

Call to order at 2:33pm

Sean Denny led us in the Pledge of Allegiance

Tom – Nothing

Bill – Nothing

Jim – Farmer's Market this evening. Future 7 event with the Chamber of Commerce

Sean – Nothing

Skip – Red Cross Nominations for the Heroes event. Mexican American Concilio notice and participation. Talk to Skip for more information.

Staff Comments: None

Tom – September 8th – Stroll through History. Tickets are still available.

Status of Sept. 4th meeting – recommendation is not to hold the meeting. Concur with Staff recommendation. Will not hold Council meeting on September 4th.

Introduction from Paul:

This is Council's goal setting session. Lots of issues facing the community. There is value in setting goals and priorities. A way to track progress in the next 6 to 24 months. Establish goals and priorities within restraints of our resources. Make more than just a check-off laundry list. Have quantitative and qualitative goals.

A lot more to setting goals in the community. In order of organization to work effectively, we have a lot of work to do. There's value at looking at a strategic plan process.

When we wrap up to day want to make sure we leave with clear steps about where we're going from here.

How much of this exercise is a refresher and refinement?

Discuss areas of implementation regarding Brown Act and Public Policy.

Skip – Turn to Council for overview of individual goals

Tom – Thanking Paul and management team. The packet received is very well organized. So much good about our town. Clearly on board about building infrastructure. Infrastructure needs to be respected. Budget has been established and now it's time to establish other areas.

Starting with blank paper, it's a good thing and I'm glad we did it.

Bill – Need to enhance Mayor's speech at inauguration. Anxious to flush out a little bit. The danger is that you can put too much on the table. Expressed importance of not violating the Brown Act. Hope that at the end of the day, we can clearly identify in our mind a few initiatives

we need to focus on. Success is measured by the progress and accomplishment in few defined areas.

Jim – As a new Council Member will be learning more than that I will be participating.

Sean – Mapping out goals and seeing what we can do within timeframe we have and with money we have. Have to make a lot of people happy. This session is laying the path of potential for what can be done.

Skip – We will just scratch the surface today.

Paul – Roll up our sleeves and get into it. Review goal areas and simple implementation steps.

INFRASTRUCTURE

- Surface Water (many Council Members mentioned this project)
- Damaged Pipe Repair – water, sewer, storm (many Council Members agreed with this)
- Bikeway enhancement – build network
- Achieve a Flood Solution – Cache Creek
 - Lack of this impacts Economic Development on NE side of town
- Maintain Streets – MSE Voter Expectation
- Establish “Hot Spot” Team (Sean)
- Bring back maintenance of Downtown Area – trash is not ok
- Maintain sidewalks
- Streets and sidewalk issues
- Park maintenance
- Council involvement and the infrastructure plan
- Wireless infrastructure
 - Industrial and Downtown
- Lighting issues downtown
- Look at spots in the City that are in bad shape
- Tree Canopy needs to be preserved (Tom)
- Industrial Community needs to be improved
- Assessment of sewer and water
- Consider regional partnerships – reach out to other infrastructures to collaborate and work together

STRENGTHEN DOWNTOWN

Mayor Davies asked, “What would you like it to be? What is your vision for downtown?”

Sean:

- Historic Beauty

- Nostalgic, old charm
- Disneyland for adults
- Wi-Fi System
- Restaurant culture
- More community events
 - o Art walks
 - o Live music
- Small quaint town
- Strengthen our town with modern technology
- Establish a plan so that the new blends in with the old
- Need more entrepreneurs to spend money

Jim:

- Right now we have a 8am to 5pm downtown but would like to see a 5am to 11pm downtown
- Some event or activity every day
- More foot traffic
- Residential living in upstairs of businesses

Tom:

- See more community people/residents out
- Play structure next to the Opera House
- A place where people go for entertainment
- “Disneyland” effect

Bill:

- Flourishing Opera House
- State Theater restored to a look
- Fully operational library
- Multiplex
- Place people would enjoy walking
- Place where business wants to be and STAY
- A common sense traffic pattern
- Best possible parking structure
 - o How we should handle parking?
- Historical destination for outsiders – tourist attraction

Skip:

- Become a business “hub”
- Business and offices very important
 - o How to get people down there to live and to work?
- Downtown would be perceived as an easily place to come from and go to.
- Change people’s perception that downtown is difficult to access
- Look at codes and possible make changes so businesses want to inhabit old buildings

SPECIFIC PROJECTS to STRENGTHEN DOWNTOWN

- Court House project
 - Including sidewalk improvements
- Theater project at Third and Main
- Improve Lighting is an issue in downtown (many Council Members commented on this)
- Needs program planning elements
- Clean-up “eye-sores” and nuisances within parameters
- Business Improvement District
- Logical “Way” signage to direct traffic
- MORE events – currently only (3) Main Street events annually
- “Come to Play” Feel:
 - Sit under a tree
 - Grab coffee
 - Listen to music
- Alleys in downtown awful – should be like “college campus walkways”
- Additional landscape
- Talk to businesses – What are barriers?
- Codes applied to Downtown projects make it cost prohibitive
 - What can we do to encourage the businesses?
- Make downtown eclectic
- Having Planning Commission weight in
- Look at events that make Downtown FUN
- Keep costs down

10 MINUTE BREAK at 3:50pm

ECONOMIC DEVELOPMENT/JOBS

Skip: Determine what we want for our future.

