



Willows City Council Regular Meeting

February 8, 2022

Willows City Hall

6:00 p.m.

201 North Lassen Street

Willows, CA 95988

(530) 934-7041

City Council

Larry Domenighini, Mayor

Gary Hansen, Vice Mayor

Kerri Warren, Council Member

Jeff Williams, Council Member

Robert Griffith, Council Member

City Manager

Marti Brown

City Clerk

Tara Rustenhoven

Agenda

PLEASE NOTE: Pursuant to the December 13, 2021 Order of the California Department of Public Health, **Masks are required for all individuals in all indoor public settings, regardless of vaccination status from December 15, 2021 through February 15, 2022.** All persons in attendance at this meeting are required to wear a mask unless specifically exempted in the CDPH Order. Surgical masks or higher-level respirators are recommended. If you have questions or for more information about this mandatory requirement, please consult the CDPH Mask Order and related Mask Guidance and Frequently Asked Questions at: <https://tinyurl.com/b4yvum6r>.

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. ROLL CALL
4. CHANGES TO THE AGENDA
5. PUBLIC COMMENT & CONSENT CALENDAR FORUM

All matters on the Consent Calendar are considered routine and are approved by one motion and vote, unless Councilmembers or the City Manager first requests that a matter be removed for separate discussion and action. Individuals wishing to address the City Council concerning Consent Calendar items or regarding matters that are not already on the agenda are invited to make oral comments of up to three minutes at this time. Please address your comments to the Mayor and Councilmembers, and not to staff and/or the audience. By State law, the Council is not permitted to undertake any action or discussion on any item not appearing on the posted agenda. If you have any documentation that you would like distributed to the City Council, please mail it to the City Clerk at 201 North Lassen Street, Willows, CA 95988 or email it to: trustenhoven@cityofwillows.org.

a. Register Approval

Recommended Action: Approve general checking, payroll, and direct deposit check registers, Z45470-Z45508, 39128-39142, 051846-051892

Contact: Marti Brown, City Manager, mbrown@cityofwillows.org

b. Landscaping and Lighting Special Assessment District

Recommended Action: Adopt a Resolution appointing Coastland Civil Engineering as the Engineer of Work for the City of Willows Landscaping and Lighting Special Assessment District; direct the preparation of the annual Engineer's Report for FY 2022-23.

Contact: John Wanger, City Engineer, jwanger@cityofwillows.org

6. PRESENTATIONS

a. Sewage Bond Update

Recommended Action: Receive sewage bond refinancing overview and update from the City's Bond Advisors.

Contact: Marti Brown, City Manager, mbrown@cityofwillows.org

b. North Lassen Street Improvement Project Update

Recommended Action: Receive project overview and update.

Contact: John Wanger, City Engineer, jwanger@cityofwillows.org

7. DISCUSSION & ACTION CALENDAR

All matters in this section of the Agenda are discussed and will be acted on individually. Individuals wishing to address the City Council concerning any of these items are invited to make oral comments of up to three minutes at this time. Please address your comments to the Mayor and Councilmembers, and not to staff and/or the audience. When the Mayor calls for public comment, please raise your hand to be acknowledged. While not required, the City requests that you please state your name clearly for the audio recording. By State law, the Council is not permitted to undertake any action or discussion on any item not appearing on the posted agenda. If you have any documentation that you would like distributed to the City Council, please mail it to the City Clerk at 201 North Lassen Street, Willows, CA 95988 or email it to: trustenhoven@cityofwillows.org.

a. City Swimming Pool Donation Sponsorships and Fundraising

Recommended Action: Authorize the City Manager, or her designee, to:

- 1) Increase the "Pool for a Day" sponsorship donation from \$350 to \$500 per day;
- 2) Add a new sponsorship level of "Pool for a Half Day" donation of \$250; and

3) Discontinue other types of active fundraising efforts.

Contact: Marti Brown, City Manager, mbrown@cityofwillows.org

b. Council Goal and Priority Setting Workshop – Appoint Ad Hoc Committee

Recommended Action: Appoint a City Council Ad Hoc Committee to interview potential contractors to consider hiring a facilitator and conducting City Council Goal and Priority Setting Workshop in the spring of 2022. There is no fiscal impact associated with this action.

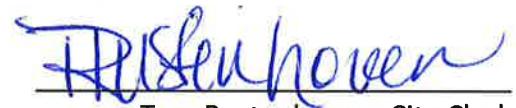
Contact: Marti Brown, City Manager, mbrown@cityofwillows.org

8. COMMENTS & REPORTS

- a. City Council Comments & Reports
- b. City Manager's Report

9. ADJOURNMENT

This agenda was posted on February 3, 2022



Tara Rustenhoven

Tara Rustenhoven, City Clerk

A complete agenda packet, including staff reports and back-up information, is available for public inspection during normal work hours at City Hall or the Willows Public Library at 201 North Lassen Street in Willows or on the City's website at www.cityofwillows.org.

In compliance with the Americans with Disabilities Act, the City of Willows will make available to members of the public any special assistance necessary to participate in this meeting. If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132). The public should contact the City Clerk's office at 934-7041 to make such a request. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

The City of Willows is an Equal Opportunity Provider



CONSENT CALENDAR



PERIOD

01/24/2022 TO 02/01/2022

Payroll Direct Deposit Z45470 TO Z45508

General Checking 39128 TO 39142

Check Register 051846 TO 051892

APPROVAL DATE 02/08/2022

APPROVED _____

REPORT..: 01/31/22
RUN....: 01/31/22 Time: 14:32
Run By.: Katie Butler

CITY OF WILLOWS
Check Register

Check Number	Payroll Date	**Employee** Num	Name	Actual Period	Fiscal Period	Gross Amount
39133	02/04/22	01/30/22	GAR03 GARCIA, DAVID	02-22	08-22	135.00
39134	02/04/22	01/30/22	LED02 LEDERER, MANUEL A	02-22	08-22	67.50
39135	02/04/22	01/30/22	LEV00 Levesque, Tyler	02-22	08-22	67.50
Z45470	02/04/22	01/30/22	DOM00 DOMENIGHINI, LARRY A	02-22	08-22	250.00
Z45471	02/04/22	01/30/22	GRI02 GRIFFITH, ROBERT	02-22	08-22	250.00
Z45472	02/04/22	01/30/22	HAN02 HANSEN, GARY L	02-22	08-22	250.00
Z45473	02/04/22	01/30/22	WAR02 WARREN, KERRI LYNN	02-22	08-22	250.00
Z45474	02/04/22	01/30/22	WIL02 WILLIAMS, JEFF	02-22	08-22	250.00
Z45475	02/04/22	01/30/22	BRO01 Brown, Martha	02-22	08-22	5955.77
Z45476	02/04/22	02/28/22	BUR00 Burt, Kellie D	02-22	08-22	100.00
Z45477	02/04/22	01/30/22	BUT01 BUTLER, KATIE LEEANN	02-22	08-22	1934.31
Z45478	02/04/22	02/28/22	MUL00 MULLER, HILGARD N	02-22	08-22	50.00
Z45479	02/04/22	02/28/22	PRI00 Pride , Lori A	02-22	08-22	100.00
Z45480	02/04/22	01/30/22	RUS01 RUSTENHOVEN, TARA L	02-22	08-22	2221.85
Z45481	02/04/22	02/28/22	WOO00 WOODS, CANDIS K	02-22	08-22	50.00
Z45482	02/04/22	01/30/22	EHO00 EHORN, MARIA ANNETTE	02-22	08-22	2205.23
Z45483	02/04/22	01/30/22	ARE00 Arellanes, Ashley Marie	02-22	08-22	607.88
Z45484	02/04/22	01/30/22	BIA00 BIANCHINI, ANN L	02-22	08-22	180.00
Z45485	02/04/22	01/30/22	BOW00 BOWERS, LINDA S	02-22	08-22	120.00
Z45486	02/04/22	01/30/22	BRI00 BRIONES, BRENDA VALENZU	02-22	08-22	300.00
Z45487	02/04/22	01/30/22	DUN00 DUNCAN , ROSE A	02-22	08-22	1336.62
Z45488	02/04/22	01/30/22	RAN00 RANDOLPH, ABIGAIL S	02-22	08-22	240.00
Z45489	02/04/22	01/30/22	SIL00 SILVA, EMILY M	02-22	08-22	120.00
Z45490	02/04/22	01/30/22	SPE02 SPENCE, KYLIEGH C	02-22	08-22	255.00
Z45491	02/04/22	01/30/22	VAR00 Vargas, Giovani	02-22	08-22	555.00
Z45492	02/04/22	01/30/22	BOB00 BOBADILLA, PEDRO D	02-22	08-22	50.00
Z45493	02/04/22	01/30/22	BOB01 Bobadilla, Tristan	02-22	08-22	135.00
Z45494	02/04/22	01/30/22	FLO00 Flowerdew, Nick	02-22	08-22	135.00
Z45495	02/04/22	01/30/22	HUT04 HUTSON, KRISTINA RENEE	02-22	08-22	515.78
Z45496	02/04/22	01/30/22	PEAO5 Peabody, Garrett	02-22	08-22	67.50
Z45497	02/04/22	01/30/22	RAY00 Raygoza, Rodrigo	02-22	08-22	135.00
Z45498	02/04/22	01/30/22	THR00 Throm, Billie	02-22	08-22	135.00
Z45499	02/04/22	01/30/22	ABO00 ABOLD, STEVEN B	02-22	08-22	1856.72
Z45500	02/04/22	01/30/22	MCM00 MCMAHON, SHARON M	02-22	08-22	227.36
Z45501	02/04/22	01/30/22	SEN00 SENGMANY, SITXAY	02-22	08-22	512.00
Z45502	02/04/22	01/30/22	VAS01 VASQUEZ, PEDRO CEASAR	02-22	08-22	2465.66
Z45503	02/04/22	01/30/22	EN000 ENOS, KYLE	02-22	08-22	2220.16
Z45504	02/04/22	01/30/22	HUT01 Hutson, Evan C	02-22	08-22	854.88
Z45505	02/04/22	01/30/22	MON00 MONCK, NATHANIAL T	02-22	08-22	4434.00
Z45506	02/04/22	01/30/22	PET02 PETERSEN, MATTHEW	02-22	08-22	4063.37
Z45507	02/04/22	01/30/22	MIN00 MINGS, MICHAEL E	02-22	08-22	1650.46
Z45508	02/04/22	01/30/22	PFY00 PFYL, NATISA N	02-22	08-22	3090.39

40399.94

REPORT.: 01/31/22
RUN ON.: 01/31/22 Time: 14:07
RUN BY.: Katie Butler

CITY OF WILLOWS
Vendor Check Register Print

PAGE: 001
ID #: SPVR
CTL.: WIL

Number	Date	Vendor/Organization	Invoice Id	Date	Description/Reference	Period	Amount	Amount Paid
39128	01/31/22	AFL01 AFLAC- FLEX ONE	C20131	01/31/22	AFLAC DENTAL PRETAX	01-22	148.86	
39128	01/31/22	AFL01 AFLAC- FLEX ONE	1C20131	01/31/22	AFLAC CANCER PRETAX	01-22	134.68	
39128	01/31/22	AFL01 AFLAC- FLEX ONE	2C20131	01/31/22	AFLAC ACC PRETAX	01-22	162.12	
39128	01/31/22	AFL01 AFLAC- FLEX ONE	3C20131	01/31/22	AFLAC SUPPLMTNL LIFE	01-22	71.50	
39128	01/31/22	AFL01 AFLAC- FLEX ONE	4C20131	01/31/22	AFLAC STD INS	01-22	156.38	673.54
39129	01/31/22	CYP00 CYPRESS ANCILLARY BENEFITS	C20131	01/31/22	DENTAL\VISION	01-22	1306.80	1306.80
39130	01/31/22	GOL01 GOLDEN STATE RISK MANAGEME	C20131	01/31/22	MEDICAL	01-22	13924.00	13924.00
39131	01/31/22	UNI17 UNITED PUBLIC EMPLOYEES AS	C20131	01/31/22	PUBLIC SAFETY DUES	01-22	89.56	89.56
39132	01/31/22	WIL01 WILLOWS EMPLOYEES ASSOC.	C20131	01/31/22	EMPLOYEES ASSOC.DUES	01-22	8.00	8.00
TOTAL DISBURSED...							16001.90	16001.90

RUN ON.: 02/01/22 Time: 11:58

RUN BY.: Katie Butler

Vendor Check Register Print

ID #: SPVR
CTL #: WIL

Number	Date	Vendor/Organization	Invoice Id	Date	Description/Reference	Period	Amount	Amount Paid	
39136	02/01/22	EDD01 EMPLOYMENT DEVELOP.DEPT.	C20201	02/01/22	STATE INCOME TAX	02-22	1004.45	1004.45	
39137	02/01/22	EDD02 EMPLOYMENT DEVELOPMENT OEP	C20201	02/01/22	SDI	02-22	422.90	422.90	
39138	02/01/22	ICM01 ICMA RETIREMENT TRUST 457	C20201	02/01/22	DEFERRED COMP - ICMA	02-22	200.00	200.00	
39139	02/01/22	NAT00 NATIONWIDE RETIREMENT SOLU	C20201	02/01/22	USCM DEF. COMP.	02-22	1404.39		
39139	02/01/22	NAT00 NATIONWIDE RETIREMENT SOLU	1C20201	02/01/22	USCM DEF. COMP. MTCH	02-22	278.85	1683.24	
39140	02/01/22	PER01 P.E.R.S.	C20201	02/01/22	PERS PAYROLL REMITTANCE	02-22	5696.59	5696.59	
39141	02/01/22	UMP00 UMPQUA BANK	C20201	02/01/22	DIRECT DEPOSIT	02-22	27521.42	27521.42	
39142	02/01/22	UMP01 UMPQUA BANK - MYTAXPAYER	C20201	02/01/22	FEDERAL INCOME TAX	02-22	3688.89		
39142	02/01/22	UMP01 UMPQUA BANK - MYTAXPAYER	1C20201	02/01/22	FICA	02-22	4890.84		
39142	02/01/22	UMP01 UMPQUA BANK - MYTAXPAYER	2C20201	02/01/22	MEOTCARE	02-22	1143.92	8723.65	
							TOTAL DISBURSED...	45252.25	45252.25

REPORT.: Jan 24 22 Monday
RUN...: Jan 24 22 Time: 15:08
Run By.: Katie Butler

CITY OF WILLOWS
Automatic Check Listing/Update
Control Date.: 01/24/22 Cash Account No.: 000 1045

PAGE: 001
ID #: PY-CL
CTL.: WIL

Invoice	No	Description	Invoice	Actual	Discount	Gross	Discount	Net
			Date	Period				
		Check #: 051846 Check Date.: 01/24/22			Vendor I.D.: A+T00 (A+ TOW)			
5596-	143 N YOLO ST WILLOWS		01/07/22	01-22		3335.00	.00	3335.00
			01/24/22	07-22				
		Check #: 051847 Check Date.: 01/24/22			Vendor I.D.: AME02 (AMERIPRIDE UNIFORM SVCS.)			
68861-	CLEANING SUPPLIES FOR FIRE DEPT		01/04/22	01-22		201.28	.00	201.28
			01/24/22	07-22				
075509-	CLEANING UNIFORMS FOR PUBLIC WORKS		01/18/22	01-22		109.64	.00	109.64
			01/24/22	07-22				
		** Vendor's Subtotal ----->				310.92	.00	310.92
		Check #: 051848 Check Date.: 01/24/22			Vendor I.D.: BID01 (BIDWELL H2O)			
11573-	POU COOLER RENT NOV. & DEC. 2021		12/29/21	01-22		90.00	.00	90.00
			01/24/22	07-22				
		Check #: 051849 Check Date.: 01/24/22			Vendor I.D.: CAL01 (CALIFORNIA WATER SERVICE CO.)			
C20120-	Water & Sewer		01/10/22	01-22	A	82.57	.00	82.57
			01/24/22	07-22				
		Check #: 051850 Check Date.: 01/24/22			Vendor I.D.: CALL8 (CALIFORNIA BUILDING STANDARDS COMMISSION)			
C20120-	JULY - SEPT 2021 BSASRF		01/20/22	01-22		34.20	.00	34.20
			01/24/22	07-22				
		Check #: 051851 Check Date.: 01/24/22			Vendor I.D.: CAL61 (CAL FIRE)			
1409929A-	SCH-A FY 2021		12/10/21	01-22		50555.71	.00	50555.71
			01/24/22	07-22				
		Check #: 051852 Check Date.: 01/24/22			Vendor I.D.: CHI07 (CHICO IMMEDIATE CARE MEDICAL CENTER INC)			
622K23200-	RANDOM DRUG TEST AND DMV REGISTRATION		12/13/21	01-22		200.00	.00	200.00
			01/24/22	07-22				
		Check #: 051853 Check Date.: 01/24/22			Vendor I.D.: COL08 (COLE HUBER LLP)			
38786-	LITIGATION O'CONNELL, JOHN		01/10/22	01-22		10332.68	.00	10332.68
			01/24/22	07-22				
		Check #: 051854 Check Date.: 01/24/22			Vendor I.D.: DEN00 (DE NOVO PLANNING GROUP)			
3339-	FOR PROFESSIONAL SERVICES THROUGH JAN 10 2022		01/10/22	01-22		3759.40	.00	3759.40
			01/24/22	07-22				
		Check #: 051855 Check Date.: 01/24/22			Vendor I.D.: DEP01 (DEPT. OF CONSERVATION)			
C20120-	OCT- DEC 2021 DEPT. OF CONSERVATION		01/20/22	01-22	A	5.85	.00	5.85
			01/24/22	07-22				
		Check #: 051856 Check Date.: 01/24/22			Vendor I.D.: FP000 (FRANCOTYP-POSTALIA, INC.)			
.05170328-	POSTAGE		01/03/22	01-22		83.66	.00	83.66
			01/24/22	07-22				
		Check #: 051857 Check Date.: 01/24/22			Vendor I.D.: GAN01 (GANDY-STALEY OIL CO.)			
C20120-	DEC 2021 STATEMENT FOR FIRE DEPT.		12/31/21	01-22	A	905.08	.00	905.08
			01/24/22	07-22				
		Check #: 051858 Check Date.: 01/24/22			Vendor I.D.: JER00 (JEREMY'S PEST STOMPERS)			
142217-	JAN 2021 PEST CONTROL FOR FIRE DEPT		01/04/22	01-22		40.00	.00	40.00
			01/24/22	07-22				

RECDONAL UAG 49 66 MUNIAY
RUN...: Jan 24 22 Time: 15:08
Run By.: Katie Butler

LILI OF WILLOWS
Automatic Check Listing/Update
Control Date.: 01/24/22 Cash Account No.: 000 1045

PAGE: 002
ID #: PY-CL
CTL.: WIL

Invoice	No Description	Invoice Date		Actual Period	Discount Tm G/L Account No	Gross Amount	Discount Amount	Net Amount
		Due Date	Fiscal					
	Check #: 051859 Check Date.: 01/24/22			Vendor I.D.: LIF01 (LIFE ASSIST)				
1166255-	GRAHAM MEGAMOVER PORTABLE TRANSPORT UNIT	01/10/22	01-22	A		112.61	.00	112.61
		01/24/22	07-22					
	Check #: 051860 Check Date.: 01/24/22			Vendor I.D.: MAT01 (MATSON & ISOM TECHNOLOGY CONSULTING INC)				
82107-	AGREEMENT CLEARIT MANAGED PARTNER	01/10/22	01-22			2925.00	.00	2925.00
		01/24/22	07-22					
82132-	BACKUP 190 SERVICE	01/10/22	01-22			100.00	.00	100.00
		01/24/22	07-22					
		** Vendor's Subtotal ----->			3025.00	.00	3025.00	
	Check #: 051861 Check Date.: 01/24/22			Vendor I.D.: MID03 (MIDWEST TAPE)				
501544647-	BLACK WIDOW WIDESCREEN	01/13/22	01-22			24.12	.00	24.12
		01/24/22	07-22					
	Check #: 051862 Check Date.: 01/24/22			Vendor I.D.: MUN05 (MUNICIPAL EMERGENCY SERVICES)				
1657434-	LIGHTWEIGHT UST-LW TRADITIONAL	01/19/22	01-22			1628.03	.00	1628.03
		01/24/22	07-22					
1668246-	CUSTOM SEWN FRONTS 6 IN & CUSTOM BADGE	01/21/22	01-22			305.61	.00	305.61
		01/24/22	07-22					
		** Vendor's Subtotal ----->			1933.64	.00	1933.64	
	Check #: 051863 Check Date.: 01/24/22			Vendor I.D.: NCC01 (NCCSIF)				
2477-	Workers Comp.	01/20/22	01-22	A		24696.00	.00	24696.00
		01/24/22	07-22					
	Check #: 051864 Check Date.: 01/24/22			Vendor I.D.: NEC00 (NEC FINANCIAL SERVICES LLC)				
2464032-	PHONE SYSTEM	01/07/22	01-22			268.08	.00	268.08
		01/24/22	07-22					
	Check #: 051865 Check Date.: 01/24/22			Vendor I.D.: NSW00 (NSWTS)				
0405-	CONSUMER CONFIDENCE REPORT 2020 & WELL CHARGE	01/10/22	01-22			195.00	.00	195.00
		01/24/22	07-22					
	Check #: 051866 Check Date.: 01/24/22			Vendor I.D.: OFF05 (OFFICE DEPOT, INC.)				
21305669-	NOTE PADS, TABS AND W2 FORMS	12/29/21	01-22	A		95.98	.00	95.98
		01/24/22	07-22					
213056693-	COPY PAPER	12/30/21	01-22	A		37.53	.00	37.53
		01/24/22	07-22					
213430103-	MAILBOXES	12/29/21	01-22	A		199.45	.00	199.45
		01/24/22	07-22					
220114151-	PRESS BOARD, BINDER AND PENS	01/05/22	01-22	A		80.38	.00	80.38
		01/24/22	07-22					
220539866-	STAPLES	01/07/22	01-22	A		20.46	.00	20.46
		01/24/22	07-22					
		** Vendor's Subtotal ----->			433.80	.00	433.80	
	Check #: 051867 Check Date.: 01/24/22			Vendor I.D.: RGS01 (REGIONAL GOVERNMENT SERVICES)				
12361-	CONTRACT SERVICES FOR WILLOWS JULY	07/31/21	01-22			992.00	.00	992.00
		01/24/22	07-22					
12480-	CONTRACT SERVICE WILLOWS AUG	08/31/21	01-22			432.00	.00	432.00
		01/24/22	07-22					
12890-	CONTRACT SERVICE FOR OCT- HR	10/31/21	01-22			3075.00	.00	3075.00
		01/24/22	07-22					
12891-	CONTRACT SERVICES FOR NOV - HR	11/30/21	01-22			250.00	.00	250.00
		01/24/22	07-22					
		** Vendor's Subtotal ----->			4749.00	.00	4749.00	

