



City of Woodland

Meeting Agenda

City Council Special Meeting

630 Lincoln Avenue
Woodland, CA 95695

February 20, 2021
8:30 AM

CITY COUNCIL RETREAT

A. CALL TO ORDER

B. ROLL CALL

C. PLEDGE OF ALLEGIANCE

D. COMMUNICATIONS - PUBLIC COMMENT

In addition to speaking under Public Comment at the meeting, you may submit an email to the City Clerk at CouncilMeetings@cityofwoodland.org prior to Public Comment. Email comments submitted to be read into the record shall be no more than three (3) minutes when read aloud.

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. REPORTS OF THE CITY MANAGER

1. SUBJECT: City Council Study Session / Retreat

G. ADJOURN

I declare under penalty of perjury that the foregoing Agenda for the City Council Special Meeting of the City of Woodland scheduled for Saturday, February 20, 2021 was posted on Thursday, February 18, 2021 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 requests 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.



TO: THE HONORABLE MAYOR AND CITY COUNCIL
AGENDA: City Council Special Meeting
DATE: February 20, 2021
ITEM #: F.1
SUBJECT: City Council Study Session / Retreat

The City Council has scheduled a Study Session / Retreat to review and update priority goals and develop a strategic plan for the 2021-2022 Council session. The scheduling of this study session coincides with the constitution of the new City Council and officers, formally sworn-in over the past several months.

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

Progress in advancing Council goals is best achieved when there is consensus around community priorities, alignment of resources and shared focus across the Council, staff and our boards and commissions. Staff applauds the Council's continued interest in evaluating its goals and priorities, and to its support for building the organizational capacity critical to our efforts.

A handwritten signature in black ink, appearing to read "Ken Hiatt", is written over a horizontal line.

Ken Hiatt
City Manager

Attachments:

1. City Council Retreat Outline
2. Council Goals 2019-2020

City Council Retreat

Priority Goals & Strategic Action Plan

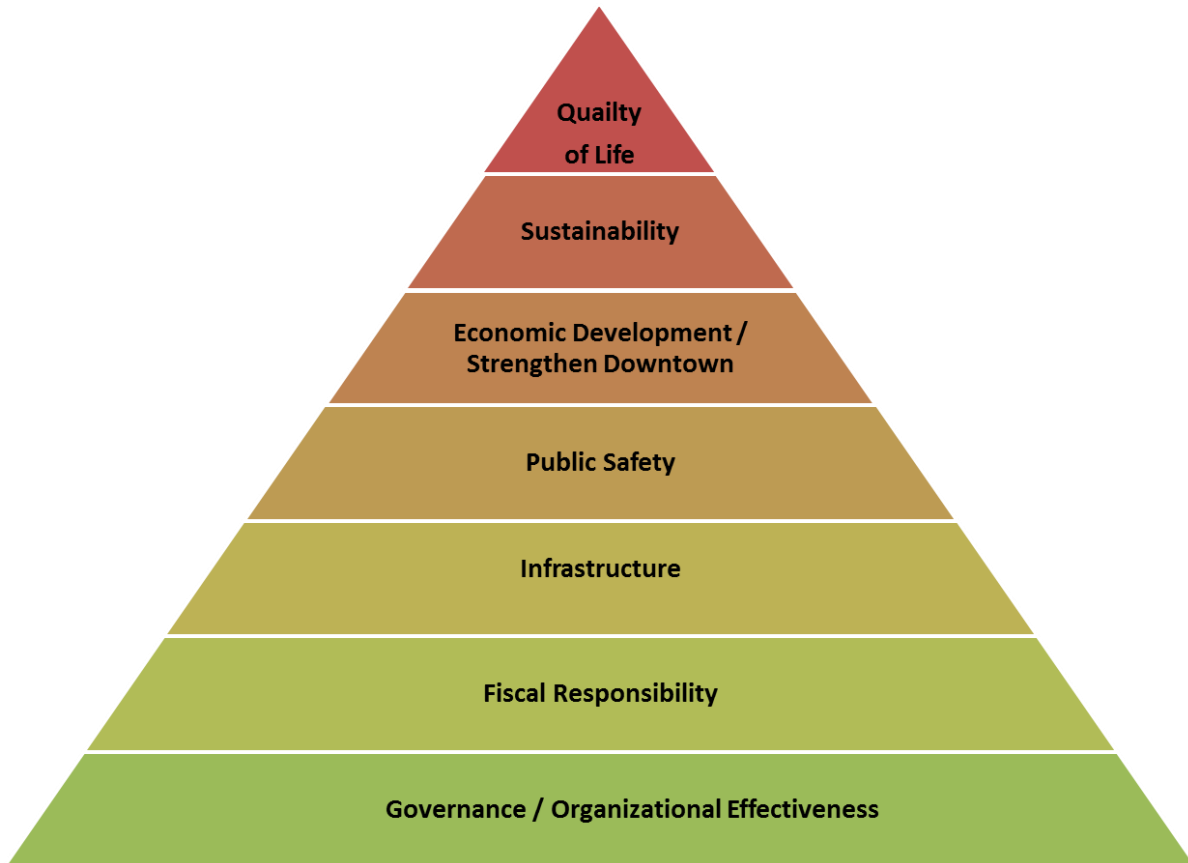
February | 20 | 2021

630 Lincoln Avenue, Woodland Ca. 95695

8:30 am – 4:00 pm

- | | |
|---|--------------|
| 1. Opening & Group Activity | 8:30-9:00a |
| 2. Our Youth Video Series #1 and Council Reflection | 9:00-9:30a |
| 3. Pre-Reading Materials (Discussion & Questions) | 9:30-10:15a |
| 4. Group Learning: Strategic Plan Framework overview | 10:15-10:45a |
| (Break) | |
| 5. Constituents Video Series #2 and Council Reflection | 11:00-11:20a |
| 6. SWOT analysis
<i>(review and input on Strength Weakness Opportunities Threats)</i> | 11:15-11:45a |
| 7. Working Lunch
<i>(review and informal discussion of strawman Strategic Plan over lunch)</i> | noon – 1:00p |
| 8. Strategic Plan Development
<i>(Facilitated discussion of highest priority goals for 2021-2022 and refinement of Strategic Action Plan)</i> | 1:15-3:45p |
| 9. Next steps | 3:50 pm |

**CITY COUNCIL
PRIORITY GOALS
2019-2020**



City Council Priority Goals

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.</i>
SUSTAINABILITY
<i>Foster a sustainable community for the next generation and protect and improve the quality of the natural environment and human well-being through stewardship of land, water, air and energy resources and by providing all residents with opportunities to live active and healthy lifestyles.</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

Strategic Actions

QUALITY OF LIFE

Strategies

- Identify funding opportunities to further expand recreation programs and library services, to include focus on facility needs
- Ensure adequate funding to maintain parks, streetscapes, and other community amenities
- Update Bike Master Plan and implement projects to enhance bicycle and pedestrian friendly infrastructure and promote safe routes to school
- Implement traffic calming strategies to improve neighborhood livability
- Work collaboratively with WJUSD and WCC to embrace our youth and support enhanced educational opportunities and academic achievement goals
- Assess park utilization and work to promote expanded programming and community events in neighborhood parks
- Promote new development and re-investment that continues to enhance Woodland's unique sense of place as a desirable place to live, learn, work and recreate
- Improve public outreach to all segments of the community related to city programming and services
- Implement programs and strategies to engage community around healthy active lifestyles
- Continue to implement programming consistent with the Measure J Spending Plan to expand recreational opportunities and increase Library hours of operation

SUSTAINABILITY

Strategies

- Implement the City's 2035 Climate Action Plan by supporting projects and programs that:
 - Reduce non-renewable energy demand and increase renewable energy supply
 - Reduce private motor vehicle dependency
 - Maintain, enhance, and improve the City's tree canopy
 - Reduce, reuse, and recycle solid waste
- Protect and enhance the natural quantity and qualities of surface water and groundwater resources, and expanded use of recycled water
- Support projects and programs that protect and enhance sensitive natural habitats
- Implement and support programs that promote the well-being of Woodland residents

STRENGTHEN DOWNTOWN

Strategies

- Update Downtown Specific Plan and project review procedures to streamline development consistent with General Plan Goals and Policies
- Improve Live/Work Balance in the Downtown district
- Seek to leverage remaining financing tools and tax credit programs to encourage reinvestment

