technology
 - o Aesthetics/Brand of Industrial District(s)

INFRASTRUCTURE

Goal Statement/Objective(s) – *What are we trying to accomplish?*

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.

Goal Strategies - *How do we envision accomplishing this goal/objective(s)?*

- A. Secure long-term, reliable and high-quality water supply
- B. Manage existing infrastructure to reduce long-term cost of maintenance and replacement needs
- C. Seek support for securing Federal/State, regional and local funding for major infrastructure projects
- D. Explore regional opportunities for sharing of infrastructure facilities, reduce environmental impacts and costs
- E. Complete Cache Creek Flood Control Plan
- F. Update Facilities Master Plan to include energy plan for agriculture

Critical Initiatives/Special Projects – *What specific work plan efforts are most likely to advance this goal and related strategies?*

- Implement WDCWA Surface Water Project
- Process Improvements at Wastewater Treatment Facility
- 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
- Advance Kentucky Avenue Reconstruction Project
- Address flood issues in Industrial Area
- Management Plan for addressing State/Federal storm water regulations
- Update Parks Facilities Master Plan

FISCAL RESPONSIBILITY

Goal Statement/Objective(s) – *What are we trying to accomplish?*

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.

Goal Strategies - *How do we envision accomplishing this goal/objective(s)?*

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

Critical Initiatives/Special Projects – *What specific work plan efforts are most likely to advance this goal and related strategies?*

- Review and update comprehensive budget and fiscal management policies
- Review and revise labor agreements to better manage short and long-term personnel costs
- Implement regular budget updates and ongoing refinement of long-range financial forecasts and plans
- Identify opportunities to re-allocate existing resources in support of highest priority community needs
- Implement Multi-Year Budget Process to improve financial planning and enhance organizational stability
- Undertake Comprehensive Fee Study
- Review Development Impact Fee Program (MPFP) to ensure that current fees are consistent with long-term infrastructure requirements and development projections

PUBLIC SAFETY

Goal Statement/Objective(s) – *What are we trying to accomplish?*

Maintain and enhance Woodland's quality of life by ensuring the highest level of public safety.

Goal Strategies - *How do we envision accomplishing this goal/objective(s)?*

- A. Ensure appropriate staffing and resource support of public safety departments, programs and initiatives
- B. Expand Crime Prevention and Neighborhood Watch
- C. Implement prevention and intervention programs for at-risk youth
- D. Review and Update Fire Department Master Plan

Critical Initiatives/Special Projects – *What specific work plan efforts are most likely to advance this goal and related strategies?*

- Identify new technology to improve crime prevention
- Expand community outreach to enhance Neighborhood Watch and communication with the community
- Strengthen and grow Volunteer Program
- Restore youth Diversion Program
- Regionalize Fire Promotional testing
- Involve County in Fire Prevention shared services
- Complete Confined Space Rescue training
- Develop Fire Department succession plan

GOVERNANCE/ORGANIZATIONAL EFFECTIVENESS

Goal Statement/Objective(s) – *What are we trying to accomplish?*

Promote 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.

Goal Strategies - *How do we envision accomplishing this goal/objective(s)?*

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

Critical Initiatives/Special Projects – *What specific work plan efforts are most likely to advance this goal and related strategies?*

- Implement organizational changes to align resources and responsibilities for effective delivery of services
- Review City Policies and Procedures; update City Business Model
- Expand and improve customer service with aid of e-governance tools and technologies
- Improve Public Information and Outreach to engage community in City issues and activities
- Establish bi-annual community survey tool
- Develop performance-management system to promote transparency and accountability
- Implement labor/management work group