RUN.....: Jan 24 22 Time: 15:08
Run By.: Katie Butler

Automatic Check Listing/Update
Control Date.: 01/24/22 Cash Account No.: 000 1045

ID #: PY-CL
CTL.: WIL

RUN...: Jan 31 22 Time: 15:33
Run By: Katie Butler

Automatic Check Listing/Update
Control Date.: 01/31/22 Cash Account No.: 000 1045

ID #: PY-CL
CTL.: WIL

Invoice	No Description	Invoice Date	Actual Period	Due Date	Fiscal Tm	G/L Account No.	Discount	Gross Amount	Discount Amount	Net Amount
Check #: 051872 Check Date.: 01/31/22 Vendor I.D.: AB000 (STEVE ABOLD)										
C20125-	JAN 2022 TOOL ALLOWANCE			01/25/22	01-22			200.00	.00	200.00
				01/31/22	07-22					
Check #: 051873 Check Date.: 01/31/22 Vendor I.D.: ATT01 (A.T.& T.)										
C20126-	TELEPHONE EXP. FOR 12-19-21 TO 1-18-22			01/26/22	01-22	A		1290.16	.00	1290.16
				01/31/22	07-22					
Check #: 051874 Check Date.: 01/31/22 Vendor I.D.: CAL62 (CAL WATER)										
C20126-	MONTHLY STATEMENT FOR ACCT ENDING 7777			01/26/22	01-22			2496.83	.00	2496.83
				01/31/22	07-22					
Check #: 051875 Check Date.: 01/31/22 Vendor I.D.: CLE03 (CLEARWAY ENERGY LLC)										
674197-	KWH & CA SURCHARGE			01/18/22	01-22			4863.12	.00	4863.12
				01/31/22	07-22					
Check #: 051876 Check Date.: 01/31/22 Vendor I.D.: COM16 (COMCAST CABLE)										
C20131-	SERVICE FOR 1-19-22 T 2-18-22 ACCT END 6196			01/14/22	01-22			152.94	.00	152.94
				01/31/22	07-22					
Check #: 051877 Check Date.: 01/31/22 Vendor I.D.: COR02 (CORBIN WILLITS SYSTEMS)										
JOC11231-	Cont.Serv. Finance			12/31/21	01-22	A		650.00	.00	650.00
JOC20115-	Cont.Serv. Finance			01/31/22	07-22			300.00	.00	300.00
JC201161-	Cont.Serv. Finance			01/15/22	01-22	A		432.84	.00	432.84
				01/31/22	07-22					
** Vendor's Subtotal -----> 1382.84 .00 1382.84										
Check #: 051878 Check Date.: 01/31/22 Vendor I.D.: FED00 (FEDEX)										
2237806-	FEDEX EXPRESS SERVICES			01/07/22	01-22			34.93	.00	34.93
				01/31/22	07-22					
Check #: 051879 Check Date.: 01/31/22 Vendor I.D.: GLE21 (GLENN CO. SHERIFFS DEPT.)										
I202201-	CONTRACTUAL LAW ENFORCEMENT SERVICES NOV 21			01/20/22	01-22			123443.07	.00	123443.07
I202202-	CONTRACTUAL LAE ENFORCEMENT SERVICES DRC 21			01/31/22	07-22					
I202203-	CONTRACTUAL LAW ENFORCEMENT SERVICES JAN 22			01/20/22	01-22			123443.07	.00	123443.07
I202204-	CONTRACTUAL LAW ENFORCEMENT SERVICES FEB 22			01/31/22	07-22					
				01/20/22	01-22			123443.07	.00	123443.07
				01/31/22	07-22					
** Vendor's Subtotal -----> 493772.28 .00 493772.28										
Check #: 051880 Check Date.: 01/31/22 Vendor I.D.: GLE25 (GLENN CO. FIRE CHIEF'S)										
220012-	GLENN CO. FIRE REPEATER REPAIR & UPDATE FUND			01/07/22	01-22	A		300.00	.00	300.00
				01/31/22	07-22					
Check #: 051881 Check Date.: 01/31/22 Vendor I.D.: KNI03 (KNIFE RIVER CONSTRUCTION)										
265767-	WET PATCH AND ENVIRONMENTAL FEES			01/19/22	01-22			184.79	.00	184.79
				01/31/22	07-22					
Check #: 051882 Check Date.: 01/31/22 Vendor I.D.: LEA01 (LEAGUE OF CA. CITIES)										
5043-	MEMBERSHIP DUES FOR SACRAMENTO VALLEY DIVISION 22			01/17/22	01-22	A		100.00	.00	100.00
				01/31/22	07-22					

Run By.: Katie Butler

Control Date.: 01/31/22

Cash Account No.: 000 1045

CTL.: WTL

Invoice No Description

Invoice Date
Actual Period

Due Date Fiscal Tm G/L Account No Discount

Gross Amount

Discount Amount

Net Amount

Check #: 051883	Check Date.: 01/31/22	Vendor I.D.: MAT01 (MATSON & ISOM TECHNOLOGY CONSULTING INC)			
0025051- MICROSOFT 365 BUSINESS STANDARD 1YR	01/21/22 01-22 01/31/22 07-22		4338.00	.00	4338.00
Check #: 051884 Check Date.: 01/31/22	Vendor I.D.: MCA00 (MCA DIRECT)				
2022026- CONSULTING PACKAGE FOR EC1 & EC2	01/25/22 01-22 01/31/22 07-22		1307.69	.00	1307.69
Check #: 051885 Check Date.: 01/31/22	Vendor I.D.: MEN02 (MENDES SUPPLY COMPANY)				
055845- BATH TISSUE	01/19/22 01-22 01/31/22 07-22		119.54	.00	119.54
Check #: 051886 Check Date.: 01/31/22	Vendor I.D.: OFF05 (OFFICE DEPOT, INC.)				
205398660- FOLDERS	01/12/22 01-22 A 01/31/22 07-22		40.53	.00	40.53
Check #: 051887 Check Date.: 01/31/22	Vendor I.D.: PGE01 (PG & E)				
C20126- UTILITY ELECTRIC FOR ACCT ENDING 2874	01/26/22 01-22 A 01/31/22 07-22		24.64	.00	24.64
Check #: 051888 Check Date.: 01/31/22	Vendor I.D.: RAY03 (RAY MORGAN COMPANY)				
3592956- WATER SYSTEM	01/19/22 01-22 A 01/31/22 07-22		63.28	.00	63.28
Check #: 051889 Check Date.: 01/31/22	Vendor I.D.: RG001 (REGIONAL GOVERNMENT SERVICES)				
12977- CONTRACT SERVICES FOR DEC- HR	12/31/22 01-22 01/31/22 07-22		1460.00	.00	1460.00
Check #: 051890 Check Date.: 01/31/22	Vendor I.D.: SUN07 (SUN LIFE FINANCIAL)				
C20126- BILLING PERIOD 12-1-21 TO 12-31-21	01/10/22 01-22 01/31/22 07-22		1131.61	.00	1131.61
Check #: 051891 Check Date.: 01/31/22	Vendor I.D.: TON00 (TONY TAPIA CONSTRUCTION)				
684- ABATEMENT DONE AT 143 N YOLO & DEBRIS REMOVAL	01/20/22 01-22 01/31/22 07-22		2564.00	.00	2564.00
Check #: 051892 Check Date.: 01/31/22	Vendor I.D.: WAL07 (WAL-MART COMMUNITY)				
53985963- MONTHLY STATEMENT FOR ACCT ENDING 4234	01/19/22 01-22 01/31/22 07-22		275.21	.00	275.21
Check #: 051893 Check Date.: 01/31/22	Vendor I.D.: WILHI (WILLOWS ACE HARDWARE)				
77853- HOSE MENDR MALE, SHARPIE FP MARK, ECT.	01/22/22 01-22 01/31/22 07-22		31.71	.00	31.71
77933- JET DRY RINSE 8.4502	01/25/22 01-22 01/31/22 07-22		6.42	.00	6.42
77955- STATE PAINTCARE GALLON & C+K INT	01/26/22 01-22 01/31/22 07-22		39.40	.00	39.40

** Vendor's Subtotal -----> 77.53 .00 77.53

** Total Checks Paid -----> 516179.92 .00 516179.92



Date: February 8, 2022
To: City Council
From: John Wanger, Community Development Services Director/City Engineer
Marti Brown, City Manager
Subject: Landscaping and Lighting Special Assessment District

Recommendation:

Adopt a Resolution appointing Coastland Civil Engineering as the Engineer of Work for the City of Willows Landscaping and Lighting Special Assessment District; direct the preparation of the annual Engineer's Report for FY 2022-23.

Background:

The Willows Landscaping and Lighting Special Assessment District ("District") was initially formed by the City in 2005 in accordance with the Landscaping and Lighting Act of 1972 ("Act") to pay for costs associated with maintaining landscaping and maintenance in the Birch Street Village subdivision. This portion of the district is known as Zone A. In FY 2012-13, Zone B was created to fund the streetlights and traffic signals associated with the Walmart development. In FY 2019-20, Zone C was created to fund landscape maintenance, weed abatement, and lighting improvements associated with the South Willows Commercial and Industrial Center development.

The Landscaping and Lighting Act requires that the City undertake certain proceeding for any fiscal year in which assessments are to be levied and collected. These proceedings are typically accomplished at three separate Council meetings with the following actions:

1. Adopt a resolution appointing the Engineer of Work and directing the preparation of the annual Engineer's Report.
2. Approve the Engineer's Report, declare the City Council's intent to levy assessments and set a date for a public hearing.
3. Conduct a public hearing and authorize the levying and collection of assessments for the upcoming fiscal year.

Discussion & Analysis:

The attached resolution begins the proceeding for the FY 2022-23. The Engineer's Report will analyze the anticipated costs and determine the corresponding assessments amounts. The City Council can make changes to the Engineer's Report once it has been prepared and filed. The Engineer's Report should be approved by the City no later than the end of June of each year so that the information can be transmitted to the County for the inclusion on the tax rolls. The County needs to have all information transmitted and correct no later than August 10th of each year. In order to meet this schedule and comply with the regulations of the Streets and Highways code for this type of Assessment District, the assessment engineering process should begin now.

Fiscal Impact:

None; costs associated with the Annual District Assessment Engineering Services are covered expenses within the assessments ultimate levied.

Attachment:

Attachment 1: Resolution



**City of Willows
Resolution No. xx-2022**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WILLOWS APPOINTING
COASTLAND CIVIL ENGINEERING AS THE ENGINEER OF WORK FOR THE CITY OF
WILLOWS LANDSCAPING AND LIGHTING SPECIAL ASSESSMENT DISTRICT AND
DIRECTING THE PREPARATION AND FILING OF THE ENGINEER'S REPORT FOR
FISCAL YEAR 2022-2023 (PURSUANT TO THE LANDSCAPING AND LIGHTING
ACT OF 1972)**

WHEREAS, on October 11, 2005, the City Council adopted Resolution #22-2005; authorizing the formation of the Assessment District to levy and collect assessments pursuant to the Landscaping and Lighting Act of 1972; and

WHEREAS, the City Council intends to levy and collect assessments within the Assessment District during FY 2022-23, located in the City of Willows, Glenn County; and

WHEREAS, pursuant to Section 22622 of the Streets and Highways Code, the City Council must annually appoint the Engineer of Work and direct the preparation and filing of the annual Engineer's Report in order to levy and collect assessments on any following fiscal year; and

WHEREAS, Coastland Civil Engineering, serves in the capacity of City Engineer and has demonstrated the expertise necessary to prepare the annual Engineer's Report.

NOW THEREFORE BE IT RESOLVED, that the City Council of the City of Willows does hereby appoint Coastland Civil Engineering as the Engineer of Work for the City of Willows Landscaping and Lighting Special Assessment District and is hereby directed to prepare and to file the Annual Engineer's Report showing any changes, pursuant to Section 22622 of the Streets and Highways Code.

PASSED AND ADOPTED by the City Council of the City of Willows this 8th day of February 2022, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

ATTESTED:



PRESENTATIONS

Summary of Financing Results



*Meeting of the City Council
February 8, 2022*

Presented by:



Issuance Process

- In December 2021, the City of Willows issued bonds to finance a \$3.35 million sewer capital improvement project and to refinance its 2007 Certificates of Participation (achieving more than \$1 million in debt service savings for the Sewer Enterprise Fund and its ratepayers).
- Past financial performance and financial covenant non-compliance within the Sewer Enterprise Fund created challenges in the issuance process:
 - Consecutive years of non-compliance with debt service coverage covenant (2007 COP in technical default) due to continuous inadequate revenue growth in the Sewer Fund
 - Historic lack of completed sewer rate studies and rate increases to meet rising costs
 - Lack of reserves and liquidity in the Sewer Fund
 - Deferred maintenance within Sewer System
 - Lack of structuring flexibility due to cash flow considerations
 - High turnover in City leadership
 - Lack of interest from traditional lenders to the City (Commercial Banks)
 - Penalization for past performance from Credit Rating Agency

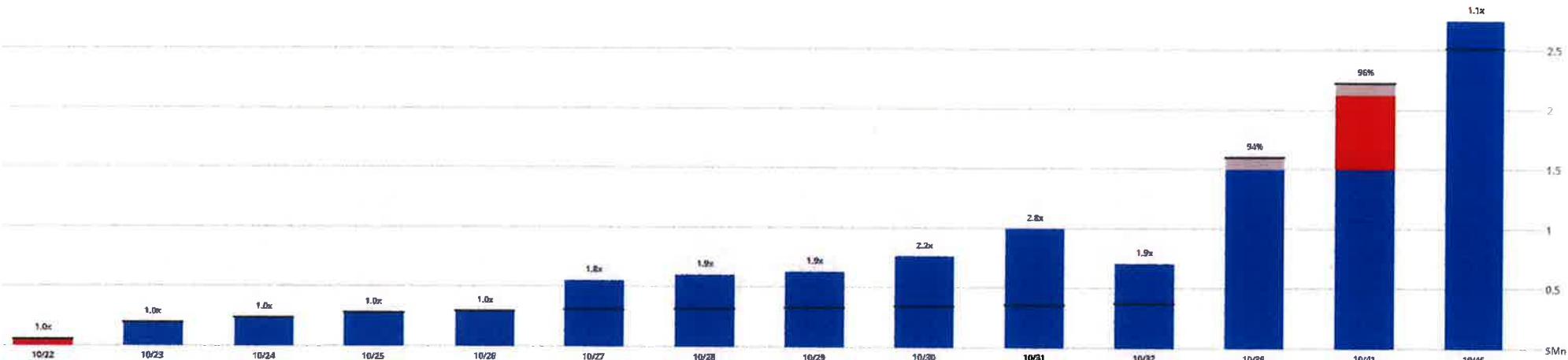
Issuance Process cont.

- Although the City and the Financing Team faced obstacles in completing the transaction, it was ultimately completed at an opportune time in the market cycle and at a very attractive all-in fixed interest rate (All-in True Interest Cost) of 2.66% for the 25-year financing.
- This result would not have been possible without the dedication of City personnel throughout the process, but particularly in properly completing the 218 process and working diligently with the assistance and guidance of the Financing Team with the Bond Insurance providers to enable the City's BBB- rated bonds (lowest investment grade rating) to sell equivalently to AA rated bonds.

Interest Rate Market



Order Period



Size of Financing: \$ 9,465,000

Total Orders: \$ 11,715,000 (1.2x Oversubscription)

Unsold balance at end of order period: \$ 640,000 (Purchased by Hilltop Securities)

Total Number of Accounts: 7

Total Number of Orders: 28

Source: Hilltop Securities via iPreo GameDay software

Top Accounts	Order Size
Commerce Bank	\$ 3,030,000
DCM Advisors	\$ 2,750,000
HRBF	\$ 2,000,000
Belle Haven Investments	\$ 1,820,000
Singer Family Trust	\$ 1,000,000



Source & Uses and Summary Statistics

City of Willows			
Certificates of Participation (2021 Sewer System Financing Project)			
SOURCES & USES OF FUNDS			
	Refunding Portion	New Money Portion	Total
Sources of Funds			
Par Amount	5,885,000.00	3,580,000.00	9,465,000.00
Original Issue Premium	208,148.50	119,083.05	327,231.55
	6,093,148.50	3,699,083.05	9,792,231.55
Uses of Funds			
Deposit to Project Fund	-	3,350,000.00	3,350,000.00
Payoff of USDA Loan	5,518,040.85	-	5,518,040.85
Capitalized Interest	47,605.94	28,491.72	76,097.66
Debt Service Reserve Fund	337,940.61	205,578.15	543,518.76
Cost of Issuance	105,134.59	63,654.31	168,788.90
Underwriter's Discount	43,549.00	26,492.00	70,041.00
BAM Bond Insurance	40,877.51	24,866.87	65,744.38
	6,093,148.50	3,699,083.05	9,792,231.55

City of Willows					
Certificates of Participation					
(2021 Sewer System Financing Project)					
<i>Summary of Financial Statistics</i>					
SUMMARY STATISTICS					
Dated Date	December 22, 2021				
Rating (Stand-alone/Insured)	BBB-/AA				
Par Amount	\$	9,465,000			
Arbitrage Yield	2.44%				
True Interest Cost (TIC)	2.45%				
All-in TIC	2.66%				
Average Life	14.69 years				
Final Maturity	October 1, 2046				
DEBT SERVICE					
Total Interest	\$	3,683,876			
Total Debt Service	\$	13,148,876			
Average Annual Debt Service	\$	530,732			
Total Savings from Refunding	\$	1,106,945			
Net Present Value of Savings from Refunding (\$)	\$	783,824			
Net Present Value of Savings from Refunding (%)	14.34%				

*All figures are final as of the December 9th pricing
 Some figures are rounded to the nearest dollar figure*



Net Certificate Debt Service

City of Willows Certificates of Participation (2021 Sewer System Financing Project)							
Net Certificate Debt Service and Savings							
Fiscal Year Ending	Principal	Coupon	Yield	Interest	Capitalized Interest & Debt Service Reserve Fund	Net Debt Service	Savings from Refunding
2022				76,098	(76,098)		112,448
2023	60,000	4.000%	0.44%	275,519		335,519	119,948
2024	200,000	4.000%	0.55%	270,319		470,319	24,512
2025	240,000	4.000%	0.69%	261,519		501,519	20,873
2026	285,000	4.000%	0.83%	251,019		536,019	22,875
2027	295,000	4.000%	0.98%	239,419		534,419	24,829
2028	310,000	4.000%	1.17%	227,319		537,319	22,356
2029	320,000	4.000%	1.35%	214,719		534,719	19,974
2030	335,000	4.000%	1.48%	201,619		536,619	22,144
2031	345,000	4.000%	1.56%	188,019		533,019	20,346
2032	360,000	4.000%	1.62%	173,919		533,919	20,081
2033	375,000	4.000%	1.71%	159,219		534,219	22,923
2034	385,000	2.250%	2.40%	147,388		532,388	25,041
2035	395,000	2.250%	2.40%	138,613		533,613	20,964
2036	405,000	2.250%	2.40%	129,613		534,613	21,055
2037	415,000	2.250%	2.40%	120,388		535,388	21,210
2038	425,000	2.375%	2.55%	110,672		535,672	22,597
2039	435,000	2.375%	2.55%	100,459		535,459	22,870
2040	445,000	2.375%	2.55%	90,009		535,009	25,088
2041	455,000	2.375%	2.55%	79,322		534,322	20,573
2042	465,000	2.375%	2.55%	68,397		533,397	22,043
2043	480,000	2.500%	2.68%	56,875		536,875	24,338
2044	490,000	2.500%	2.68%	44,750		534,750	21,614
2045	500,000	2.500%	2.68%	32,375		532,375	23,361
2046	515,000	2.500%	2.68%	19,688		534,688	20,892
2047	530,000	2.500%	2.68%	6,625	(543,519)	(6,894)	361,993
Total	9,465,000			3,683,876		12,529,260	1,106,945