- Continue efforts to enhance flexibility with regard to Code interpretations and fee structures for renovations of older downtown structures
- Continue to promote Special Events and Community Activities throughout the downtown
- Expand Arts & Entertainment Activities/Venues in Downtown
- Continue to make investments to enhance walkability and “Sense of Place”
- Effectively manage and allocate parking resources to maximize utilization of existing space

ECONOMIC DEVELOPMENT / JOB CREATION

Strategies

- Implement General Plan Policies that support diversification of economy
- Complete the Comprehensive Review of City Codes and Regulations to encourage new uses that increase jobs and fiscal benefits to the community
- Ensure the City has ample supply of “shovel ready” sites to attract new industry and retail services
- Develop Plan to Mitigate Flood Issues in City's Industrial Area
- Continue to Improve Business-Friendly Culture and Practices make City processes and procedures more “user friendly”
- Partner with existing food and agriculture Industry via the Food Front initiative to continue to reinforce Woodland’s reputation as the region’s epicenter of food and agriculture
- Support efforts to develop effective workforce readiness program(s) that provide the necessary skills and training to support the growth and evolution of our economy
- Market and promote targeted business opportunities in collaboration with local and regional agencies/organizations
- Ensure Woodland’s development fees and processes are regionally competitive

PUBLIC SAFETY

Strategies

- Ensure appropriate staffing and resource support of public safety departments to meet the current and future needs of our developing and growing community
- Expand Crime Prevention and Neighborhood Watch
- Implement Prevention and Intervention program for at-risk youth
- Review and update Fire Department Master Plan
- Explore opportunities for shared services and resources with neighboring agencies
- Enhance public education and outreach to all populations in support of public safety objectives
- Increase planning, preparedness, and technology to reduce community safety risks
- Increase transparency and trust by educating the community through the use of social media and special programs
- Improve traffic safety citywide

INFRASTRUCTURE

Strategies

- Sustainably manage City’s overall water supply to ensure long-term reliability, resilient to changes to climate and environmental regulations

- 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
- Actively manage continuous process improvements at Wastewater Treatment Facility to facilitate expanded use of recycled water
- Explore regional opportunities for sharing of infrastructure facilities, reduce environmental impacts and costs
- Complete Lower Cache Creek Flood Control Plan
- Update Facilities Mater Plan to include energy efficiency

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
- Explore opportunities to expand and diversify citywide revenue sources
- 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

- Expand 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 service-delivery models
- Increase transparency and public trust through effective community outreach, public information and constituent services
- Expand opportunities for increased community engagement and public participation in civic affairs

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.

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

- A. Identify funding opportunities to further expand recreation programs and library services, to include focus on facility needs
- B. Ensure adequate funding to maintain parks, streetscapes, and other community amenities
- C. Update Bike Master Plan and implement projects to enhance bicycle and pedestrian friendly infrastructure and promote safe routes to school
- D. Implement traffic calming strategies to improve neighborhood livability
- E. Work collaboratively with WJUSD and WCC to embrace our youth and support enhanced educational opportunities and academic achievement goals
- F. Assess park utilization and work to promote expanded programming and community events in neighborhood parks
- G. Promote new development and re-investment that continues to enhance Woodland's unique sense of place as a desirable place to live, learn, work and recreate
- H. Improve public outreach to all segments of the community related to city programming and services
- I. Implement programs and strategies to engage community around healthy active lifestyles
- J. Continue to implement programming consistent with the Measure J Spending Plan to expand recreational opportunities and increase Library hours of operation

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

INITIATIVES IN PROGRESS

- Pursue No Place Like Home Program funding to advance City's Housing First Model addressing homelessness and expand collaboration with local and regional partners to expand housing options
- Develop funding options for a second community aquatics complex at Pioneer High School
- Complete improvements at the Woodland Regional Park to provide access to outdoor environmental resources as well as passive and active recreational opportunities
- Continue to work with user groups and the Woodland Recreation Foundation to advance new recreation facilities at the Sports Park
- Develop funding plan for continued work on short-term priority projects identified through the Library Master Plan
- Monitor impacts of legalized cannabis and review/update city and county's regulatory provisions for commercial cannabis uses
- Update criteria for neighborhood traffic calming program and implement traffic calming strategies to improve neighborhood livability
- Expand citywide Volunteer Program in support of community projects, events and programs

PENDING INITIATIVES

- Update Joint Use Agreement between the City and the WJUSD
- Identify means to increase funding for maintenance of parks and urban forest
- Establish Summer Internship Program matching students with local businesses
- Explore collaboration with WJUSD on community-wide Youth Master Plan
- Assess feasibility of an on-demand micro-transit pilot project, as an alternative to fixed-route transit.