- What is our “song sheet”?
- Know more about ourselves.
 - Ag based community
 - Food Central Growers
 - Opportunity to expand in Woodland
 - Cluster Analysis
 - Determine probable areas of strength
- How do we create a consistent message to market ourselves.
- Who are our biggest businesses?
- Who are our top brokers and lenders? - Lending community very helpful in new opportunities
 - Flood solution – driver for economic development
 - Council has talented individuals on the Council – important to reach out with those talents
 - Tom – Business
 - Sean – Downtown and graphic design
 - Jim – Chamber of Commerce

- o Skip – Community and UCD contacts
- Enhancing Economic Development by dovetailing with the Chamber and other existing efforts
 - o Get largest business and developers involved with the Chamber
 - o Engage in a roundtable discussion
 - o Can be done without violating the Brown Act, in a private way, with one or two Council Members. May have some not wanting to participate in a public way.
- Roundtable idea is a great! (Jim)
- Look at what industries and the big companies need
- Industrial area and flood area are issues
- Get vacant buildings filled
- Look outside the box and look at creative ways of filling the vacant buildings:
 - o How about City pays for flood insurance?
 - o Storing supplies above the flood level
- City money is received industrial business, not residential
 - o Wrap arms around people that are wanting to come into our town
 - o Work with General Plan and Specific Plan
- Identify why people want to come to Woodland (Sean)
 - o Probably geographic desirability
 - o We are in a great spot
 - o We are in an ag and ag-business area - Seed companies are not here by mistake
 - o Get bio-tech companies to come to Woodland
 - o We must market after these people and be aggressive
 - o Increase business activity that brings \$\$\$ and jobs
- Make sure infrastructure is there (Skip)
 - o Staff has done a good job at the Business Walk
 - o Need to have a prospectus
 - o What are our assets? Flaunt them, we have good and strong assets!
 - o A lot of “sales” going on right now
 - o City staff has been complimented - Very positive things to say about our staff
 - o Need to talk to Chamber and County
 - Chamber of Commerce is more interested in doing an Economic Development program with the City
 - What can Chamber, County and private sector organizations do to help City grow ED?
 - If we’re not careful with the way the codes are structured, it sets us up as a warehouse district
 - Many elements to Economic Development
 - o Marketing ties to UCD and airport
- Aesthetics are important! (Tom)
 - o Look at “sales tools”
 - Annual reports
 - Brochures
 - Advertisements
 - o Update Website
- School performance issues

- o Increase performance to become a “marketable” asset
 - o Become part of “sales pitch” to new businesses
 - o Discipline issues
 - o How can the City support schools (Skip)
- Quality of life is part of ED!
- Public safety is important
- Communities do not have to compete
 - o Each community has own strengths and weaknesses
 - o How can we collaborate and market with other communities
- Retain a certain level of selectivity for incoming businesses
- Health Care (Skip)
 - o Market healthcare opportunities
- Produce “slick” annual report or some type of city brochure (Sean)
- Our neighbor to the South wants to do Economic Development (Tom)
 - o We have a lot of options here and can compliment a lot of what they want to do
- How do we grow the local economy? (Paul)
 - o Unique opportunities need to be taken advantage of as we move forward
- More higher paying jobs (Tom)

QUALITY OF LIFE

- Be able to continue doing what we’ve been doing
- Maintain credibility with our electorates
- Concerned with our health and safety
- Our City is not the safest City in the County
 - o Not all about staffing, but it is about staffing
 - o West Sacramento has a Gang Ordinance
 - o Are there tools that we need in our community to make it a safer place?
 - o Collect resources
- Continue to work smart
- Listen to all those things going on in our community
- YGRIP concept is critical
 - o 600 – 700 gang members in our community
 - o Recent shootings and stabbings - Need to take steps to stop that
- Program needs to be important at a younger ages
- Need good Public Relations program
- Meeting with many of the non-profits in Woodland and happy to be here. Very passionate about Parks and Recreation and Schools. Down to one public swimming pool. Look at enhancing our income. Smarter fiscal responsibility.
- Building networks of people of common interests (Tom)
- Fitness challenge – creates a lot of enjoyment and motivation
- Get people outdoors
 - o Walking and biking
- Neighborhood counsels