All figures are
final as of the
December 9th
pricing

Figures are
rounded to
the nearest
dollar figure

Comparable Sales

9,465M
City of Willows (Glenn County, CA)
 COPs (2021 Sewer System Financing Project)

AA | BBB- BAM ERP

12/9/2021
Hilltop

13,205M
Woodland Finance Authority
 Water Revenue

AA | A+ | + AGM ERP

25,815M
Jurupa Unified School District
 CFD_Special Tax

AA | A- | + AGM ERP

21,730M
California Statewide Communities Dev Auth
 Revenue Bonds

NR UBS

11/29/2021

Maturity	Par (\$M)	Final Proposed				Notes
		Coupon	Yield	YTM	Pre-Price Spreads	
10/1/2022	60	4.000	0.440	+30	+30	
10/1/2023	200	4.000	0.550	+32	+32	
10/1/2024	245	4.000	0.690	+35	+35	
10/1/2025	285	4.000	0.830	+38	+38	
10/1/2026	295	4.000	0.980	+40	+40	
10/1/2027	310	4.000	1.170	+45	+45	
10/1/2028	320	4.000	1.350	+50	+50	
10/1/2029	335	4.000	1.480	+55	+55	
10/1/2030	345	4.000	1.560	+58	+58	
10/1/2031	360	4.000	1.620	+60	+60	
10/1/2032	375	4.000	1.710	1.885	+65	+65

2031 Par Call

2031 Par Call

12/1/2021
Hilltop

25,815M
Jurupa Unified School District
 CFD_Special Tax

AA | A- | + AGM ERP

11/16/2021
Stifel

Maturity	Par (\$M)	Final Proposed				Notes
		Coupon	Yield	YTM	Pre-Price Spreads	
03/01/2022	365	4.000	0.280	+16		
03/01/2023	475	4.000	0.420	+22		
03/01/2024	495	4.000	0.500	+20		
03/01/2025	515	4.000	0.500	+13		AGM
03/01/2026	530	4.000	0.640	+14		AGM
03/01/2027	555	4.000	0.740	+12		AGM
03/01/2028	575	4.000	0.920	+13		AGM
03/01/2029	595	4.000	1.040	+16		AGM
03/01/2030	620	4.000	1.160	+20		AGM
03/01/2031	645	4.000	1.230	+23		AGM
03/01/2032	675	4.000	1.340	1.557	+30	AGM
03/01/2033	705	4.000	1.410	1.795	+35	AGM
03/01/2034	730	4.000	1.480	1.996	+40	AGM
03/01/2035	760	2.000	2.150	+103		AGM
03/01/2036	770	4.000	1.640	2.330	+50	AGM
03/01/2037	805	2.125	2.290	+112		AGM

2031 Par Call

09/01/2022
Hilltop

25,815M
Jurupa Unified School District
 CFD_Special Tax

AA | A- | + AGM ERP

11/16/2021
Stifel

Maturity	Par (\$M)	Final Proposed				Notes
		Coupon	Yield	YTM	Pre-Price Spreads	
09/01/2022	580	4.000	0.260	+12		S&P - A-, Uninsured
09/01/2023	350	4.000	0.400	+16		S&P - A-, Uninsured
09/01/2024	400	4.000	0.550	+22		S&P - A-, Uninsured
09/01/2025	435	4.000	0.710	+25		S&P - A-, Uninsured
09/01/2026	480	4.000	0.870	+27		S&P - A-, Uninsured
09/01/2027	535	4.000	1.050	+30		S&P - A-, Uninsured
09/01/2028	585	4.000	1.150	+25		BAM
09/01/2029	635	4.000	1.240	+25		BAM
09/01/2030	685	4.000	1.310	+25		BAM
09/01/2031	750	4.000	1.380	+28		BAM
09/01/2032	815	4.000	1.460	1.656	+33	BAM
09/01/2033	880	4.000	1.520	1.869	+38	BAM
09/01/2034	945	4.000	1.570	2.042	+40	BAM
09/01/2035	1,020	4.000	1.640	2.206	+45	BAM
09/01/2036	1,090	4.000	1.690	2.335	+48	BAM
09/01/2037	1,170	4.000	1.740	2.449	+50	BAM
09/01/2038	1,255	4.000	1.800	2.556	+53	BAM
09/01/2039	1,340	4.000	1.830	2.633	+53	BAM
09/01/2040	1,435	4.000	1.860	2.703	+53	BAM
09/01/2041	1,535	4.000	1.890	2.766	+53	BAM
09/01/2047	8,895	4.000	2,100	3,061	+58	BAM

2031 Par Call

09/01/2022
Hilltop

25,815M
Jurupa Unified School District
 CFD_Special Tax

AA | A- | + AGM ERP

11/16/2021
Stifel

Maturity	Par (\$M)	Final Proposed				Notes
		Coupon	Yield	YTM	Pre-Price Spreads	
09/01/2022	200	4.000	1.700	+148		
09/01/2026	1,615	2.250	2.250	+169		
09/02/2031	2,590	4.000	2.700	+163		
09/02/2041	6,990	4.000	2.77	+142		
09/02/2051	10,335	4.000	2.97	+144		

2031 Par Call

09/01/2022
Hilltop

25,815M
Jurupa Unified School District
 CFD_Special Tax

AA | A- | + AGM ERP

11/16/2021
Stifel

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2031 Par Call

09/01/2022
Hilltop

25,815M
Jurupa Unified School District
 CFD_Special Tax

AA | A- | + AGM ERP

11/16/2021
Stifel

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2031 Par Call

09/01/2022
Hilltop

25,815M
Jurupa Unified School District
 CFD_Special Tax

AA | A- | + AGM ERP

11/16/2021
Stifel

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2031 Par Call

09/01/2022
Hilltop

25,815M
Jurupa Unified School District
 CFD_Special Tax

AA | A- | + AGM ERP

11/16/2021
Stifel

Maturity	Par (\$M)	Final Proposed				Notes
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2031 Par Call

09/01/2022
Hilltop

25,815M
Jurupa Unified School District
 CFD_Special Tax

AA | A- | + AGM ERP

11/16/2021
Stifel

<table

Conclusion

The successful completion of the 218 process and the issuance of the 2021 Sewer Bonds achieved:

- More than \$1 million in savings for the Sewer Enterprise Fund and its ratepayers with respect to the 2007 Certificates
- Cured the technical default with respect to 2007 Certificates
- Generated \$3.35 million in Project Funds in an equitable manner - spreading the cost of infrastructure across both current and future ratepayers (previously current ratepayers were bearing the entirety of these costs)
- Liquidity within the Sewer Fund, positioning the Fund to build appropriate reserves and improve its projected credit metrics to keep borrowing costs low for any future capital needs
- Repositioned and restored the Sewer Enterprise's reputation and access to the bond market as a borrower, increasing its flexibility and access to capital should future financing needs arise

Questions?

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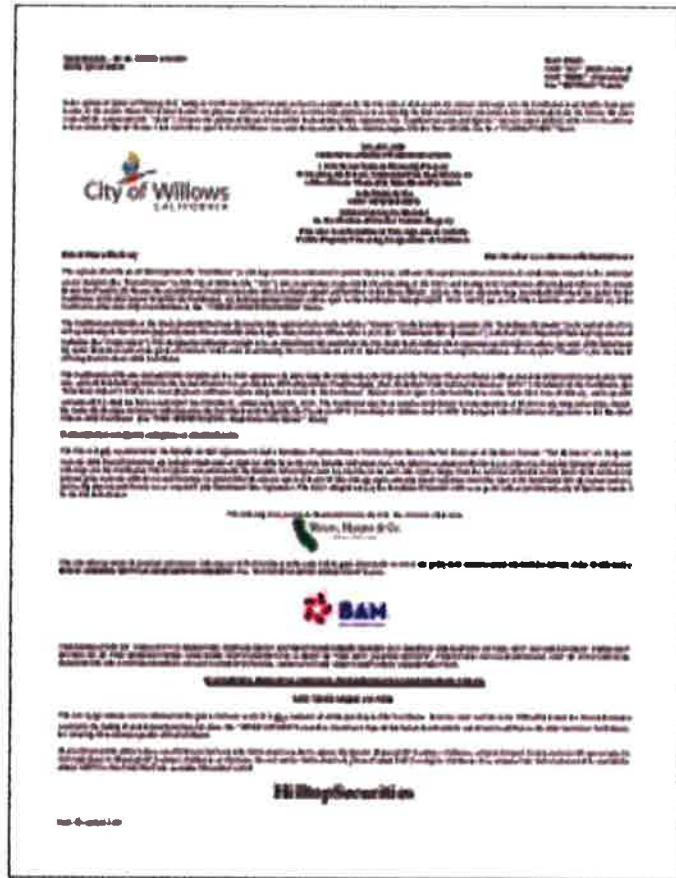
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Date: February 8, 2022
To: Honorable Mayor and Councilmembers
From: Marti Brown, City Manager
Subject: City Swimming Pool Donation Sponsorships and Fundraising

Recommendation:

Authorize the City Manager, or her designee, to:

- 1) Increase the “Pool for a Day” sponsorship donation from \$350 to \$500 per day;
- 2) Add a new sponsorship level of “Pool for a ½ Day” donation of \$250; and
- 3) Discontinue other types of active fundraising efforts.

Rationale for Recommendation:

The “Pool for a Day” sponsorship donation has not been increased in several years and the cost to operate the pool has increased over time. At the same time, the proposed sponsorship levels allow for another less expensive sponsorship level that may encourage more overall sponsorships to help fund the cost of keeping the City swimming pool open and operating during the summer months. In addition, the other fundraising efforts that include sending out a postcard to City and County residents are cost ineffective and an inefficient use of staff time and City resources to manage.

Background:

For several years, the City has participated in fundraising and soliciting donations to fund the City’s swimming pool operations during the summer. The efforts included a sponsorship flyer (Attachment 1) sent to select group of higher end donors and a postcard sent to City of Willows residents and to a limited number of surrounding unincorporated County residents.

In 2019, the last time that the City engaged in traditional fundraising efforts (due to Covid 19), the City raised \$12,250 from the sponsorship program and \$3,245 from the city and county solicitation via postcards. The cost to print and send the postcards was \$1,412. This expense does not include staff time to coordinate and manage the program. In 2019, the pool was sponsored everyday and there were no unsponsored days. As a result, those days were all cost

free to the public and no additional revenue was generated. In 2018, there were days that were not sponsored and the City generated a total of \$335 for the entire summer season.

In contrast to revenues generated, the following costs are associated with operating the City's swimming pool (assuming a 10 week season):

- Superintendent Salary to prep the pool for one week (40 hrs) – \$1987.50 or \$49.69/hour
- Employee Salaries (peak or longer days) - \$18,840
(includes Lifeguards and the Superintendent – Salary range for Lifeguards is \$15.40-\$17.51; Superintendent is \$49.69/hour)
- Employee Salaries (low or shorter days) - \$9,300
(includes Lifeguards and the Superintendent - Salary range for Lifeguards is \$15.40-\$17.51; Superintendent is \$49.69/hour)
- Instructor Salaries - \$600
- Pool Manager Salary - \$3,175
- Water to replenish pool - \$2051 (based on 2019 data)
- Bathroom Supplies - \$260
- Bleach - \$240
- Chlorine - \$3750
- Acid (Stabilizer) - \$219
- PG&E - \$4786
- Chlorine Test Kits - \$200
- Other Supplies (e.g., first aid kit, t-shirts for Lifeguards) - \$240

Total cost to operate the City's swimming pool for the summer season is approximately \$45,648.

Discussion & Analysis:

The aforementioned calculation and summary is an approximate account of the cost to operate the swimming pool for a 10 week summer season, as well as the potential revenues that can be expected. These estimates have been refined and updated since the January 25 City Council meeting.

The staff recommendation is intended to reduce staff time coordinating a fundraising effort that does not generate sufficient funds to adequately off-set the staff time to coordinate and manage small individual donations, as well as the cost to print and mail postcards. That said, the recommendation does not prevent the public from making a donation in any denomination to the City via mail or at the City Hall counter.

Furthermore, the increased sponsorship level for "Pool for a Day" is intended to keep pace with the cost to operate the pool, including increases in minimum wage, employee salaries, and supplies. Coincidentally, the City of Orland is also considering an increase of its "Pool for a Day" sponsorship to \$500. In addition, by offering a new sponsorship level – "Pool for a ½ Day" –

sponsors can continue to participate in the sponsorship program at an affordable rate if preferred.

By streamlining the fundraising efforts for operating the swimming pool, staff can spend more efficient and effective time seeking local donations of the “Pool for a Day” and “Pool for a Half Day” sponsorship levels. For example, staff have already secured commitments and donations from Willdan and Coastland for the new “Pool for a Day” sponsorship level (the City’s contract consultants), as well as \$700 in donations from City staff.

Fiscal Impact:

There is no anticipated fiscal impact and/or loss. Staff anticipates reaching a similar sponsorship level for the attached sponsorship levels (Attachment 1). Any fundraising shortfall to operate the City swimming pool would be absorbed by the City’s General Fund (as it has in past years).

Attachment:

Attachment 1: 2022 Proposed Sponsorship Levels

Willows City Pool

2022 Sponsorship Levels

We are looking for businesses and families to sponsor the city pool. The funds raised will help with facility improvements and most importantly keep our pool open! We have been especially fortunate in past years to have great support and we cherish it very much. Let's make this year the best one yet!



\$5,000 - Gold Sponsor

*Includes a plaque, recognition on the city webpage and local newspapers.



\$2,500 - Silver Sponsor

*Includes a plaque, recognition on the city webpage and local newspapers.



\$1,000 - Bronze Sponsor

*Includes a plaque, recognition on the city webpage and local newspapers.



\$500 – “Pool for a Day” Sponsorship



\$250 – “Pool for ½ a Day” Sponsorship



Other Amount _____

If you are interested please complete the information requested below and return with your check payable to the City of Willows. Your commitment to our City Pool is truly appreciated.

Payments are due May 1st, 2022 If you have any questions please contact the Willows Recreation Department at (530) 934-7043 or rec@cityofwillows.org

Name of Business or Family: _____

Address: _____

Phone: _____

Contact person: _____



Date: February 8, 2022
To: Honorable Mayor and Councilmembers
From: Marti Brown, City Manager
Subject: Council Goal and Priority Setting Workshop – Appoint Ad Hoc Committee

Recommendation:

Appoint a City Council Ad Hoc Committee to interview potential contractors to consider hiring a facilitator and conducting a City Council Goal and Priority Setting Workshop in the spring of 2022. There is no fiscal impact associated with this action.

Rationale for Recommendation:

Since a goal and priority setting workshop is a Council work activity, it is recommended that the Council establish an Ad Hoc Committee to interview prospective contractors to facilitate the workshop and return to the full Council with a recommendation to execute a contract with the desired facilitator.

Background:

The City Council has expressed an interest in undertaking a goal and priority setting workshop for the upcoming fiscal year. Unlike other Council activities and policy setting initiatives, a workshop such as this is solely for the benefit and on behalf of the City Council. As a result, the City Council is frequently engaged in the hiring process of a contract facilitator to plan the workshop, facilitate it and prepare any final outcome documents.

Discussion & Analysis:

It is a standard best practice in municipal government for City Councils and other local government governing boards to conduct and engage in an annual goal and priority setting workshop. The purpose of the workshop is to set goals and work priorities for the upcoming fiscal year for both the City Council and staff. Typically, the workshop takes place in a single day for a duration of six to eight hours. The basic workshop formula is as follows:

- Contract facilitator selected by Council and/or City Manager and contract approved.

- Facilitator conducts individual interviews with Councilmembers to learn about Council priorities, expectations for the workshop, and desired outcomes and results.
- Facilitator usually also interviews the City Manager and other key staff.
- Workshop plan, custom design and exercises are developed based on Council interviews.
- An all day public workshop is conducted; in addition to Council, usually key staff attend the workshop and, when necessary, provide technical expertise during the workshop.
- Contract facilitator takes workshop results and prepares various documents (e.g., report, visioning document, strategy) depending on Council direction.
- Once the final document is complete, the contractor returns to a regular Council meeting to present the final findings and outcomes to the Council.
- Staff use the document throughout the year to prioritize the work load and the Council's goals.

The outcome of goal and priority setting workshops vary and may result in a high level document outlining the City Council's vision, goals and priorities (Attachment 1), a workplan (Attachment 2), a strategic plan (Attachment 3) or a hybrid of these approaches. To aid in the discussion, attached are three different examples of the types of documents that may result from a Council workshop.

Ad Hoc Committee Feedback

At the January 11, 2022 City Council meeting, the Council appointed an Ad Hoc committee that included Councilmembers Warren and Griffith to review past City visioning, planning and economic development documents. The effort was intended to determine whether there are already City documents in existence that would provide Council and staff direction and goals without conducting a facilitated workshop.

In general and with two exceptions, the Ad Hoc Committee found the documents that staff were able to collect and distribute to the Committee to be outdated (e.g., more than a decade old) and not necessarily relevant to the City's current circumstances. The two documents that were identified as being potentially relevant to consider and/or pursue included studies related to biomass and cold storage facilities.

Fiscal Impact:

There is no fiscal impact.

Attachments:

1. Attachment 1 (Example1): Yuba City Priorities and Goals
2. Attachment 2 (Example 2): Bakersfield Workplan
3. Attachment 3 (Example 3): Lakewood Strategic Plan



PRIORITIES AND GOALS 2020-2021

1. Public Safety
 - Safe Community: Ensure the Highest Level of Public Safety
2. Fiscal Stability
 - Maintain and Enhance the Fiscal Stability of Yuba City
3. Organizational Culture
 - Foster a Culture of Customer Service, Transparency & Accountability
4. Business Friendly
 - Yuba City is "Open for Business"
5. Enhance Partnerships
 - Strengthen and Develop Partnerships within our Region
6. Quality of Life
 - Maintain and Enhance our Quality of Life
7. Infrastructure
 - Identify and address our Infrastructure Financial Needs
8. Homeless and Vagrancy
 - Address Homeless Issues in our Community

Goal 1: Safe Community - Ensure the highest level of Public Safety

1. Objective: Prioritize Staffing

- Ensure appropriate resource support of public safety departments to meet current and future needs of growing community
- Maintain staffing of Sworn Officers and Fire fighters to meet needs of our community
- Fund dedicated Police Officer to address vagrancy related issues
- Expand Police services to Walton residents, determine costs and where and how to fund
- Provide equal retirement medical benefits to Police managers
- Ensure funding for nine Safer grant funded fire fighters
- Provide state of the art equipment for Police and fire
- Use community volunteers to fill non-mission essential gaps/tasks

2. Objective: Public Safety Community Awareness

- Develop a Community awareness plan
- Social media presence to enhance engagement and interactions and public trust
- Promote Crime Prevention and Neighborhood Watch Programs
- Promote individual Emergency Action plans

3. Objective: Emergency preparedness

- Prepare and practice to be ready
- Evaluate potential of natural disaster for our City & prepare plan
- Increase planning, implement emergency preparedness (SEMS) and technology to reduce community safety risks (with regional partners)
- Maintain adequate flood control, repair levees & maintain city sewer system to handle City storm drain runoff
- Include elderly, homeless and mobility challenged

Goal 2 : Maintain and Enhance the Fiscal Stability of Yuba City

- 1. Objective: Ensure ongoing expenditures are supported by ongoing revenues**
 - Actively seek cost savings within existing and approved budget where possible
 - Review "nice to have" programs and their expenditures, for their necessity
 - Focus effort at doing the best we can to work toward maintaining current services levels with available resources
 - Maintain prudent reserves across all major operating funds
 - Consider multi-year budget model to coincide with election cycle
- 2. Objective: Develop a plan to manage impact of pension costs**
 - Stay engaged and proactive where possible with the continuing efforts regarding the unfunded PERS Liability
 - Work with our employees so that a full understanding of the potential impacts of the unfunded liability are known to them
 - Achieve agreement on fair and sustainable labor contracts
 - Hold special community meetings for residents to learn more about PERS unfunded liabilities
- 3. Objective: Evaluate and enhance relationships with allied agencies**
 - Address pending concerns with the Master Tax Exchange Agreement with Sutter County
 - Actively engage the State and Federal Level to Support City Interests
 - Maintain relationships with Assembly and Senate Members
 - Look for and support any and all grant opportunities
- 4. Objective: Manage and Stabilize/Justify Water and Wastewater Fees**
 - Calculate new Water Connection Fees from updated Water Master Plan
 - Complete Wastewater Master Plan Update
 - Calculate new Wastewater Connection Fees from updated Wastewater Master Plan
 - Prepare new Rate Study
- 5. Objective: Explore opportunities to expand and diversify city-wide revenue sources**
 - Maybe time to develop "Contingency budgets given the level of needed expenditures
 - Consider new opportunities for revenue generation at the GAP
 - Examine need/feasibility of a revenue generating opportunities