SUSTAINABILITY

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

Foster a sustainable community for the next generation and protect and improve the quality of the natural environment and human well-being through stewardship of land, water, air, and energy resources and by providing all residents with opportunities to live active and healthy lifestyles.

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

- A. Implement the City's 2035 Climate Action Plan by supporting projects and programs that:
 - Reduce non-renewable energy demand and increase renewable energy supply
 - Reduce private motor vehicle dependency
 - Maintain, enhance, and improve the city's tree canopy
 - Reduce, reuse, and recycle solid waste
- B. Protect and enhance the natural quantity and qualities of surface water and groundwater resources, and expanded use of recycled water
- C. Support projects and programs that protect and enhance sensitive natural habitats
- D. Implement and support programs that promote improving the well-being of Woodland residents

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

INITIATIVES IN PROGRESS

- Update City's Agricultural Mitigation Ordinance consistent with General Plan policy objectives
- Update of Urban Forest Master Plan
- Revise Tree Ordinance related to development projects as well as add new requirements related to protecting certain trees on residential property
- Expand the City's use of recycled water (Phase II/III)
- Update the City's Bike Master Plan / Active Transportation Plan
- Continue to maintain and improve the city's pedestrian and bikeway network
- Complete a habitat conservation easement on the Woodland Regional Park (WRP) site
- Secure grant funding and construct 20 acres permanent and seasonal wetland at the WRP
- Partner with Tuleyome and Yolo Explorit on planning, design and grant-funding to develop Environmental Education Center at the WRP
- Review and update Municipal Code sections related to sustainability
- Expand communitywide health and wellness programs for youth, adults, and seniors
- Continue to implement youth and adult sport programs to promote physical fitness and improved well-being
- Improve energy efficiency of municipal facilities, vehicles and processes through integration of hybrid and electric vehicles
- Increase electric vehicle charging opportunities for City vehicles and the public
- Formalize and expand role of Sustainability Committee to assist with implementation of City's Climate Action Plan

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. Update Downtown Specific Plan and project review procedures to streamline development consistent with General Plan goals and policies
- B. Improve Live/Work Balance in the Downtown district
- C. Seek to leverage available financing tools and tax credit programs to encourage reinvestment
- D. Continue efforts to enhance flexibility with regard to Code interpretations and fee structures for renovations of older downtown structures
- E. Continue to promote Special Events and Community Activities throughout the downtown
- F. Expand Art & Entertainment Activities/Venues in Downtown
- G. Continue to make investments to enhance the walkability and “Sense of Place”
- H. Effectively manage and allocate parking resources to maximize utilization of existing space

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

INITIATIVES IN PROGRESS

- Update Downtown Specific Plan
- Complete Downtown Hotel Project
- Complete Wayfinding and Signage Upgrade
- Complete comprehensive downtown parking and access plan
- Develop strategies for advancing infill housing development on opportunity sites
- Establish development impact fees that encourage construction of new development downtown
- Identify deficiencies and develop plan to upgrade infrastructure in support of downtown revitalization and infill development.
- Evaluate establishment of Mills Act Program to provide tax incentives for renovation of historic structures
- Continue to make improvements to lighting, landscaping, and outdoor dining

PENDING INITIATIVES

- Targeted improvements/upgrades to alleys for circulation and activity
- Relocate and expand homeless services provided at Fourth and Hope to new facility
- Improve broadband service throughout downtown (1GB Service Goal)

- Complete the Tree House Music Venue
- Support establishment of a Property Based Business Improvement District
- Improve Heritage Plaza to support community events and function as community's central civic space