- o Eyes and ears of neighbors who care
- Express care for the community
- Very little impact from criminal community
- Quality of life isn't just the Government's responsibility
- Make sure we are engaging all of those that we can in a volunteer effort (Bill)
 - o Commission on volunteerism?
- Look at ways to enhance our parks in addition to picking up trash
- Get support tools for police department (Jim)
- Working with non-profits
 - o Ad-hoc committee to coordinate non-profits
 - o They are ready, willing and able to do community work
- Adopt a Park
- Most residents are satisfied with the quality of life of Woodland
- Show off good side of the community but be prepared for bad side
- Put the "Unity" in community (Tom)
- Get people interacting with other people
- Get handle on gang community
 - o Stealing cars more than ever
 - o Shooting and stabbings in public places
- Mentor program
 - o Give kids someone to look up to
 - o Start young – can't convert a gangbanger when they are 30 years old
 - o Show value of positive lifestyle
- Whenever we call on our citizens, they don't disappoint (Tom)
 - o Member of WRAC and greatly impressed with staff and the great job they did (Jim)
 - o Water conservation, took it to the next level.
- Economics is great motivator to change behavior
- General Plan update
- Fully functional library
 - o Use of volunteers
- More cultural events
 - o Music
 - o Poetry readings
 - o Art

FISCAL RESPONSIBILITY

- As a Council, maintain commitment that budget is balanced (Bill)
 - o Have to live within means (many Council Members agreed with this)
- Adequate balance in our reserves
- Accommodate, in safe ways, things we do with the City
- Pay off own bond holders

- Redevelopment Agency bonds were rated AAA and have been downgraded multiple times
- OPEB Liability - \$60 mill
- Need to be in step with current involvement of pension reform
- Live within our incomes
- “PayGo” ... Pay as we go (Tom)
- Almost 10% of general fund are supporting retired employees
- Operating lean is a healthy way of doing business
- Cope with our current needs and do the “right” thing
- Look at our assets and see where we can make money (Sean)
- Would rather have people working in Woodland
- Take care of business at home, take care of Woodlanders
- Don’t send work outside of Woodland
 - Keep as much business here
- Don’t plan on spending more than we owe (Jim)
- Business and recession makes everyone look on the lean side
 - Staff taking on extra responsibility because of those cuts
- Retirement liability needs to be addressed
- Look at private sector’s actions 10 to 15 years ago
 - Defined benefit to define contribution
- Be “mean and lean”
- Kudos to prior administration
- Look at fees residents are being charged
 - Sometimes smaller amount bring more econ dev to the community
- Be alert to technological possibilities (Tom)
 - Go paperless?
 - Save space?
- Look at grant opportunities (Sean)
- New City Manager comes with a tool kit – fiscal responsibility (Skip)
- This recession, depending on who you talk to, is a long way from over
- Looking forward to helping City with Fiscal Responsibility (Paul)
 - On-going conversations with employee groups
 - City has a high debt burden
 - Right by bond service and debt holders
 - Review budget practices.
- Library – very strong because of volunteers!

GOVERNANCE/ORGANIZATIONAL EFFECTIVENESS

- Productivity in individual roles
- Committee structure is valuable
- Express employee appreciation
- City Manager is “The Man”
- The Council does not manage employees, the City Manager does

- Council has confidence that the City Manager can run the organization
 - o Feel that degree of responsibility to be creative

Paul – Appreciates the comments and takes them to heart. Work to do to reinvest organization. Recognition and Council support. Intensive work effort.

- Jim, as a new Council Member likes the structure and the way it's set up and is looking forward to relationships
- Community outreach
- Shared Services is something that LAFCO is moving forward
- Look at enhancing internal program
- Increase Customer Service Evaluations
 - o Help from Chamber
- Enhance technology – automation of certain processes
- Council look at Commission appointment process
 - o End up with a committee that's not effective because we don't have a quorum
 - o Alternates in place?
 - o Re-allocate areas of jurisdiction
 - o Few committees with broader scope
- Transparency in government (Tom)
- Organization needs to respect the policy making board
- Making democracy work
- Taking on commission jurisdiction
 - o Individual appointments for appointees
- Boost staff morale
 - o Annual picnic – don't know why we don't do that
 - o Work should be fun and should celebrate and enjoy one another
 - o Organization awards
 - o Friday socials
- Youth engagement
 - o How do we engage our young people?
- Make democracy work!
- Improving our on-line processes
 - o Business licenses
 - o Multiple inspections
 - o Simplify
- Complaints from people on what it takes to get a business license
 - o Need a more expedited process.
- Bring “student interns” - they need volunteer hours.

CONCLUSION

Paul – We have touched on a small piece of the packet. Agenda planning. Working with Mayor and Vice Mayor. Listing of major items that are keyed up. Value in strategically scheduling topics for future Study Sessions. Work with Council on appropriate study session.

- Identify goal range – short, medium, and long term
- Identify priority
- Set few key areas to work on
- Establish achievability
- Not sure “shrinking” is good (Skip)

– Adjourned at 5:34pm and continued into Closed Session.

PARKING LOT

- How do we deal with staffing for extended periods of time
 - o Injuries – Worker’s Comp
 - o Extended absences
 - o Replacement FTE’s?
 - o Can’t be piled on to existing staff
- Energy conservation and generation
- Youth engagement
 - o Make room for them
 - o Student interns
- Rail re-location project
- Increase ability for rapid transit – light rail to Sacramento
- Wi-Fi on commuter buses