Goal 3: Foster a Culture of Customer Service, Transparency & Accountability

1. Objective: Workplace Culture

- Provide a workplace culture that values problem solving, employee engagement, accountability and teamwork for both internal and external customers
- Enhance our image/reputation through increased transparency and accountability
- Celebrate our successes
- Reward and encourage innovation

2. Objective: Professionalism

- Leadership and positive attitude by example
- Customer Service Oriented
- Set the example to regional municipalities through our dedication, professionalism, level of services, results, innovation, and efficiencies
- Develop External and Internal Communication Plans

3. Objective: Employee Development

- Continue with established leadership programs (i.e. Fly the Mission Academies and Semi-annual Leadership series)
- Continue with established employee appreciation (i.e. New Hire orientation, Awards dinner, Benefits faire)
- Succession Planning – Continue to grow the “bench” for eventual supervisory and leadership transitions within the City

4. Objective: Recruitment and Retention

- Focus on difficult to recruit and retain positions
- Shift mindset from Recruiting to Marketing
- Recruit locally when possible
- Competitive Salaries and Benefits
- Maintain good labor relations

Goal 4: Yuba City is "Open for Business"

1. Objective: Review the City's Development Impact Fees

- Ensure fees and processes are regionally comparable and competitive
- Get serious about being open for business by lowering fees in target areas as much as possible
- Sliding scale for size of home, amount of jobs brought to the community
- Consider deferred payment options

2. Objective: General Plan/Zoning Code Update

- Conduct a comprehensive review of City codes and regulations to encourage new uses that increase jobs and fiscal benefits to the community
- Complete Night Club Ordinance
- Encourage Infill Development

3. Objective: Branding and Marketing

- Develop a marketing campaign
- Enhance the image of the City with forward thinking business in the area of technology
- Encourage development and employment of our residents in attracting more high tech, medical, entertainment, tourism and higher wage jobs
- Fight perception that we are overly expensive and un-friendly
- Support Economic Development
- Promote shovel ready projects
- Council and Staff representation business, building and development meetings

4. Objective: Process Improvement and Development

- Have a well-developed plan to present to potential developers and businesses with fair and consistent policies
- Target growth areas that we want to develop making it as easy as possible to do business within specific opportunity zones
- Develop a one stop shopping guide for developers and potential businesses
- Re-set the Yuba City Economic Development Commission and Strategy

Goal 5: Strengthen and Develop Partnerships within our Region

1. Objective: Workforce Development

- Engage key members of the community to help attract business and home development to our City
- Partner with local employers and schools to offer technical training to develop workforce
- Meet with schools, businesses and industry leaders to determine what the City can do to assist and encourage workforce development opportunities
- Research jobs by industry in our Yuba City area

2. Objective: Regional Partnerships

- Homelessness
- Emergency Preparedness
- Beale AFB
- Healthcare
- Seek ways to partner for the provision of services and sharing facilities
- Explore regional opportunities for sharing infrastructure facilities, reduce environmental impacts and costs

3. Objective: Community Engagement

- Public outreach to the 30-65 year old age group
- Enhance our community volunteer programs
- Market programs to increase participation
- LAUNCH Mentorship Program
- Host a meeting-dinner for key business owners/CEOs to strengthen collaboration, cooperation and partnerships
- Continue to promote and support the City's Boards and Commissions
- Form a Community Priorities Advisory Committee *[made up of members from existing commissions: Planning, Economic Development, Parks & Recreation, Senior and Youth Commissions]*

Goal 6: Maintain and Enhance Our Quality of Life

1. Objective: Clean and Safe Neighborhoods

- Actively enforce neighborhood code enforcement regulations
- Code enforcement - transition from reactive to proactive
- Appealing clean, efficient infrastructure, public art, architecture, parks, public lands
- Long-term plans for beautification

2. Objective: Parks/ Recreation and Arts

- Continue to support our parks and recreation efforts
- Identify funding opportunities to further expand recreation programs, animal services, library services, arts and museum
- Promote expanded programming and community events in neighborhood parks, such as festivals and special events

3. Objective: Public Outreach

- Improve public outreach to all segments of community related to City programming and services
- Participation and/or sponsorship at community events
- Continue to promote volunteerism, get the word out, provide opportunities to generate civic pride
- Civic Pride initiative

Goal 7: Identify and address our infrastructure financial needs

1. Objective: Infrastructure Investment

- Continue funding water and wastewater repairs
- Continue to work with SACOG and other potential funding agency partners
- Updates to park playground equipment

2. Objective: Community Involvement

- Establish a citizens advisory committee to discuss road maintenance priorities and funding solutions
- Establish a priority listing of road repair needs

3. Objective: Ensure the City's physical infrastructure is planned, funded and maintained for environment, commercial and recreational areas within cost and resources

- 5Th Street Bridge Renovation Project
- Complete Bridge Street Corridor
- Continue to work on SR 20/99 Interchange
- New City park on Harter Road
- Feather River Parkway Improvements
- Completion of the water master plan which includes travel demand model and road development impact
- SR 20 Landscape corridor design
- Manage existing infrastructure to reduce long term cost
- Seek support for securing Federal/State regional and local funding for major infrastructure projects
- Fire Station 2 renovation
- Sustain and manage water supply

4. Objective: Fix and maintain the roads

- Prioritize the roads to be fixed and repaired and post on website
- No funds for roads to be used on beautification
- Focus on infill areas to encourage growth
- Focus on main corridors identified by city to ease flow of traffic
- Control heavy traffic away from city streets and roads

Homelessness and Vagrancy

Goal 8: Address Homeless Issues in our Community

1. Objective: Work with Regional Agencies to Address the Homeless

- Involve community non-profits to find solutions, including a work related component
- Build temporary shelter in Sutter County
- Prioritize funding homeless programs with grants before using General Fund

2. Objective: Vagrancy and Blight

- Do not stop enforcement of vagrancy as it hinders economic growth
- Update no camping ordinance to allow City to enforce
- Continue to support the City's Clean and Safe Initiative
- Support non-profit groups and their efforts to address blight

3. Objective: Dedicated Staffing

- Provide new positions to address homeless and vagrancy issues
- Identify appropriate staff for participation in all regional boards

**City of Bakersfield
City Council Goals
FY 22 Workplan**



BAKERSFIELD
THE SOUND OF *Something Better*

Mayor

Karen K. Goh

City Councilmembers

Eric Arias	Ward 1
Andrae Gonzales	Ward 2
Ken Weir	Ward 3
Bob Smith	Ward 4
Bruce Freeman	Ward 5
Patty Gray	Ward 6
Chris Parlier	Ward 7

Submitted by:

Christian Clegg, City Manager

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Fiscal Year Quarters:

Quarter 1 – July, August, Sept 2020

Quarter 2 – October, November, December 2020

Quarter 3 – January, February, March 2021

Quarter 4 – April, May, June 2021

Department/Division Acronyms referenced in document:

CMO	City Manager's Office
CVB	Convention & Visitors Bureau/Visit Bakersfield
DS	Development Services
ECD	Economic & Community Development
	Finance
Fire	Fire Department
HR	Human Resources
PD	Police Department
PW	Public Works
Risk	Risk Management
RP	Recreation & Parks
TS	Technology Services
WR	Water Resources

City Council Overarching Goals

1 Quality Public Safety Services

Provide consistent public safety and emergency services that support and enhance proactive law enforcement, improve police and fire response times, and reduce crime with emphasis on reducing gang violence, domestic violence, child abuse, assault, vehicle theft and property crime.

2 Address Homelessness

Increase shelter capacity and identify targeted funding for services for homeless persons, providers for greater outreach, and more counseling to achieve a meaningful reduction in homelessness.

3 Maintain Fiscal Solvency

Plan for stable and consistent fiscal solvency through prudent management of general fund reserves, facility replacement reserves, pension obligations, and evaluation for cost and operational efficiencies.

4 Enhance Quality of Life and Public Amenities

Improve and enhance the condition of public amenities, parks, and streetscapes to bolster the quality of life for our community and leave a positive impression for visitors.

5 Strengthen and Diversify our Economic Base

Streamline development processes and targeted investments and incentives in strategic areas throughout the City to increase economic activity and job creation.

6 Enhance Infrastructure

Replace deteriorated streets, enhance infrastructure for pedestrian and bicycle safety, and meet the current schedule for construction of all phases of the Thomas Roads Improvement Program to improve the City's transportation network for all users.

7 Promote Community Pride, Image, and Excellent Customer Service

Provide superior customer service that empowers constituents to engage meaningfully with Councilmembers and staff and demonstrates the commitment and pride that employees and residents take in our community and its successes.

8 Invest in Urban Renewal and Downtown Development

Revitalize established areas of the city such as Downtown Bakersfield, historic areas, and areas that are ineligible for federal funding for projects such as the installation of curb, gutter, sidewalks, and related infrastructure.

1. Provide Quality Public Safety Services

Provide consistent public safety and emergency services that support and enhance proactive law enforcement, improve police and fire response times, and reduce crime with emphasis on reducing gang violence, domestic violence, child abuse, assault, vehicle theft and property crime.

	Action Items	Department Activities	Dept.	Justification	Impact	Timeline	Measures/Output
1.1	Hire 100 additional police officers and enhance support staff	1.1a – Conduct Police Academies 1.1b - Progressive Recruitment Efforts	PD HR	The City of Bakersfield has seen an unfavorable rise in part 1 crime, including gang violence, domestic violence, assault, vehicle theft, and burglary and property crime. The Bakersfield Police Department aims for the benchmark of 1.3 sworn officers per 1,000 in population.	Hiring additional officers will increase the numbers of officers on patrol, allowing the department to reduce response times to priority one calls, engage in proactive crime prevention strategies, further suppress and intervene in gang activity, and increase high visibility patrols in public areas.	1.1a - Ongoing 1.1b - Ongoing	Conducted 2 academies Hired 68 and net 41 since adoption of PSVS thru 6/30/21
1.2	Improve response times to all priority calls	1.2a - Implementation of the Regional Radio Network 1.2b - Upgrade the current Public Safety Microwave network 1.2b – Police and Fire Dispatcher Recruitment 1.2c - Enhance traffic enforcement by increasing the Motorcycle Patrol program	PD Fire TS HR	Per recommendation by the International Associations of Chiefs of Police, the Bakersfield Police Department has worked diligently to reduce Priority 1 response times to under six minutes. Capacity must be built in order to reduce response times to all calls.	With the addition of sworn and professional personnel the Police department aims to reduce the citywide average response time to 5:30, answer 95% of all 911 calls within 15 seconds or less per National Emergency Number Association (NENA) Standard, and dedicate staff to respond to online and telephone police reports.	1.2a – Ongoing 1.2b – Q2 1.2c – Ongoing 1.2d – Ongoing	Dispatch answer response time for FY '21: 79.68% of all 911 calls were answered within 15 seconds. 73.19% of all non-emergency calls were answered within 15 seconds 6 dispatcher vacancies in Police and 1 in Fire

1.3	<p>Utilize Data-Driven Crime Reduction Strategies to Reduce Part 1 Crime</p>	<p>1.3a - Expand gun violence intervention program through CALVIP grant</p> <p>1.3b - Implement Mobile Data Management to secure mobile systems</p> <p>1.3c - Develop additional video surveillance and security tools</p> <p>1.3d - Implement ShotSpotter Connect-Pilot Project</p>	PD TS CMO	<p>Modern policing practices involve using data to follow trends and efficiently deploy resources.</p>	<p>Consistent data-driven strategizing aims to reduce part 1 crime across the city and provide staff with the tools to thoroughly investigate, thereby increasing the quality of life for all residents.</p>	1.3a – Ongoing	1.3b – Q1 1.3c – Q1-Q2 1.3d – Q1	<p>YTD Part 1 Crime statistics available in Police Department Budget Presentation https://bit.ly/3jmBE22</p>
1.4	<p>Maintain High Quality Fire Department Certifications</p>	<p>1.4a - Obtain Accreditation through the Center for Public Safety Excellence</p>	Fire CMO	<p>The City aims to not only maintain public-safety standards, but also continually seeks improvement in order to deliver efficient and effective services.</p>	<p>"Many insurers use Public Protection Classification (PPC) ratings as a measure of the risk of fire losses in a community, an important item to consider when determining premiums for property insurance¹."</p>	1.4b – Q1	<p>1.4a – ISO grade report/feedback</p>	

¹(Gibson, 2018)

1.5	Maintain Effective Emergency Preparedness and Risk Management	1.5a - Improve Interdepartmental Readiness Through Risk and Safety Training	Fire Risk	<p>The City of Bakersfield must stay prepared for emergency and disaster events.</p>	<p>Advanced training and public outreach will aid departments in identifying risk reduction opportunities, improve inter-departmental readiness through training, and improve response capabilities and disaster preparedness for all City of Bakersfield Departments.</p>	1.5a – Ongoing	1.5a – List of training topics; participant count
1.6	Improve Public Education Efforts regarding Public Safety	1.6a – Community Relations Unit Outreach Activities 1.6b - Develop PD Website to encompass SB1421, SB978, and community page to enhance communication between PD and Community 1.6c - Implement SPIDR Tech application	PD Fire HR CMO TS	<p>Education plays an invaluable role in threat prevention and preparedness. It is important to promote a safe community through outreach and awareness.</p>	<p>Improved public awareness can reduce fire, fire loss, and prevent injuries. Enhanced knowledge of situational awareness can empower residents and businessowners to protect their assets.</p>	1.6a – Ongoing 1.6b – Q2 1.6c – Q2	1.6a – COVID-conscious public outreach events 1.6b – website launch 1.6c – Program implementation

2. Address Homelessness

Increase shelter capacity and identify targeted funding for services for homeless persons, providers for greater outreach, and more counseling to achieve a meaningful reduction in homelessness.

	Action Items	Department Activities	Dept.	Justification	Impact	Timeline	Measures/Output
2.1	Increase Shelter Capacity	2.1a – Explore expansion of the Brundage Lane Navigation Center (BLNC) to include services for underserved populations in the homeless community 2.1b – Affordable and Supportive Housing Development	DS CMO	Local shelters do not have the capacity to meet the need for overnight housing. The 2020 Point-in-Time (PIT) count showed 842 persons experiencing homelessness in the City of Bakersfield, an increase from 309 in 2018. Persons who camp throughout the City illegally must have viable options to relocate.	Increased shelter capacity will give those experiencing homelessness more options to be sheltered, as well as access to services and support. For the FY '22, the City will be investing approximately \$20M housing development from the following sources: PSVS \$5M Housing Trust Fund State Match \$5M ARPA \$10M HOME ARPA \$5M	2.1a – Q2 2.1b – Ongoing	2.1a – Bed capacity at 150 initial beds in first phase. 2.1b – As of FY 22 there are 429 affordable housing units in development. -Launch of the Affordable Housing Trust Fund
2.2	Increase Outreach Services	2.2a -Expand Project Homebound	PD DS ECD CMO	It takes repeated positive interactions with a person experiencing homelessness in order to build trust and open someone up to receiving services. Additionally, those who would benefit from mental health support require ongoing support in addition to housing.	By supporting additional outreach services, persons experiencing homelessness will have access to more opportunities to improve their situations and start the path to supportive and permanent housing solutions.	2.2a – Q3	Project Homebound is in development with Flood Ministries
2.3	Rapid Response Team	2.3a - Hire a fourth Code Enforcement Rapid Response Team for the Kern River Parkway	Parks DS TS	The rise in unauthorized campsites and illegal waste dumping throughout the City has posed a health and	Using the Bakersfield Graffiti team model, the 7-day a week Rapid Response team aims to, where legally possible,	2.3c – Q2	Calls for Service Clean-up sites - Cubic yards of trash

				safety hazard for residents, business owners, and visitors. Staffing prior to FY' 20 was frequently redirected from regular duties to respond to such situations, which has delayed services in other areas.	make contact within 48 hours, abate and clear unauthorized encampments, immediately relocate persons, and educate homeowners and businessowners.		Contacts with Individuals/Offers of services
2.4	Engage Actively with the Homeless Collaborative and Fund Homelessness Solutions	<p>2.4a – Continue advocacy for State funding to address homelessness</p> <p>2.4b – Allocate Housing and Urban Development Funding through the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), the HOME Investments Partnership Program (HOME)</p> <p>2.4c - Complete the rehabilitation of the Bakersfield Homeless Center for the expansion of the BHC Jobs Program</p> <p>2.4d – Develop Regional Homeless Action Plan</p> <p>2.4e – Distribute State and Federal funds for Emergency Rental Assistance</p>	DS ECD CMO	The rise in number of persons experiencing homelessness is a nationwide issue that has hit California cities particularly hard. The local Homeless Collaborative will be updating and enhancing their administrative structure, of which the City will take an active role.	The City's role in the Homeless Collaborative will serve to increase capacity and enhance services offered by strategically allocating funding across the various stakeholders involved in homelessness solutions. The City, along with local partners, aims to make a meaningful reduction in homelessness by connecting more people to services and opening opportunity to develop more affordable housing.	2.4a – Ongoing 2.4b – Ongoing 2.4c- TBD 2.4d- FY '23 Q1 2.4e- Ongoing/ FY '23	2.4a – Council Adoption Items 2020 HHAP funding: \$1.5M 2021 HHAP allocation: ~\$4M 2.4b– -HUD funding recipients progress reporting -CDBG -ESG -HOME -Number of persons employed with homeless clean-up crews 2.4e – Amount of funding administered

3. Maintain Fiscal Solvency

Plan for stable and consistent fiscal solvency through prudent management of general fund reserves, facility replacement reserves, pension obligations, and evaluation for cost and operational efficiencies.

	Action Items	Department Activities	Dept.	Justification	Impact	Timeline	Measures/Output
3.1	Fund the City's Cash Basis and Facilities Reserves to sustainable levels	3.1a – Increase the Facilities Replacement Reserve to \$10 million by FY 2024-25 3.1b - Establish and fund a Section 115 Pension Trust Fund	Finance CMO	Planning for economic uncertainties is crucial to long-term stability for local jurisdictions to buffer from budget shortfalls which can lead to an undesirable decline in levels of services and personnel cuts.	Substantiating the City's Financial Reserves is a crucial tenet of conservative fiscal planning and will help protect the City from economic uncertainties.	3.1a – Ongoing FY 2025 3.1b – Q2	3.1b – Facilities Replacement Reserve Balance 3.1c – Pension Trust Fund Balance
3.2	Modernize and Enhance Financial Systems and Processes	3.2a – Continue work with consultant, GFOA, to release RFPs and select vendor for the City's Enterprise Resource Program (ERP) 3.2b - Develop a long-term financial forecasting tool	Finance CMO	Financial related processes and procedures need updating to improve customer service and the current Enterprise Resource Planning (ERP) program does not meet all the needs of the 21 st Century municipality	A review of the City's internal finance systems aims to improve and expedite customer interaction, improve relations with vendors and local business, and expedite department financial-associated tasks.	3.2a – Q3 3.2b – Q3	3.2a – -Request for Proposals (3) -Selection of new ERP software 3.2c – Tool complete, budget implementation for FY '23
3.3	Legislative Advocacy	3.3a - Develop State and Federal Legislative Programs 3.3b - Acquire Legislative Advocacy services 3.3c - Develop grant monitoring function to coordinate citywide grant funding opportunities	CMO	An adopted Legislative Platform and legislative advocacy services will position the City to advocate much more effectively with the State and Federal governments	Setting legislative priorities at the direction of City Council and with input from departments will ensure that the City perspective is considered when navigating crucial legislation at the State and Federal levels. It	3.3a – Q2 3.3b – Q2 3.3c – Q3	3.3a – Program adoption 3.3b – Contract award 3.3c – Monitoring process developed

					will result in more funding allocations and grant awards. It will address challenges roadblocks with executive agencies.		
3.4	Efficiencies Initiative	<p>3.2a - Conduct a comprehensive Risk Assessment</p> <p>3.4b - Efficiency Study</p> <p>3.4c - Analysis of customer/vendor service interfaces to promote more paperless transactions</p> <p>3.4d - Complete the implementation of the Computerized Maintenance Management Software (CMMS) to enhance preventive maintenance and asset management</p> <p>3.4e – Energy Efficiency Projects</p> <p>3.4f - Develop information dashboards to provide departments access to technology related asset information and project status</p>	CMO Risk Finance PW TS	Adhering to past practices and not evaluating opportunities to modernize processes may lead to unintentional waste or service lag.	Identifying efficiencies within the City's operations is not only about providing economic savings, but also streamlined service delivery and enhanced customer satisfaction.	3.2a- Q1-Q2 3.4b – TBD 3.4c – Q3 3.4d – Q3 3.4e – Ongoing 3.4f – Ongoing	3.4a – Study Final Report Identification of opportunities to promote online transactions i.e. business licenses, PD records, etc.

4. Enhance Quality of Life and Public Amenities

Improve and enhance the condition of public amenities, parks, and streetscapes to bolster the quality of life for our community and leave a positive impression for visitors.