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. Implement General Plan Policies that support diversification of economy
- B. Complete the Comprehensive Review of City Codes and Regulations to encourage new uses that increase jobs and fiscal benefits to the community
- C. Ensure the City has ample supply of “shovel ready” sites to attract new industry and retail services
- D. Develop Plan to Mitigate Flood Issues in City's Industrial Area
- E. Continue to Improve Business-Friendly Culture and Practices make City processes and procedures more “user friendly”
- F. Partner with existing food and agriculture Industry via the Food Front initiative to continue to reinforce Woodland’s reputation as the regional epicenter of food and agriculture
- G. Support efforts to develop effective workforce readiness program(s) that provide the necessary skills and training to support the growth and evolution of our economy
- H. Market and promote targeted business opportunities in collaboration with local and regional agencies/organizations
- I. Ensure Woodland’s development fees and processes are regionally competitive

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

INITIATIVES IN PROGRESS

- Complete Entitlement Process and annex Woodland Research and Technology Park and Woodland Commerce Center
- Continue collaboration with hoteliers and YCVB to develop new strategies to promote Woodland as a destination
- Establish a robust local workforce development program that aligns educational/training programs with evolving industry needs
- Partner with local and regional workforce development organizations to develop coordinated and dynamic strategic plan to train workforce
- Complete Lower-Cache Creek Flood Study and Implementation Plan
- Develop economic development strategies to leverage Woodland’s proximity to UCD
- Support growth of AgStart as the region’s premier Ag Technology incubator/accelerator.
- Evaluate Development Impact Fee Program (MPFP) and set fees/establish programs to encourage job-generating development and expansion of existing companies
- Seek to leverage Federally-designated Opportunity Zones for redevelopment in targeted commercial corridors, including East Street Corridor
- Develop incentive program to support expansion and/or relocation of auto dealerships

PENDING INITIATIVES

- Improve Infrastructure / Industrial Area
 - Industrial Area Capital Infrastructure and Financing Plan
 - Broadband Service
 - Aesthetics / Brand of Industrial District(s)

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
- E. Explore opportunities for shared services with neighboring agencies
- F. Enhance public education and outreach to all populations in support of public safety objectives
- G. Increase planning, preparedness, and technology to reduce community safety risks
- H. Increase transparency and trust by educating the community through the use of social media and special programs
- I. Improve traffic safety citywide

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

INITIATIVES IN PROGRESS

- Complete Standard of Cover (SOC) and staffing review to assess the Fire Department capacity and needs in relation to community risks and service levels
- Staffing Plan:
 - Review, update, and support Police and Fire management succession plans
 - Seek means to enhance staffing resources in priority public safety areas
 - Expand and enhance cultural diversity in hiring and practices
- Finalize plans for new fire station to serve Southeast Area (Spring Lake) and identify funding sources for relocation of Fire Station 3 on acquired site
- Initiate youth and public outreach to include Juvenile Fire Setters Program, Fire Internship Program, and Community CPR programs
- Continue to strengthen and support the Police Volunteer Program Integrated technology to reduce staff workload to include Fire Tele-staff upgrade
- Initiate Lexipol for development of Fire Department standard operating procedures.
- Continue to advance cooperative Rescue Task Force and iMCI training and programs with Fire, Police and regional partners
- Continue to support and expand YGRIP Program;
 - Implement next phase of GREAT program
 - Consider restoring Youth Diversion Program
 - Support and integrate Police Activities League (PAL)
 - Continue to implement at-risk youth mentoring programs

NEW INITIATIVES

- Evaluate expanding pilot Joint Fire Academy with partner fire agencies
- Prepare for and complete Insurance Services Office (ISO) review
- Migrate Fire Prevention program to Community Risk Reduction model
- Evaluate development of Community Emergency Response Team (CERT) program
- Explore increased communication capabilities and interoperability to include broadening YECA partnerships and 800mgh migration for P25 compliancy

INFRASTRUCTURE

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

Ensure that the City's physical infrastructure is planned to be efficient and sustainable, 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. Sustainably manage City's overall water supply to ensure long-term reliability, resilient to changes to climate and environmental regulations
- 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. Actively manage continuous process improvements at Wastewater Treatment Facility to facilitate expanded use of recycled water
- E. Explore regional opportunities for sharing of infrastructure facilities, reduce environmental impacts and costs
- F. Complete Lower Cache Creek Flood Control Plan
- G. Update Facilities Master Plan to include energy efficiency
- H. Enhance coordination with private utilities to support safe and reliable utility infrastructure
- I. Promote community engagement and public information related to priority infrastructure projects