	Action Items	Department Activities	Dept.	Justification	Impact	Quarter Start	Measures/Output
4.1	Improve and Enhance City Parks and Amenities	4.1a - Kaiser Permanent Sports Village Design phase 4 4.1b - Tarina Homes @ Mesa Marin Design Phase 3 4.1c – Engage in a Recreation & Parks master planning process 4.1d – Conduct facility needs assessments for the Martin Luther King Jr. Park and Silver Creek Park community centers 4.1e – Linnell-Brahma Park Construction	R&P	The health demographics of Kern County indicate high obesity rates among children and adults. Additionally, heart disease and diabetes rates are higher than average in this area. Reducing these health indicators will benefit the community.	The City is committed to providing the utmost service to both residents and visitors by identifying opportunities to enhance existing facilities and opportunities to provide region and state-wide event opportunities.	4.1a – Q2 4.1b – Q2 4.1c – Q2 4.1d – Q3-Q4 4.1e – Q3 4.1f – Q1	4.1a –Design completion 4.1b – Design Completion Applicable to all: -Project timelines -Project Amenities
4.2	Streetscapes	4.2a - Downtown wayfinding and streetscape studies	R&P PW CMO	Streetscapes such as medians or landscaping in the public right of way requires maintenance and enhancement.	Maintaining streetscapes will lead to cleaner roads and will beautify and improve aesthetics while providing clean air benefits.	4.2a – Q1	4.2a – Chester Ave, H, Street and Downtown streetscape report

		4.3a – Finish CDBG-funded Park projects; including the Beale Park restrooms renovation and Jefferson Park access improvements					
4.3	Neighborhood Parks	4.3b – Implement PSVS-funded Park improvement projects throughout the City	R&P	Neighborhood parks are important amenities that promote outdoor activity, recreation, and pride in the community.	With the onset of Public Safety and Vital Services Measure (PSVS) funding, the City can not only address deferred maintenance on neighborhood parks, but also provide enhancements and improvements for the benefit of residents.	4.3a – Q4 Ongoing 4.3b – Ongoing 4.3c – Q1 4.3d – Q2 4.3e - TBD	Applicable to all: Project Timeline Completion
4.4	Park Safety	4.4a – Launch a Park Ranger/Park Security Pilot Program	R&P TS	Vandalism, broken park equipment, and illegal waste dumping takes a disproportionate amount of staff time and resources to address.	Protecting the City's parks and green spaces is crucial to ensuring we preserve family-friendly opportunities for recreation.	4.4a – TBD	4.4a – Security Program development
4.5	Protect the Kern River and the City's Water Supply	4.5a – Conservation education 4.5b – Sustainable Groundwater Management Act (SGMA) Implementation and Compliance	WR	It is important that the City manage the Kern River supply sustainably to provide a firm, reliable, and high-quality water supply for the residents of Bakersfield now and into the future by planning	Water resources planning is critical in providing a long-term reliable and sustainable water supply for the residents of Bakersfield.	4.5a – Ongoing 4.5b – Ongoing	4.5a - -Conservation education materials and outreach 4.5b – Regulatory and legal

		4.5c - Prepare and adopt the 2020 Urban Water Management Plan and related Water Shortage Contingency plans as required by the State		and building for growth in the domestic water system, preserving and augmenting the underground water supply, increasing instream flows in the Kern River Channel, and effective flood control management by maintenance in the kern river channel and levees.		4.5c - Ongoing	findings related to SGMA 4.5c – Plan completion and adoption
4.6	Clean City Initiative	4.6a – Deploy Kern River Parkway Cleanup crews 4.6b – Implement a City Adopt-A-Park Program 4.6c – Launch Clean City Ambassador Program in Partnership with Keep Bakersfield Beautiful 4.6d – Add Field Supervisor for Clean City Team Coordination and Quality Control 4.6e – Program funding from County Land Use Fee increase, including illegal dumping enforcement and education 4.6f – Clean California Program	DS P&R PW CMO	Litter and illegal dumping erode the City's image and quality of life for residents and visitors.	The Clean City Initiative will produce the dual benefit of quickly responding to reports of litter and while also bolstering a workforce development program for the City's local homeless center.	4.6a – Q1 4.6b – Q1 4.6c – Q2 4.6d – Q3 4.6e – Q3 4.6f – Q3	4.6a – Statistics - CCT 4.6b – # of new partnerships

5. Strengthen and Diversify our Economic Base

Streamline development processes and targeted investments and incentives in strategic areas throughout the City to increase economic activity and job creation.

	Action Items	Department Activities	Dept.	Justification	Impact	Quarter Start	Measures/Output
5.1	Promote Business-Friendly Development and Permitting Processes	5.1a – Implementation of an Online Permitting Process 5.1b – Staff training on the permitting process 5.1c - Market and promote the City's streamlined permitting process to promote development post COVID-19 5.1d - Leverage SB2 planning grant and other development incentive programs 5.1e - Complete the General, Drainage, Grading, and Landscaping revisions to City Standards	DS ECD Finance PW	The City of Bakersfield prides itself on being business friendly and has received feedback from the development community on ways to improve the permitting process.	With a streamlined permitting process, the City aims to increase the number of permits granted, while cutting down on wait time, and ensuring staff is communicating and trained on all aspects of the process with both internal departments and applicants.	5.1a – Q2 5.1b – Q2 5.1c – Q2 5.1d – Q3 5.1e – Q1	5.1a,b,c – -Number of plan reviews completed -Average time for permit process completion
5.3	Implement Economic Opportunity Area (EOA) Plan	5.3a - Provide assistance such as grants and small business loans to for business redevelopment and site improvement projects	ECD	The elimination of Redevelopment Agencies by the State severely limited the City's ability to redevelopment underutilize properties for the benefit of the larger community.	The implementation of the EOA aims to increase the assessed values of local industrial and commercial properties and bolster economic development	5.3a – Ongoing Q1	5.3a – Grant amounts funded

5.4	Economic Development Strategic Plan Implementation	5.4a - Create Economic Development Incentive Tools 5.4b - Workforce Development projects with local partners including, but not limited to, Bitwise Industries	CMO Finance ECD		5.4a – Q1-Q2 5.4b – Ongoing	5.4a – Business Assistance outcomes achieved through incentive tools 5.4b – # of participants assisted through program
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6. Enhance Infrastructure

Replace deteriorated streets, enhance infrastructure for pedestrian and bicycle safety, and meet the current schedule for construction of all phases of the Thomas Roads Improvement Program to improve the City's transportation network for all users.

	Action Items	Department Activities	Dept.	Justification	Impact	Quarter Start	Measures
6.1	Completion of the Thomas Roads Improvement Program (TRIP)	6.1a - Bakersfield Freeway Connector 6.1b – Centennial Mainline Project 6.1c – Rosedale Hwy Widening Project. 6.1d – Hageman flyover 6.1e –Westside Parkway Landscaping Phase 1 6.1f –SR58 Corridor Enhancement 6.1g – SR99 at Hosking Interchange Landscaping 6.1h -24th Street Cul-de-sac Walls 6.1i –Multiuse Path Along Hageman Flyover	PW	<p>TRIP projects have been identified as necessary to relieve the stress on outdated infrastructure, caused by years of rapid growth in population, inter-regional travel, and freight movement.² California underwent a long-term drought that led to the elimination of any landscape improvements as part of the freeway construction projects. TRIP staff has been working and coordinating with Caltrans to re-establish these improvements to enhance the aesthetics on both SR58 and SR99.</p>	<p>The projects will facilitate regional mobility, economic growth and development, as well as reduce travel time through major transportation corridors.² Enhancing the landscaping of the freeways within the City will lead to cleaner roads and will beautify and improve aesthetics while providing clean air benefits.</p>	<p>TRIP Projects are ongoing. Projects are broken into phases with varying timelines.</p>	<p>-Monthly TRIP Reports -Project Completion Timelines</p>

² www.bakersfieldfreeways.us

6.2	Retrofit, maintain, and enhance, the City's infrastructure <ul style="list-style-type: none"> 6.2a – Maintain roads 6.2b – Enhance the aesthetics of medians on arterial roads 6.2c - Lighting Improvement Project 6.2d - Street Improvements to widen roadways 6.2e - Evaluate pavement priority list using new Pavement Management System (PMS) to include projects into federally funded transportation programs 6.2f – Sewer Collection Corrosion Control Pilot Study 6.2g – Update to Sewer Enterprise Revenue Program 6.2h – New domestic water well to serve new development including new Stockdale Ranch. 	PW	<p>Much of the City's infrastructure is old and aging and was constructed under old standards. The existing infrastructure, including roads, buildings, sewer lines, sidewalks, and bridges, needs repair and consistent maintenance.</p>	<p>Understanding the conditions of our infrastructure will help improve deficiencies in the network, including rehabilitation, repair, and resurfacing to improve driving experience, safety, and have less wear & tear on vehicles. City staff remain diligent in applying for grant opportunities including but not limited to: SB 1, Regional Surface transportation Program (RSTP), CDBG, and the Transportation Development Act (TDA).</p>	6.2a – Ongoing	6.2b – Ongoing	Applicable to all: Project timelines
6.3	Improve Pedestrian transit-related Health	PW	<p>Transportation infrastructure has residual impacts to health and safety that are complex to address. The geographic nature of the central valley</p>	<p>Strategic infrastructure can reduce idling & stop times and additional bicycle network infrastructure can encourage less vehicles on the road resulting in cleaner air</p>	6.3a – Q1	6.3b – Q2	6.3c – Q2

		<p>6.3b – Apply for Active Transportation Program (ATP) opportunities to install additional bike lanes, bike trails, and sidewalks</p> <p>6.3c – Apply for Highway Safety Program (HSIP) opportunities to install additional pedestrian signals</p>		<p>makes Bakersfield more susceptible to air pollution, which can be exacerbated by excess traffic.</p>	<p>and less opportunities for accidents. These projects can reduce air emissions, improve safety features, and encourage active transportation.</p>		<p>Applicable to all:</p> <ul style="list-style-type: none"> -Grant Application Status Reports -Implementation of Grant Projects
6.4	Improve Bicycle and Pedestrian Safety	<p>6.4a – Engage in Phase 2 of the Citywide Street Light Study</p> <p>6.4b – Implement recommendations from Phase 1 of the Citywide Streetlight Study</p> <p>6.4c – Progress the City's Americans with Disabilities Act (ADA) transition plan with further upgrades to the public right-of-way and City facilities</p>	PW CMO	<p>Bicycle and pedestrian-related traffic accidents and near misses can discourage users from active transportation. The City strives to earn the title of a Bicycle Friendly Community by the League of American bicyclists by improving conditions and education for all road users.</p>	<p>By collecting meaningful data on bicycle and pedestrian safety and exploring additional ways to improve network conditions, the City aims to reduce the number of bicycle and pedestrian-related accidents.</p>	<p>6.4a – Q1 6.4b – Q1 6.4c - Ongoing</p>	<p>6.4a – Streetlight study report with recommendations.</p> <p>6.4b – recommended project completion/timelines</p> <p>6.4 – Additional ADA Training Annual ADA Report</p> <p>Applicable to all: -Traffic Incident Data collection</p>
6.5	Improve Bicycle and Pedestrian Infrastructure	<p>6.5a – Friant-Kern Canal Bike Path</p> <p>6.5b – Pacheco Rd Bike Path</p> <p>6.5c - Rudd Road Bike Path</p>	CMO PW	<p>In partnership with education and data collection, the physical infrastructure of the transportation network should support all users. The City has previously adopted a Bicycle Transportation Plan, and strives to meet complete streets best practices.</p>	<p>The enhancement and expansion of the Kern River Multipurpose Path encourages biking and walking and pedestrian accessibility. By building confidence in active transportation, the City aims to lay the groundwork for wider bicycle and pedestrian options Citywide.</p>	<p>6.5a – Q1 6.5b – Q1 6.5c – Q1</p>	<p>Applicable to all:</p> <ul style="list-style-type: none"> -Grant Application Status Reports -Implementation of Grant Projects

7. Promote Community Pride and Foster a Culture of Customer Service

Provide superior customer service that empowers constituents to engage meaningfully with Councilmembers and staff and demonstrates the commitment and pride that employees and residents take in our community and its successes.

	Action Items	Department Activities	Dept.	Justification	Impact	Quarter Start	Measures
7.1	Professional Development of Employees	7.1a – Customer Service Training Opportunities 7.1b - Employee participation in state and national associations 7.1c - Introduce Civil Treatment training and reintroduce supervisory (i.e., REAL Leadership) training programs 7.1d – Conduct Empowerment HUB training 7.1e – Develop and train on organizational Guiding Principles 7.1f – Update constituent referral system	All	The City of Bakersfield has always prided itself on excellent customer service. To continue in this tradition, additional opportunities for professional development demonstrate to our employees the value the City places in their service.	Excellent customer service will lead to greater confidence in our services and enhanced partnerships within our community.	7.1a – Ongoing 7.1b – Ongoing 7.1c – Q1 Ongoing 7.1d – Q1 Ongoing 7.1e – Q2 7.1f – Q2	Applicable to all: -Training Reports, including attendance and ratings. Not Available.

7.2	Market Bakersfield	<p>7.2a – Bakersfield Marketing efforts through Visit Bakersfield</p> <p>7.2b - Gateway image and aesthetic improvements</p>	PW CMO CVB TS	<p>The City and our region have blossomed over the years while maintaining a "small town" feel. Yet, there is "more to explore" about Bakersfield, which offers The Sound of Something Better for both visitors and residents alike.</p>	<p>The City aims to highlight the amenities, businesses, attractions and opportunities our community has to offer.</p>	7.2a – Ongoing 7.2b – Q2	<ul style="list-style-type: none"> -Visit Bakersfield Marketing campaigns - Delivery of new visitor guides - Delivery of new VisitBakersfield.com website
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8. Invest in Urban Revitalization and Downtown Development

Revitalize established areas of the city such as Downtown Bakersfield, historic areas, and areas that are ineligible for federal funding for projects such as the installation of curb, gutter, sidewalks, and related infrastructure.

	Action Items	Department Activities	Dept.	Justification	Impact	Quarter Start	Measures
8.1	Urban Revitalization	8.1a - The reinstated Economic Development Department will oversee programming for-redevelopment, urban renewal, and EOA zones 8.1b - Develop low-income home rehabilitation program 8.1c – Develop Community Revitalization Program	ECD PW	Older parts of the City will benefit from modern infrastructure upgrades and updates, such as Old Town Kern, 34 th Street, and other underutilized parcels throughout the City. Some of these parcels do not qualify for CDBG funding and require dedicated investment.	Urban revitalization can attract private investment, preserve historic character, and boost the livability of older areas of town.	8.1a – Ongoing 8.1b – Q2 8.1c – Q2-Q3	EOA funding amounts and recipients Grant opportunity application submittal Hiring necessary staff ARPA QCT performance measures
8.2	Downtown Bakersfield Development	8.2a – Citywide Banner Program planning 8.2b – Transformative Climate Communities (TCC) Planning Grant 8.2c - Continue implementation of Making Downtown Bakersfield Vision Plan 8.2d - General Plan Downtown Element 8.2e – Develop Downtown Revitalization Program	PW CMO DS ECD	The City has a strong blueprint to work from in the Making Downtown Bakersfield Vision Plan. In partnership with local organizations, the Downtown area can be developed even further for customer convenience and modern approaches to marketing.	The City aims to instill even more pride in the downtown area, create opportunities for job creation, promote attractions, and increase the number of residents downtown to 10,000 by 2030.	8.2a – Q2 8.2b – Q1 8.2c – Ongoing 8.2d – Ongoing 8.2e – Q2-Q3	Banner program location planning TCC outreach and application preparation General Plan coordination Revitalization Plan Package

8.3	Housing and Mixed-Use Development	<p>8.3a - SB 2 Planning Grant</p> <p>8.3b – Development of the Bakersfield Commons</p> <p>8.3c - Solicit a notable mixed-use project through Affordable Housing Trust Fund</p> <p>8.3d – Create marketing materials to highlight community potential for growth, revitalization, and development</p>	DS ECD	<p>Though Bakersfield remains one of the more affordable cities in California, with a growing population and volatile local industries, the need for affordable housing is greater than ever.</p>	<p>Expanding opportunity in housing capacity aims to create affordable, quality housing, increase homeownership.</p>	<p>8.3a – Q2</p> <p>8.3b – Ongoing</p> <p>8.3c – Q2/3</p>	<p>Number of affordable housing units created</p> <p>Completion of Affordable Housing strategy</p> <p>Creation of marketing materials</p> <p>Distribution of marketing materials</p>
8.4	Sustainable Growth and Development	<p>8.4a – Bakersfield General Plan update</p> <p>8.4b – Bakersfield Habitat Conservation Plan (BHCP)</p> <p>8.4c - Begin initial research stages of preparing a Climate Action Plan.</p> <p>8.4d - Begin initial research stages of preparing an updated General Plan Housing Element</p>	DS	<p>The time has come to update key planning documents for the City of Bakersfield. These documents help set the foundation for sustainable development and land use.</p>	<p>Refreshing the City's planning documents promotes functional and long-range economic growth.</p>	<p>8.4a – Ongoing Q1-4</p> <p>8.4b – Q1</p> <p>8.4c – Q1</p> <p>8.4d – Q3</p>	<p>Completed RFP for General Plan Analysis options.</p> <p>Will begin RFP for LAFCO required MSR in Q1 2021.</p> <p>\$750,000 LEAP Grant was awarded in Q1 2021</p>

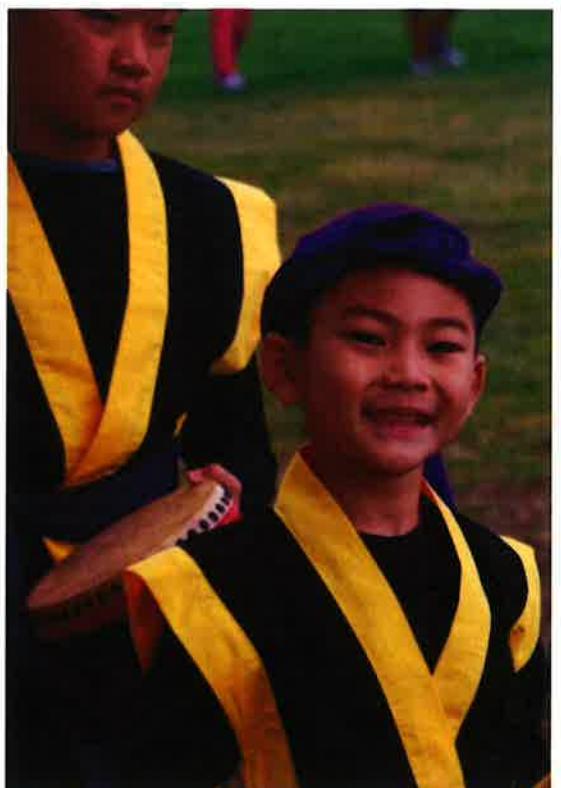
Taking action in the present to pursue a dynamic **future...**

LAKWOOD

STRATEGIC PLAN 2018-2020



Adopted June 4, 2018



EXECUTIVE SUMMARY

It is with great excitement that we present the City of Lakewood Strategic Plan 2018-2020. The Strategic Plan establishes Lakewood's goals and objectives for the next three years based on the priorities and values identified by the City's most important component: **Its people.**

This Plan will prove to be an invaluable tool to align and connect the City Council's 2018-2020 Goals to existing plans and policies while also providing a roadmap for the future. Using a flight analogy, this Plan hovers around 40,000 feet, whereas planning and oversight of specific projects would be around 20,000 feet and day-to-day operations are on the tarmac. Importantly, to get from Point A to Point B successfully a plane needs the ability to take-off, reach cruising altitude, and land.

This document would not have been possible without the insight and civic engagement of the City of Lakewood's citizenry, business owners, community stakeholders, and City employees. For that, we offer our sincerest gratitude. We understand that on this journey some turbulence is inevitable—but, it is also healthy. By collaboratively working through these moments we will strengthen our resiliency and resolve as a City. We look forward to our continued partnership, and meaningful dialogues around the City's future.

As a result of our collective work, Lakewood will not only continue to be a great place to live, work, and play **but, importantly, will also continue to be a great place where individuals can be engaged and dynamically shape the City's future.**

Implementation of the Strategic Plan begins now. Using this as a springboard, City Leadership will engage City employees and various stakeholders to successfully implement and complete the vision laid out on following pages.

Sincerely,

Mayor Don Anderson

Deputy Mayor Jason Whalen

Councilmember Marie Barth

Councilmember John Simpson

Councilmember Mary Moss

Councilmember Paul Bocchi

Councilmember Michael Brandstetter

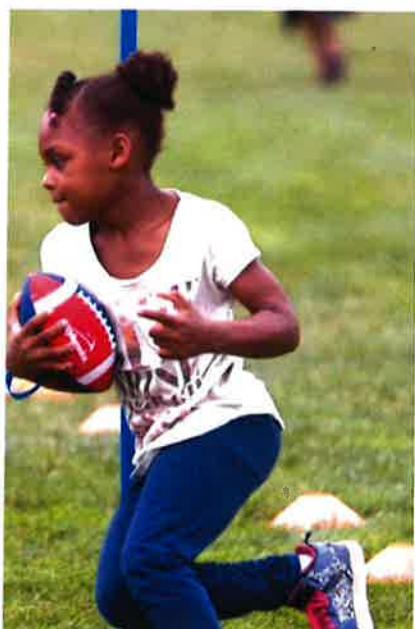
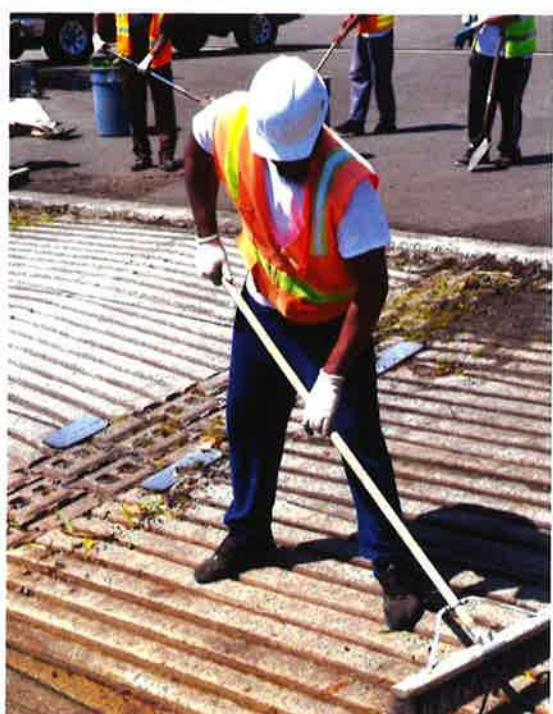
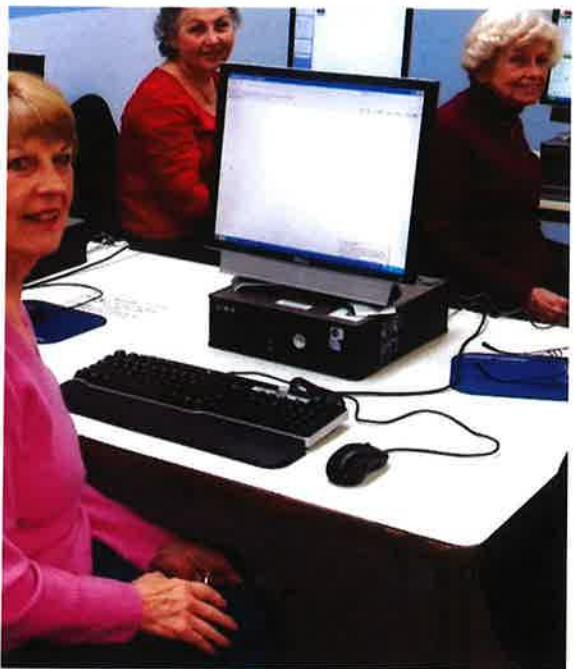




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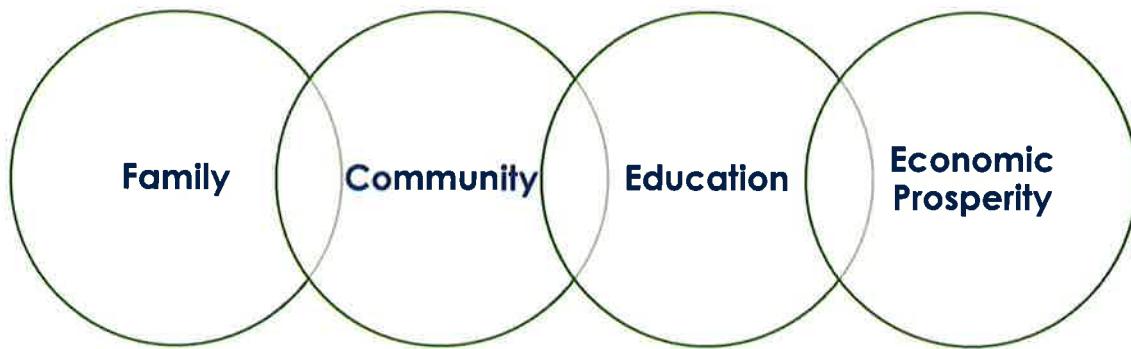
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CITY COUNCIL VISION 2026

Our VISION for **Lakewood** is a thriving, urban, South Puget Sound City, possessing the core values of:



We will advance these values by recognizing our past, taking action in the present, and pursuing a dynamic **future**.

THE CITY COUNCIL'S VISION FOR LAKWOOD AT ITS 30TH YEAR ANNIVERSARY IS A COMMUNITY:



Inspired by its own sense of **HISTORY** and progress



Characterized by the beauty of its lakes, parks and natural **ENVIRONMENT**



Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural **COMMUNITIES**



Acknowledged for excellence in the delivery of **MUNICIPAL SERVICES**



Sustained by robust **ECONOMIC GROWTH** and job creation



Leveraging and embracing of our **DIVERSITY**



Recognized for the excellence of its public and private **SCHOOLS** and its community and technical colleges



Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, **SERVICE MEMBERS** and their families

(Adopted October 19, 2015)

HISTORY & GEOGRAPHY

1833

Fort Nisqually
built by the
Hudson's Bay
Company

1871

Western
Washington
Hospital
established

1917

Camp Lewis
built, continuing
the strong
military presence
near Lakewood

1938

McChord
Field opens



1869
Fort Nisqually
purchased by
US

1908 Lakewood
Gardens
established

1937
Lakewood
Colonial
Center built,
the first
suburban
shopping
center in the
western US

Lakewood has a rich and distinguished history. Prior to the advent of white hunters and settlers, the Steilacoom and Nisqually Indians used the area around Lakewood for hunting and for important tribal gatherings. Since the nineteenth century, commerce and industry have been longstanding hallmarks of the area. Previously known as the Lakes District, the area served as an important hub for the Hudson's Bay Company, a vital military post during the Great Migration, and as an important cog along the Northern Pacific Railroad. The City remains a viable business region conveniently located alongside two major freeways that provide a total of seven Interstate 5 off-ramps and the western terminus of state Route 512. The proximity to these major roadways makes Lakewood a central gateway to the greater Seattle metro area, other suburban South Sound communities, Joint Base Lewis-McChord, and provides quick access to Mount Rainier—the most popular tourist destination in Washington.

Lakewood is home to two premier South Sound educational institutions, Pierce College and Clover Park Technical College.

Lakewood has always enjoyed and made the most of its numerous natural amenities. As its namesakes suggests, there are numerous lakes as well as streams and wetlands within the City. These shorelines provide residents and visitors with picturesque landscapes and a range of recreational activities. In total, the City has over 600 acres of parkland and open space.



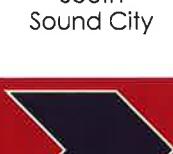
FACT: The City of Lakewood manages and maintains 14 parks and open space sites, ranging in size and use. These parks host of a variety of races throughout the year, including Cyclocross, pictured here.

1958
Villa Plaza
Shopping
Center built

1995
Citizens
vote to
incorporate
as a City

2015
Vision
Statement
adopted

2026
Lakewood
is a thriving
South
Sound City



1942
Clover Park
Technical
College
established

1970
Pierce
College
opens

2004
Lakewood
Police
Department
established

2018
Strategic
Plan



DEMOGRAPHICS

Total Population	59,280
Male	49.4%
Female	50.6%
Median Age	35.6
Average Household Income	\$61,108

Median Household Income	\$45,261
Per Capita Income	\$26,004

Race and Ethnicity

American Indian, Eskimo & Aleut	2.1%
Asian	8.3%
Black	11.8%
Hawaiian/Pacific	2.6%
White	59.3%
Other	16.3%
Multiracial	10.1%
Total housing units	26,984
Percentage of Renter Occupied housing units	55.7%
Median rent price	\$1,472
Median home price increase in past year	10.9%

Total number of jobs	33,831
White Collar	54.2%
Blue Collar	45.8%
Top industry jobs	
Health Care	11,061
Retail Trade	3,907
Education Services	3,805
Accommodation	3,770
Food Services	1,983

Educational Attainment	
Grade K - 8	4.2%
Grade 9 - 12	7.2%
High School Grad	25.7%
Associates Degree	12.5%
Bachelor's Degree	11.9%
Graduate Degree	8.0%
Some College	30.5%

Sources: American Community Survey(2012-2016); Office of Financial Management; Chmura/JobsEQ; Zillow (as of 1/18)

GROWTH

Since 2012, the total number of jobs in Lakewood has increased by **13.8%**

BARBELL EFFECT

Lakewood has a disproportionate number of low and high household income earners compared to other cities in Washington, indicating the absence of a robust middle class.

There is also a striking disproportionality in the City's housing market and homeownership levels.

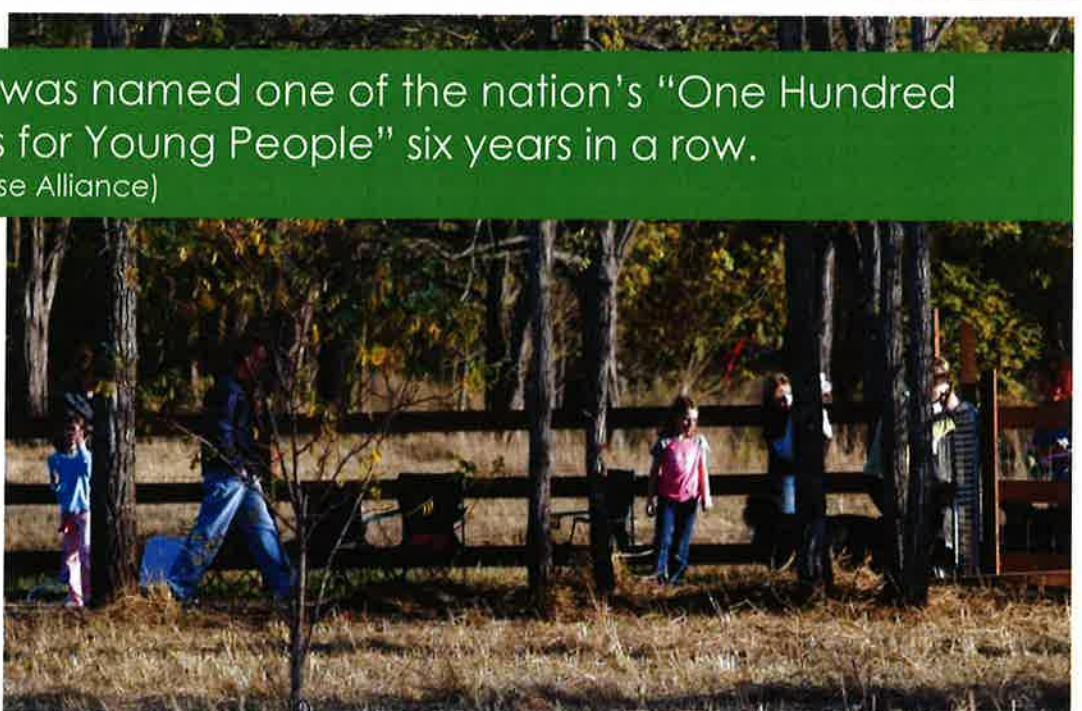
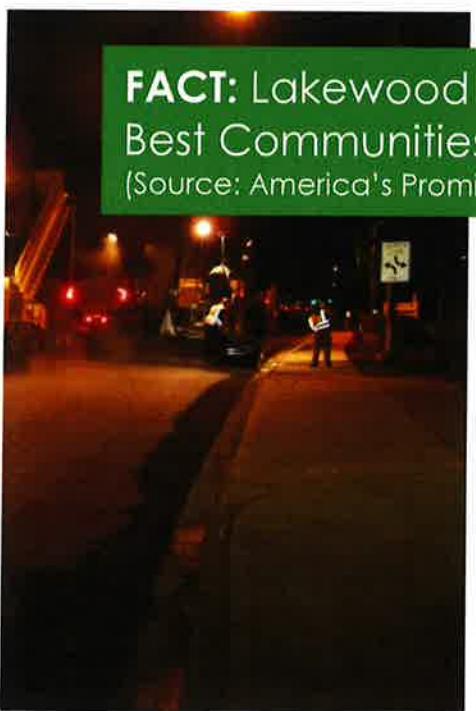
20.3% of the population is at or below poverty level; This is 7.6% higher than Washington State average.

44.1% of residents identify as a race other than Caucasian, making Lakewood more diverse than most Puget Sound cities.





FACT: Lakewood was named one of the nation's "One Hundred Best Communities for Young People" six years in a row.
(Source: America's Promise Alliance)



ECONOMICS

CITY

Lakewood is an optional code city that incorporated in 1996. The current population is approximately 59,280, making it the second largest city in Pierce County and the 18th largest in Washington State. The City covers over 19 square miles.

JOBS

Lakewood has 33,831 total jobs. Since 2012, the total number of jobs in the City has increased by 13.8%. (source: Chmura/JobsEQ)

Lakewood is home to over 4,000 businesses, and three major retail trade areas. Lakewood is also home to the Lakewood Industrial Park, which is the fourth largest private, for-profit employer in Pierce County and the third largest industrial business park in Washington State.

Other major employers include: Western State Hospital, Clover Park School District, Pierce College, Pierce Transit, St. Clare Hospital, Acres WA LLC, Clover Park Technical College, and McClane Northwest.

36% of City's businesses are owned by minorities

11% of City's businesses are owned by veterans.

(Source: Census Bureau American Community Survey (2012-2016))

PARTNERSHIP WITH JOINT BASE LEWIS – MCCHORD (JBLM)

Over **59,000** service members and civilian employees work at JBLM making it the second largest employer in Washington. JBLM serves as a pivotal base for US operations in Asia. Lakewood helps lead the South Sound Military & Communities Partnership (SSMCP) which provides a framework for collaboration in the South Sound region between local governments, military installations, state agencies, and federal agencies to better coordinate efforts in areas such as: military relations; transportation and land use planning; environmental protection; emergency preparedness; loans applications; health care; population forecasting; workforce development; education; housing; and economic development.



FACT: SSMCP was instrumental in getting the South Sound recognized as a Great American Defense Community in 2016.

PROMISES KEPT



In 1996, the citizens of Lakewood voted to incorporate as a city in an effort to establish greater local control over:

- Public safety
- Land management
- Fiscal resources

In the past two decades, empirical evidence supports that Lakewood has delivered on these promises of incorporation. **The City remains committed to continuing to deliver on these promises.** The Strategic Plan solidifies this commitment by directing energy and resources to continue to foster a safe, viable, functioning, and attractive City.



PUBLIC SAFETY

Public Safety continues to be a top priority for the City Council. Currently, data shows that Lakewood is statistically one of the safest South Sound cities. Even so, City leadership remains steadfastly focused on enhancing resident, business owner, and visitor confidence in the safety of the City. Major public safety advancements include:

- A decrease in property and violent crimes by 75% and 25%, respectively, since incorporation.
- The establishment of the Lakewood Police Department, now one of the largest police departments in Washington.
- The implementation of the Community Safety Resource Team (CSRT). CSRT is a progressive, community-oriented policing program that works in tandem with community leaders, property owners, and businesses to solve problems with neighborhoods.
- Creation and deployment of a number of cutting edge technologies to expand the efficiency of the police department.
- The abatement of approximately 15-20 dangerous or nuisance structures annually.
- The launch of the Rental Housing Safety Program to help ensure that all rental housing meets basic life and safety standards.

(Source: Safehome.org; Neighborhood Scout, 2014)



VIEW OF MOUNT AVE PROPOSED STREETSCAPE



AND PROMISES RENEWED

LAND MANAGEMENT

Land use in Lakewood has been predominately characterized by sprawl—that all too common pattern of low intensity land use, where housing, businesses, and other activities are widely scattered with little or no focus. The City has focused on enhancing the built and natural environment, promoting the growth of smart economic development and increasing the quality of life for its citizenry. Major land management advancements include:

- The implementation of two major urban design projects: The Lakewood Colonial Plaza and the Lakewood Downtown Plan. Both aim to provide strategies and action items for creating a thriving, diverse, livable, sustainable, and engaging downtown.
- Fostering a positive business climate to help Lakewood businesses compete in the marketplace. The City offers “wrap around services” to help businesses navigate the permitting process, apply for financing, and recruit a trained workforce.
- Achievement of numerous public infrastructure improvement projects, such as the Lakewood Station, the construction of the boat launch at American Lake Park, the improvement to several arterial streets and sewer extensions to the Tillicum neighborhood, to name a few.

FISCAL RESOURCES

In 2014, the City adopted a set of rigorous financial policies and have adhered to them. As a result, the City has improved its financial condition and is now meeting key deliverables in service provisions and infrastructure projects. Major fiscal resource advancements include:

- The building of City Hall with no debt financing.
- A two-step increase in bond rating from Standard & Poors, from A to AA- in March 2014. Effective April 2016, the City no longer has Legato Systems rated debt.
- Budget stability. With each budget, the City updates its spending and revenue projections for the next six years. This allows the Council to facilitate budget decisions based on a multi-year perspective.



STRATEGIC PLAN

The future of the City of Lakewood depends on planning choices made now.

The City initially embarked on the strategic planning process in 2014. The City collected information during a series of community outreach exercises involving residents, business owners, visitors, and other community stakeholders. In total, the City received over 450 responses with 1,250 unique comments about the current challenges and the future possibilities within the City. Leading up to the 30th Anniversary as a City in 2026, the City Council used this data to craft its Vision Statement. Following the adoption of the Vision Statement, in 2015, the City Council crafted a series of Council Goals. With the success of the Vision Statement and goals, the City Council requested a Strategic Plan for 2018-2020. The City Council's 2018-2020 Goals emphasize economic development and dependable infrastructure. In particular, the City Council earmarked transportation projects, catalyst site development, and housing as high priorities.

Experience and research shows that cities, much like businesses and other organizations, cannot effectively accomplish large-scale projects and collective goals working in departmental silos. The Strategic Plan will help ensure greater connection and collaboration between City departments. **The primary function of the Plan is to align priorities across departments, reducing redundancy, and harnessing the talents of City Staff to move Lakewood forward. The Plan provides a broad framework for critical decisions about how the City will invest its limited and vital resources.** Simply, the Strategic Plan's objective is to help your City government deliver better services, increase transparency, and increase accountability.



Importantly, this Plan does not detail every twist, turn, speed bump, or pothole that the City may face over the next few years. Rather, the Plan specifies key destinations and gives general directions on how to get there. More detailed plans, like those highlighted below, will be crafted using the Strategic Plan as a foundation and will provide more details.



GOALS

The Strategic Plan incorporates the five goals adopted by the City Council. The overall health and well-being of the City depends on our collective ability to successfully accomplish each of the City Council Goals concurrently.

The City Council Goals are:



Under each goal, a number of general **objectives** are identified. The objectives refine the goals into broad action areas. The Plan also features **strategies**, items that identify concrete City actions for the next three years. These are subject to change based on resources, conditions, and evolving priorities. Allocations of resources through the current and subsequent budget and capital improvement cycles will be guided by the Goal areas. Specific allocations will be determined by the Council and subsequently integrated into each biennial budget.





FACT: Lakewood has a thriving "International District" influenced by Korean, Vietnamese, Pacific Islander, Hispanic, and other cultures.



OPERATIONAL VALUES

Operational values improve and optimize the functional performance of the City to achieve the goals, objectives, and key work plan items listed in this plan.

EFFICIENCY

The City is committed to providing public services in the most efficient manner possible to maximize the public's return on its investments. The City will concentrate efforts on data-driven decisions that optimize available resources.

ACCOUNTABILITY

The City is accountable to the community for the achievement of the Strategic Plan. The City will identify meaningful metrics and determine a series of benchmark goals. The City will track performances over the next three years, making adjustments when necessary to optimize services.

PROACTIVE FOCUS

The City is proactively focused on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

REGIONAL PARTNERSHIPS

The City is committed to participating and encouraging regional approaches to service delivery whenever the regional model produces efficiencies and improves services to our citizens.

DATA INFORMED DECISIONS

The City is committed to collecting and analyzing data on existing and future City actions in order to make well-informed decisions that result in the optimal provision of services for our citizens.