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

INITIATIVES IN PROGRESS

Flood Control / Storm water Management

- Complete LCC Feasibility Study to advance comprehensive flood solution(s) and funding plan to address flood risk from Lower Cache Creek and West Levee of the Yolo Bypass to protect the Industrial Area
- Develop a funding source that will sufficiently fund the requirements of current and future NPDES MS4 Storm Drain Permit requirements.
- Construct the south urban growth area drainage project including the North Gibson Pond detention basin and East Main Street pump station
- Revise the north area storm drainage master plan in order to facilitate development in the industrial area
- Perform preliminary design for the Outfall Channel Outlet Structure Project

Facilities

- Develop listing of facilities assets with lifecycle maintenance and replacement costs as a basis for prioritizing and funding building repairs and accruing an adequate reserve fund

Transportation

- Ensure regional transportation plans prioritize I-5/113 Interchange Project
- Complete Kentucky Avenue (East to West Streets) reconstruction project
- Complete/Advance major road projects:
 - West Woodland Safe Routes to School (2018 construction season)
 - West Main Street Road Rehabilitation (2019 construction season)
 - I-5/CR 102 landscaping project (2019 construction season)
 - East Main Street (2020 construction season)
 - Gibson Road Complete Streets Improvements (2021 construction season)
 - Matmor Road/Gum Avenue Road Rehabilitation
- Complete environmental document, right of way acquisition and pre-design and finalize funding plan for the Sports Park Drive Pedestrian Overcrossing Project
- Develop plan for downtown Transit Center and evaluate use of micro-transit services(s)
- Update the City's Bike Master Plan / Active Transportation Plan
- Pursue grant funding for complete street improvements and roadway maintenance
- Continue to evaluate opportunities for Rail Relocation project
- Adequately maintain the City's existing infrastructure to extend service life maximizing return on investment and ensure no reduction in service level which would require replacement
- Investigate new technologies for improved infrastructure performance and longevity including new marking methods, wheel rolled concrete pothole repair and other potential advances.

Parks

- Identify means to increase funding for maintenance of parks and urban forest
- Update Park/Facilities Joint Use Agreement with WJUSD

Utilities

- Continue annual projects to replace undersized 2" back of walk water mains, Orangeburg Sewer laterals and other infrastructure that is either undersized or beyond its useful life
- Develop ways of improving out-treatment processes for storm water and sewer discharges to keep abreast of ever more stringent requirements
- Further integrate ASR wells into the City's infrastructure and adapt the distribution system to larger point source supplies from diffuse neighborhood wells
- Develop and educate staff to operate increasingly complex processes and equipment to meet state and national objectives
- Continue to expand our recycled water program capabilities by installing purple pipe in all of our new developments
- Explore new technologies to increase efficiency and longevity of the City's infrastructure investment

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
- F. Explore opportunities to expand and diversify citywide revenue sources

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

INITIATIVES IN PROGRESS

- Implement a multi-year budget model to improve financial planning, enhance organizational stability, and align with Council two-year goals and initiatives
- Develop plan to manage impact of increasing CalPERS pension costs
- Continue to work with labor groups to address ongoing burden of unfunded liabilities while ensuring adequate benefits for active employees and retirees
- Review and update City User Fees to ensure that they are commensurate with actual costs of providing services
- Continue to pursue opportunities for restructuring existing debt obligations to minimize overall burden on existing community
- Review Development Impact Fee Program (MPFP) to ensure that current fees are consistent with long-term infrastructure requirements and development projections

PENDING INITIATIVES

- Establish groundwork for renewal of ¼-cent Sales Tax (Measure J) via November 2020 ballot
- Review and update comprehensive budget and fiscal management policies

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. Expand 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
- F. Increase transparency and public trust through effective community outreach, public information and constituent services
- G. Expand opportunities for increased community engagement and public participation in civic affairs

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

INITIATIVES IN PROGRESS

- Improve and enhance access to public information and constituent services
- Evaluate city's recruitment and retention of essential staff across all city departments
- Review and updates to city's electronic information and social media platforms
- Improve collaboration with partner agencies and community organizations to leverage resources toward evidenced-based programs
- Continue to engage and collaboration with employee bargaining groups
- Expand volunteer programs

PENDING INITIATIVES

- Transition City's Document Management System to digital format
- Implement transition to annual Board and Commission recruitment and appointment process