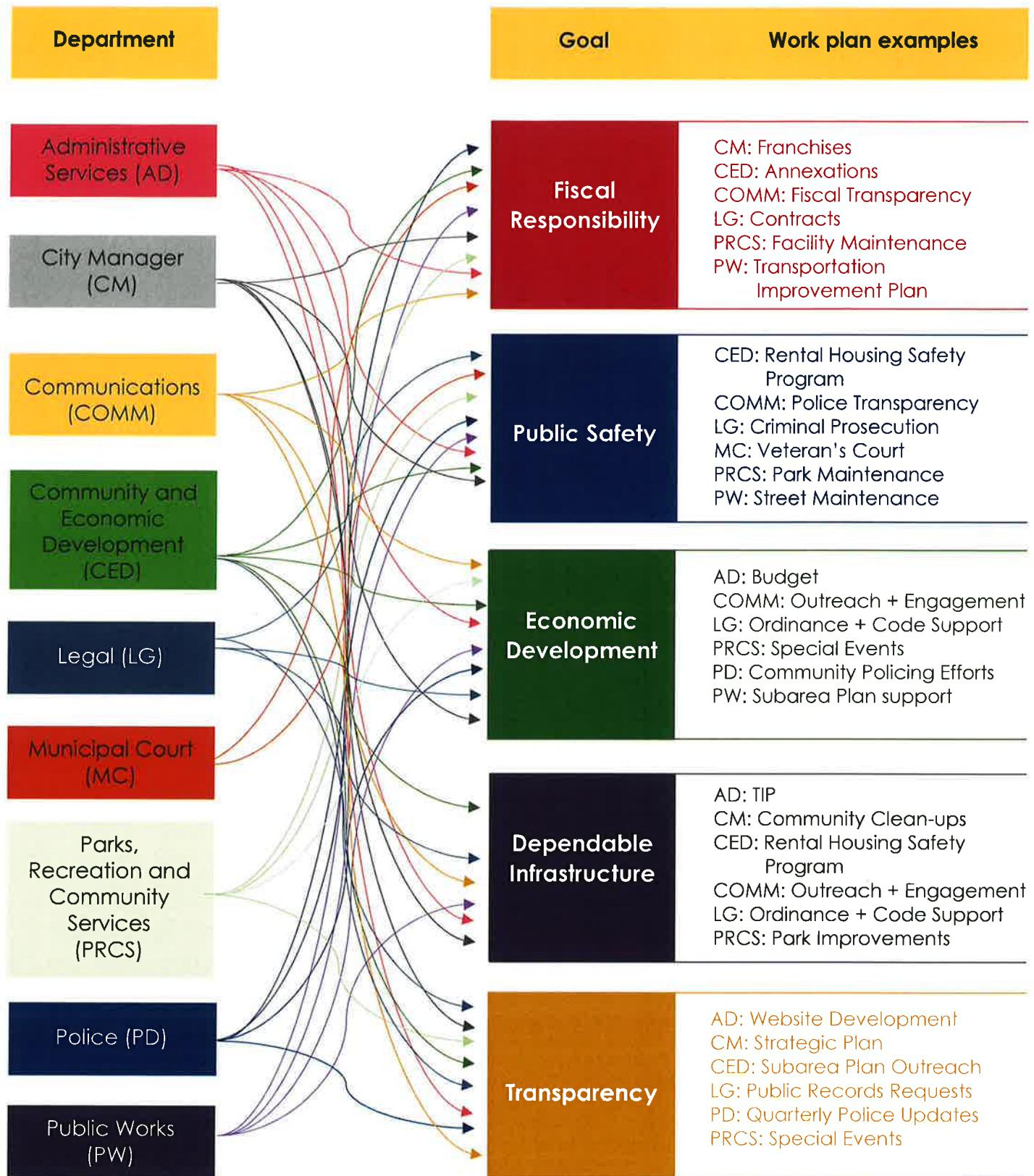
The City will collect measurable data on the City's progress and performance over the next three years. This information will be available online in the form of an accessible dashboard. Aspirational, but achievable benchmarks will be set for the City as Key Performance Indicators (KPIs). The Council will review the KPIs every quarter to determine if adequate progress is occurring and will direct personnel to adjust resources where necessary to meet benchmark goals.





FACT: Lakewood's tremendous sense of civic pride and engagement is evident by the level of community involvement and volunteerism. Lakewood is strong because of the many citizens, residents, businesses and community and neighborhood groups that partner with the City to make improvements and address issues.

INTERCONNECTIVITY





LEGEND

ACCENTED ICONS INDICATE SIGNIFICANT OVERLAP WITH THE CORRESPONDING COUNCIL GOAL.

Aligns with VISION 2026



HISTORY



COMMUNITY



EDUCATION



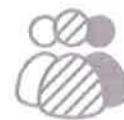
MUNICIPAL SERVICES



ENVIRONMENT



ECONOMIC GROWTH



DIVERSITY



MILITARY
(SERVICE
MEMBERS)

The subsequent sections use the following acronyms and symbols:

ALL.....All Departments

AD.....Administrative Services

CC.....City Council

CED.....Community and Economic Development

COMM.....Communications

MC.....Municipal Court

CM.....City Manager

IT.....Information Technology

HR.....Human Resources

LG.....Legal

PW.....Public Works

PD.....Police

PRCS.....Parks, Recreation and Community Services

SSMCP.....South Sound Military and Communities Partnership

..... Start

..... Increase / Expand

..... Continue

..... Finish

ECONOMIC DEVELOPMENT

GOAL: The City of Lakewood promotes and supports a dynamic and robust local economy.

OBJECTIVES:

- 1.1 Align economic goals and resources across departments.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.
- 1.5 Promote and facilitate sustainable economic development.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL
SERVICES



ENVIRONMENT



ECONOMIC
GROWTH



DIVERSITY



SERVICE
MEMBERS



LEAD DEPARTMENT:
COMMUNITY AND ECONOMIC DEVELOPMENT

SUPPORTING DEPARTMENTS:

ALL

SUPPORTING DOCUMENTS

Comprehensive Plan

Biennial Budget

The Downtown Plan (CBD subarea plan)

Lakewood Colonial Plaza Plan

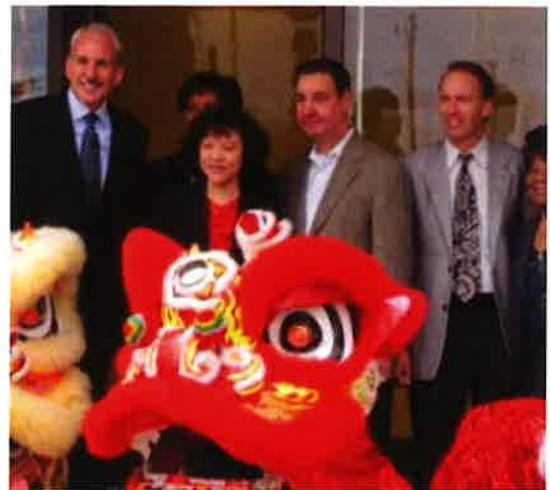
Central Business District Retail Market Analysis

Pacific Highway Retail Leakage Analysis

JBLM Joint Land Use Study (JLUS)

KEY PERFORMANCE INDICATORS.

- ✓ Reduction in commercial vacancies.
- ✓ Increase in value of commercial property.
- ✓ Increase in local jobs and businesses.
- ✓ Increase in permit volume and reduction in permit review time.
- ✓ Increase in tourism tax dollars.
- ✓ Increase in education and trade school enrollment.





ECONOMIC DEVELOPMENT

GOAL: The City of Lakewood promotes and supports a dynamic and robust local economy.

Economic development, job creation, and access to quality housing are top priorities for the City. Over the past two decades, the City has provided a business friendly climate where entrepreneurial pursuits can be fostered and harnessed to their full potential. Lakewood is a great business incubator that provides businesses, large and small, the ability compete in the Puget Sound and global marketplace.

Job growth 2017: **2.83%**

Projected job growth 2018: **2.50%**

GMP growth: **4.40%**

Projected GMP growth 2018: **4.55%**

Wage growth: **1.08%**

Home price growth: **12.74%**

\$168,725,800

Public and private investment
in recent years

Top 5 Industries by occupation in Lakewood

(Source: Chmura/JobsEQ)

0 2500 5000 7500 10000

Health Care

Retail

Education

Food Services/Accomodation

Transportation / Warehousing

4,000+

Businesses within
Lakewood

254

Total new businesses
in 2017

LEAD DEPT.	2018	2019-2020
1.1 Align economic goals and resources across departments.		
A. Develop and implement a comprehensive economic development strategy that aligns with the strategic plan.	CED	▶
B. Direct growth through sound planning. Update land use codes and streamline internal processes.	CED	⊕
1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.		
A. Implement and invest in catalyst projects that promote private investment, i.e., a Downtown Plan, Lakewood Colonial Plaza, Woodbrook Business Park & I-5 commercial corridor ("Lakewood Landing").	CED	▶
B. Improve underutilized commercial land by achieving the military land swap, WSDOT facility relocation, revision of zoning regulations where appropriate, and minimize nonconforming uses.	CED	▶
C. Expand utilities and community assets, such as sewers, libraries, etc.	PW CED	⊕
D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfaring signage.	PW CED PRCS	⊕



ECONOMIC DEVELOPMENT



1.3 Enhance and diversify housing stock and improve multi-generational community assets.

	LEAD DEPT.	2018	2019-2020
A. Improve programs and policies to increase homeownership and diversify housing stock.	CED	+	∞
B. Minimize nonconforming uses.	CED	+	∞
C. Actively advance condominium regulation reform to expand homeownership opportunities.	CC CM	▶	∞
D. Continue to support youth and senior programming and expand community events.	PRCS	∞	∞
E. Support and preserve historical buildings and other local places of significance.	CED	∞	∞

1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.

	LEAD DEPT.	2018	2019-2020
A. Be a leader in local economic development.	CED	+	∞
B. Analyze and influence regional transportation and planning policies.	CM CED	+	∞
C. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation near bases.	CM SSMCP CED	∞	∞
D. Expand partnership with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.	CED	+	∞
E. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.	CC CM	+	∞



ECONOMIC DEVELOPMENT

1.5 Promote and facilitate sustainable economic development.	LEAD DEPT.	2018	2019-2020
A. Focus resources on business creation, retention, and expansion.	CED	+	∞
B. Encourage a balance of manufacturing, commercial, and retail businesses and promote an entrepreneurial environment.	CED	+	∞
C. Continue to leverage existing assets such as location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.	ALL	∞	∞
D. Develop and implement an imaging campaign that confidently promotes recent accomplishments and community assets.	COMM	▶	∞
E. Promote and deploy prudent business incentives to enhance economic development strategies.	CED	∞	∞





DEPENDABLE INFRASTRUCTURE

GOAL: The City of Lakewood provides safe, clean, well-maintained, and dependable infrastructure.

OBJECTIVES:

- 2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
- 2.4 Increase connectivity and accessibility.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL
SERVICES



ENVIRONMENT



ECONOMIC
GROWTH



DIVERSITY



SERVICE
MEMBERS

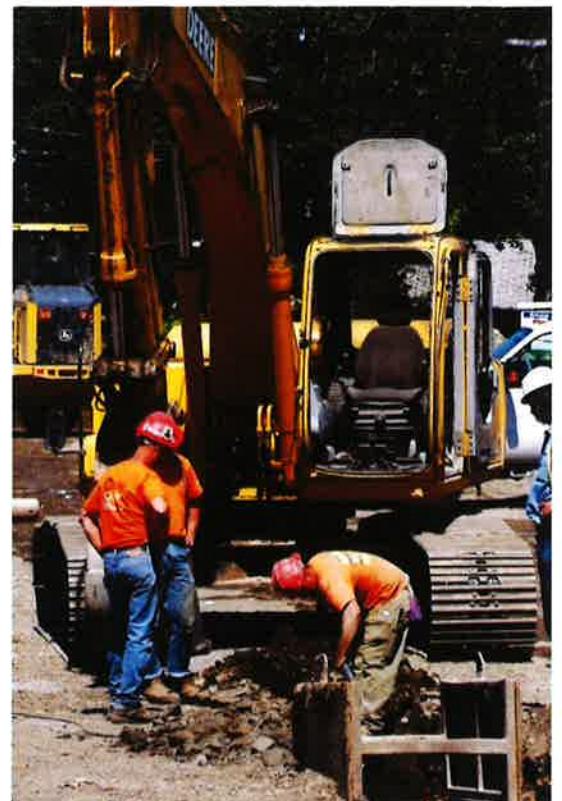


LEAD DEPARTMENT:
PUBLIC WORKS
PARKS, RECREATION, AND
COMMUNITY SERVICES

SUPPORTING DEPARTMENTS:
ALL

SUPPORTING DOCUMENTS

Biennial Budget
Comprehensive Plan
Parks Legacy Plan
Parks Capital Improvement Plan
Transportation Improvement Plan
Stormwater and Sewer Improvement Plan
Non-motorized Transportation Plan (NMTP)



KEY PERFORMANCE INDICATORS

- ✓ Diversify funding sources.
- ✓ Increase in transportation and mobility options.
- ✓ Increase in miles of improved roadway.
- ✓ Improved traffic flow.
- ✓ Percentage of projects completed on time and within budget.
- ✓ Increase use & access to public spaces.





YOUR CITY WORKING FOR YOU

JOHN DOWER ROAD SIDEWALK IMPROVEMENTS FUNDING SOURCE:

FHWA
CITY OF LAKWOOD

\$500,000
\$368,500

DEPENDABLE INFRASTRUCTURE

GOAL: The City of Lakewood provides safe, clean, well-maintained, and dependable infrastructure.

Public infrastructure is a critical component of economic development, community safety, livability, and the overall well-being of the City's residents. The City has made significant public improvements over the past two decades to attract new investments and enhance the overall quality of life. Recent improvements include a Police Station, the Lakewood Station, City Hall, as well as, improvements to parks, gateways, streets, and general beautification. Several catalyst project are on the way, including the Colonial Plaza and a Downtown Plan. Lakewood proactively pursues infrastructure needs to ensure regional competitiveness, community connectivity, and to leverage local assets.



The overall condition of Lakewood's principal arterials have continued to improve. These streets are now score an 83 out 100 on the Pavement Condition Index. This is a six point increase from 2013.

\$50,000,000

Capital Improvements Planned
based on Six Year CIP



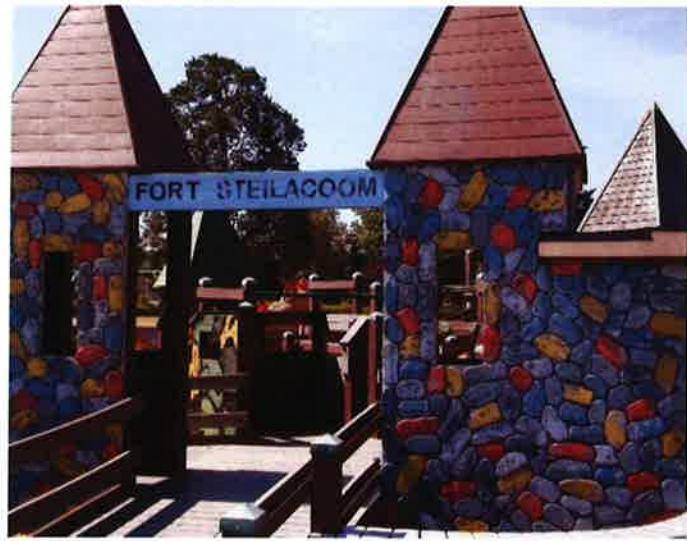
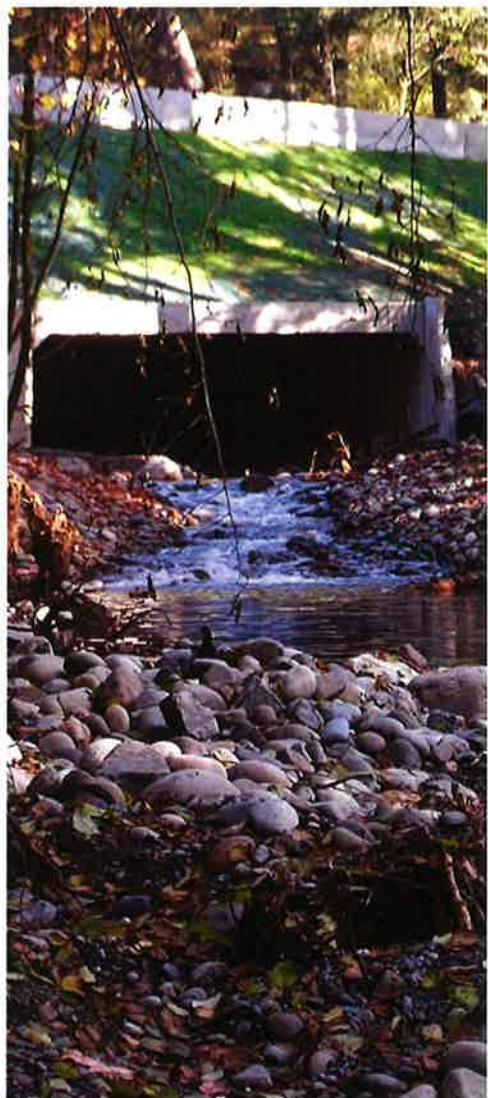
CLASSIFICATION	LANE MILES	2013	2014	2015	2016
Principal Arterial	94.07	77	78	77	83
Minor Arterial	66.39	76	76	73	79
Collector Arterial	44.82	72	72	70	75
Local Access	225.71	73	75	72	77
OVERALL NETWORK PCI	74	75	73	78	

FSP was voted best place to walk your dog by South Sound Magazine & King 5 Evening Magazine in 2017

2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.	LEAD DEPT.	2018	2019-2020
A. Identify future transportation upgrades from the travel demand model (TDM) and update the comprehensive plan and six-year TIP when necessary.	PW AD	∞	∞
B. Expand neighborhood infrastructure improvements increasing access to roadways, parks, and public buildings.	PW	+	∞
C. Implement and update the Park's legacy plan and make strategic property additions to improve parks.	PRCS	∞	∞
D. Implement technology solutions to enhance accessibility, operations, and services.	PW PRCS	∞	∞
E. Partner with stakeholders to identify and implement infrastructure solutions.	PW	∞	∞

2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.	LEAD DEPT.	2018	2019-2020
A. Implement best management practices to reduce long-term costs, protect citizens, and environmental hazards.	PW PRCS	∞	∞
B. Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.	PW PRCS	∞	∞





DEPENDABLE INFRASTRUCTURE

2.3 Advance infrastructure projects that enhance the City's identity and diversity.

- A. Enhance and upgrade street amenities, public right-of-way, and City wayfinding signage.
- B. Showcase art, culture, and history to enhance Lakewood's sense of place.

LEAD DEPT.	2018	2019-2020
------------	------	-----------

PW	+	∞
PRCS		

PRCS	+	∞
------	---	---

2.4 Increase connectivity and accessibility.

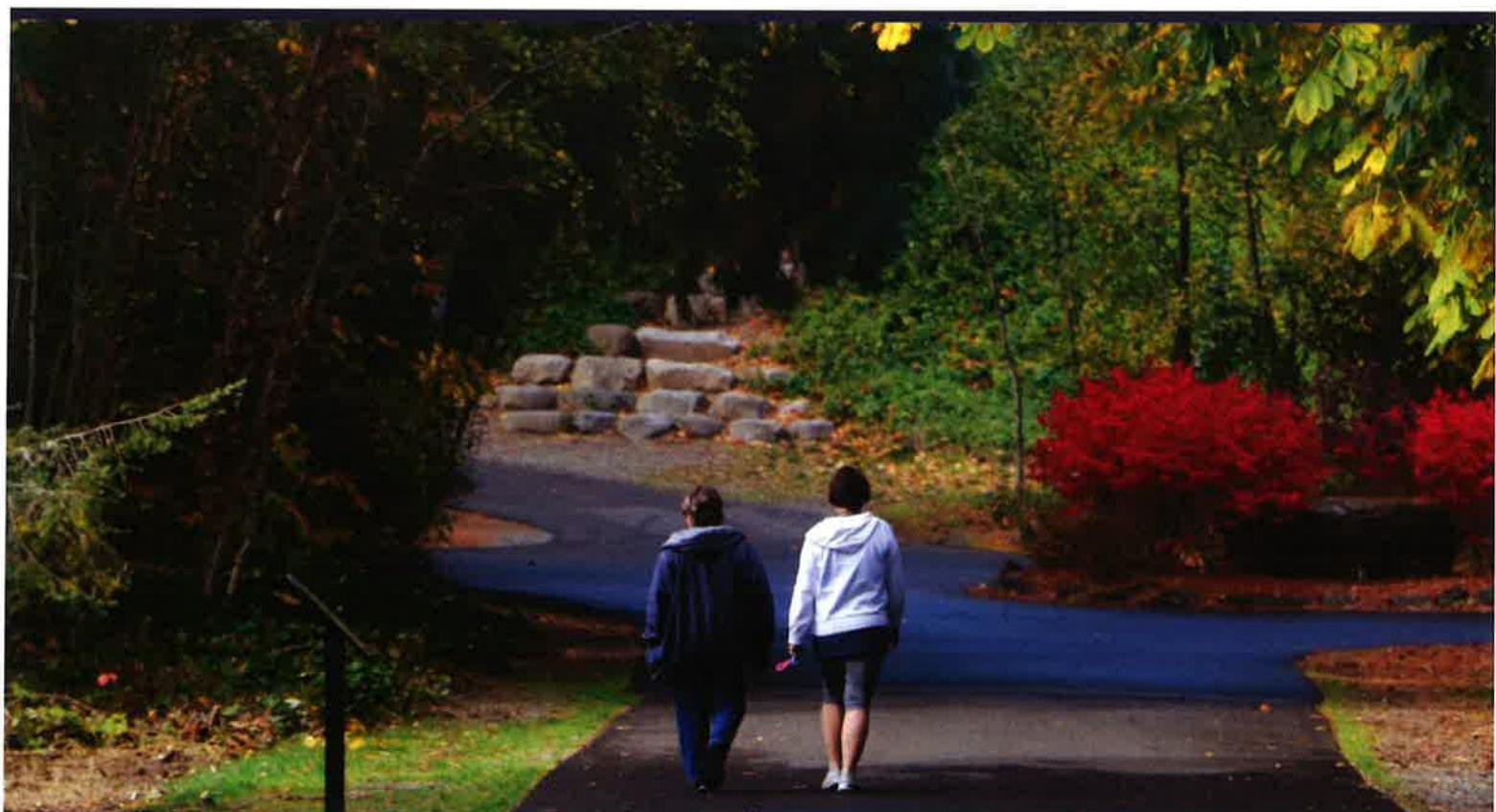
- A. Leverage technology and multi-use infrastructure to improve accessibility in the City and neighboring communities.
- B. Invest in smart growth solutions to maximize efficiency and enhance sense of place.
- C. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas.

LEAD DEPT.	2018	2019-2020
------------	------	-----------

PW	∞	∞
----	---	---

PW	∞	∞
PRCS		

PW	+	∞
PRCS		

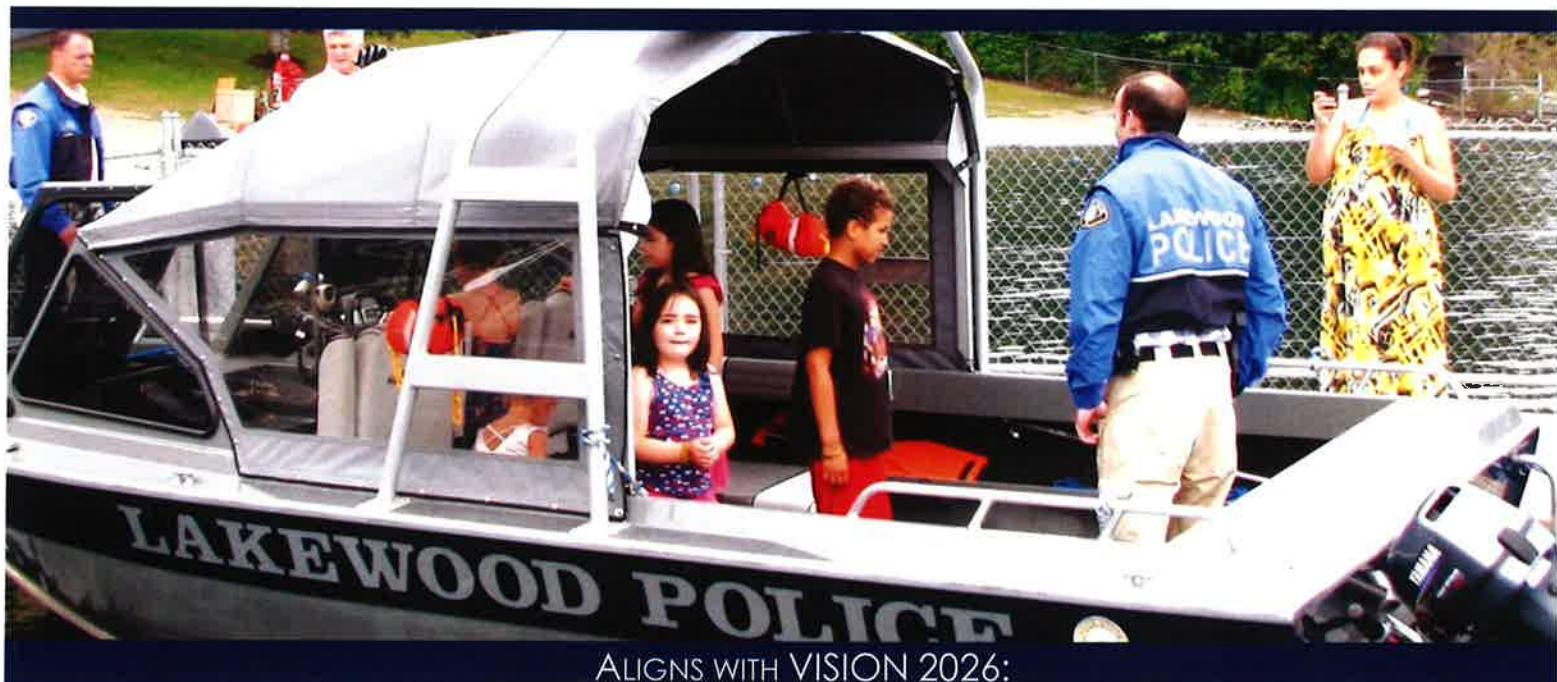


PUBLIC SAFETY

GOAL: The City of Lakewood is one of the safest cities in Washington State.

OBJECTIVES:

- 3.1 Improve community safety and reduce crime through data driven processes.
- 3.2 Match perception of public safety with reality.
- 3.3 Provide resources to support the health, welfare, and safety of the community.
- 3.4 Expand community outreach and educational programs.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL
SERVICES



ENVIRONMENT



ECONOMIC
GROWTH



DIVERSITY



SERVICE
MEMBERS



LEAD DEPARTMENT:
POLICE

SUPPORTING DEPARTMENTS:
ALL

SUPPORTING DOCUMENTS

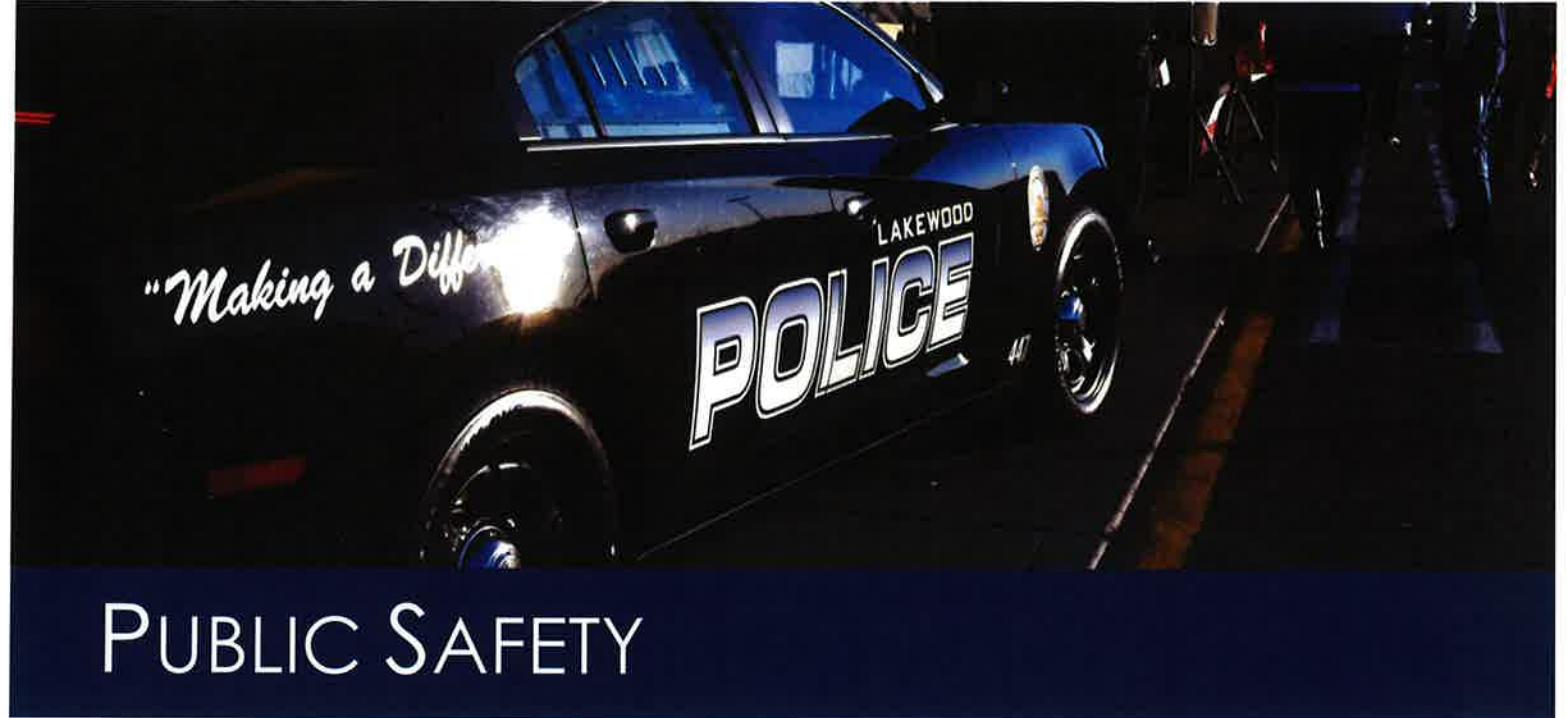
Police Department Annual Report
Biennial Budget
Non-Motorized Transportation Plan (NMTP)
Comprehensive Plan
Police Department Quarterly Updates



KEY PERFORMANCE INDICATORS

- ✓ Decrease in crime.
- ✓ Decrease in roadway accidents.
- ✓ Decrease in number of failed safety inspections.
- ✓ Increase use of alternative sentencing programs.
- ✓ Increase use of community policing programs and initiatives.





"Making a Difference"

LAKWOOD
POLICE

PUBLIC SAFETY

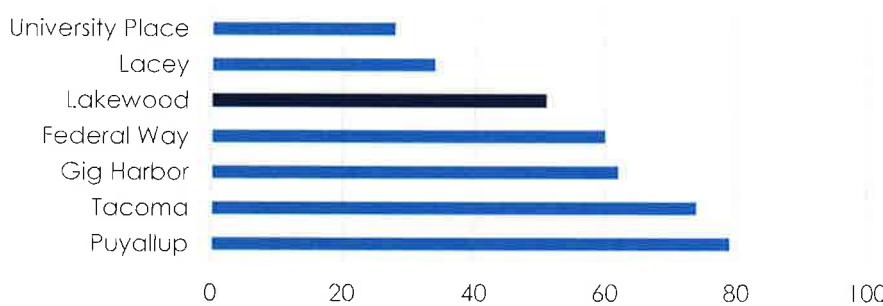
GOAL: The City of Lakewood is one of the safest cities in Washington State.

Public Safety remains a significant concern across many communities in the United States. While statistically crime has decreased over the past few decades, the overall perception of safety in cities has not improved—rather, it has declined. The City aims to proactively improve confidence in public safety using innovative crime reduction strategies, community-driven approaches, and support for alternative diversion programs. For the City, public safety goes beyond law enforcement to include protecting public health and welfare of all citizens through a variety of programs and infrastructure improvements.

Crime in Lakewood is trending down!



Crime Rates of South Sound Cities per 1,000



Property Crime decreased*

75%

Violent Crime decreased*

25%

Ranked one of Washington's Safest Cities per
Safehome.org

*since incorporation
Source: Neighborhood Scout

3.1 Improve community safety and reduce crime through data driven processes.	LEAD DEPT.	2018	2019-2020
A. Enhance law enforcement services through on-going training and new technologies.	PD	∞	∞
B. Promote crime prevention through environmental design (CPTED) in facility development.	PW	∞	∞
C. Develop, practice, and implement emergency management plans.	ALL	+	∞

3.2 Match perception of public safety with reality.	LEAD DEPT.	2018	2019-2020
A. Promote advancements and achievements in public safety that includes publicizing the safety of the community.	PD COMM	+	∞
B. Create a community dashboard to display public safety data.	CM	▶	∞
C. Provide streamlined and innovative resources for citizens.	ALL	∞	∞



PUBLIC SAFETY



3.3 Provide resources to support the health, welfare, and safety of the community.

LEAD DEPT. 2018 2019-
2020

- | | | | |
|--|-----------|---|---|
| A. Increase proactive abatement, code enforcement, and housing safety programs. | CED
PD | + | ∞ |
| B. Encourage neighborhood association initiatives. | ALL | + | ∞ |
| C. Support creative criminal justice and alternative diversion programs. | CC
MC | + | ∞ |
| D. Take a proactive role in legislative advocacy in matters which negatively impact public safety. | CC
CM | ▶ | ∞ |



3.4 Expand community outreach and educational programs.	LEAD DEPT.	2018	2019-2020
A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, increase trust, and encourage mutual accountability.	PD	∞	∞
B. Continue to improve communication efforts with multicultural communities to bridge gaps and increase trust.	ALL	+	∞
C. Emphasize crime prevention through public education.	PD	+	∞
D. Continue innovative approaches to address mental health and reduce homelessness.	PD CED	∞	∞

FISCAL RESPONSIBILITY

GOAL: The City of Lakewood maintains a strong fiscal position.

OBJECTIVES:

- 4.1 Provide efficient and effective municipal services.
- 4.2 Evaluate revenues and expenditures and respond to changing service needs.
- 4.3 Make smart investments in people, places, and resources.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL
SERVICES



ENVIRONMENT



ECONOMIC
GROWTH



DIVERSITY



SERVICE
MEMBERS



LEAD DEPARTMENT: **ADMINISTRATIVE SERVICES**

SUPPORTING DEPARTMENTS: **ALL**

SUPPORTING DOCUMENTS

Biennial Budget
Financial Policies
Six-Year Financial Forecast
Six-Year Capital Improvement Plan
Six-Year Information Technology Strategic Plan
Six-Year Property Management Plan
Comprehensive Plan
Quarterly Financial Reports
Comprehensive Annual Financial Report
Popular Annual Financial Report

KEY PERFORMANCE INDICATORS

- ✓ Balanced budgeting ratio.
- ✓ Improved bond rating on future bonds.
- ✓ Increase in municipal service satisfaction.
- ✓ Improve efficiencies in social service provision.





FISCAL RESPONSIBILITY

GOAL: The City of Lakewood maintains a strong fiscal position.

The relationship between the City's fiscal position and the City's overall economic health is symbiotic as each greatly depends on the other. To remain competitive, the City must continue to have a resilient and high performing government that provides transparency and allows for meaningful citizen engagement. The City will continue to attract and develop a top-tier workforce and is dedicated to providing great customer service and innovative solutions.

Recipient of the Government Finance Officers Association's

Distinguished Budget Presentation Award 2017-2018

&

Certificate of Achievement for Excellence in Financial Reporting 2013-2016

&

Outstanding Achievement Award in Popular Annual Financial Report FY 2017

For its last rated bond, Lakewood received a two-step increase in creditworthiness from Standard & Poors (2014). Effective April 2016, the City no longer has LTGO rated debt.

AAA

AA-

A

BAA

BA

B

CAA

CA

C

4.1 Provide efficient and effective municipal services.	LEAD DEPT.	2018	2019-2020
A. Invest resources in core functions based on priorities and data driven metrics.	ALL	∞	∞
B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.	AD CM	▶	∞
C. Develop an annual performance report card and community dashboards using relevant performance metrics.	CM	▶	🏁
4.2 Evaluate revenues and expenditures and respond to changing service needs.	LEAD DEPT.	2018	2019-2020
A. Maintain reserves to support the City in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.	AD	∞	∞
B. Develop balanced biennial budgets consistent with adopted financial policies. <ul style="list-style-type: none"> a. Ensure all revenues, and expenditures match allocated resources. b. Review and update financial policies, six-year financial forecasts and other six-year financial plans (capital improvement, information technology, property management), and revenue and expenditure manual. 	AD	∞	∞
C. Diversify revenue base and explore innovative funding sources.	ALL	∞	∞



FISCAL RESPONSIBILITY

4.3 Make smart investments in people, places, and resources.	LEAD DEPT.	2018	2019-2020
A. Continue to hire and cultivate top tier City personnel.	AD	∞	∞
B. Seek and promote diverse citizen advisory groups.	CC ALL	►	∞
C. Support and promote private economic development.	CED	∞	∞
D. Pursue catalyst and emerging economic development opportunities across the City.	CED	►	∞
E. Continue to maintain our "Well City" status.	AD	►	∞
F. Be recognized as a regional civic leader.	CM	∞	∞



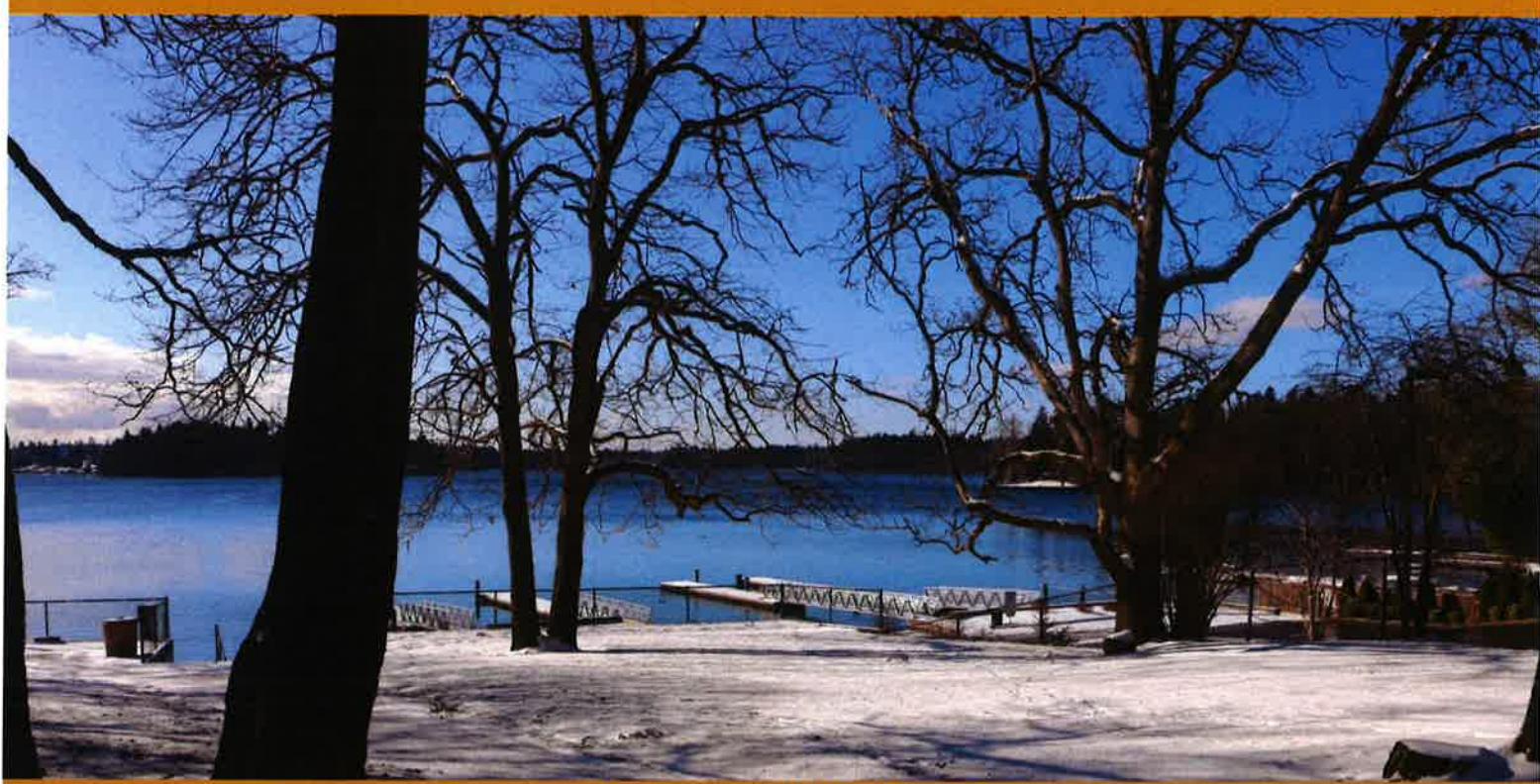


TRANSPARENCY

GOAL: The City of Lakewood communicates its goals, successes, and challenges to the community.

OBJECTIVES:

- 5.1 Dynamically promote a positive image of Lakewood.
- 5.2 Advocate for Lakewood at all levels of government.
- 5.3 Develop measurable outcomes and compare these to national benchmarks.
- 5.4 Strengthen connection with stakeholders, partners, and communities.



ALIGNS WITH VISION 2026:





LEAD DEPARTMENT: COMMUNICATIONS

SUPPORTING DEPARTMENTS:
ALL

SUPPORTING DOCUMENTS

Biennial Budget
Comprehensive Plan
City Manager's Bulletin
E-government platforms and social media
Connections Magazine
State of the City Address

KEY PERFORMANCE INDICATORS

- ✓ Development of a community dashboard with benchmarks.
- ✓ Implementation of a City Report Card.
- ✓ Increase in civic engagement.
- ✓ Increased resident satisfaction with municipal communication.
- ✓ Increase coordination with partner agencies and institutions.
- ✓ Continue efficient provision of public records requests.





TRANSPARENCY

GOAL: The City of Lakewood communicates its goals, successes, and challenges to the community.

Government was created for the people, by the people. An informed public is essential to the success of our City. Community engagement and involvement in the planning and decision making process makes Lakewood stronger and increases accountability. The City endeavors to provide timely, accurate, and relevant information through the City's e-government platforms, traditional communication outlets, and provision of great customer service. The City will make consistent, accountable, transparent, and responsible decisions. The City will also continue its strong leadership position in local and regional affairs to ensure the sustained success of Lakewood.

#IamLakewood

2015 Blue Pencil and Gold Screen Award Recipient

82,190

Total of Engaged Facebook users in 2017

(Engagement includes any click or story created.)

5,432

MyLakewood311 online citizen requests since 2016

97%

Completion Rate of MyLakewood311 requests

Lakewood WA Police Department shared Kaelynn Sabin's photo.
February 16
What do you do when you get a random text during work hours and they don't believe you're a cop... you prove it, of course! Officer Vanzant and Officer White keeping it cool in Lakewood. (Thank you for sharing Kaelynn Sabin!)

11:58 AM 11:58 AM 11:58 AM 11:58 AM

Kaelynn who?
Is this Thomas?
Kaelynn?
No, this is a Lakewood Police Department phone.
Yeah ok... nice try. You didn't check out.
Text Message
W E R T Y U I O P
A S D F G H J K L
Z X C V B N M
space
55 Shares
Marie Barth Thanks Lakewood PD for making me smile.
dw

TRANSPARENCY

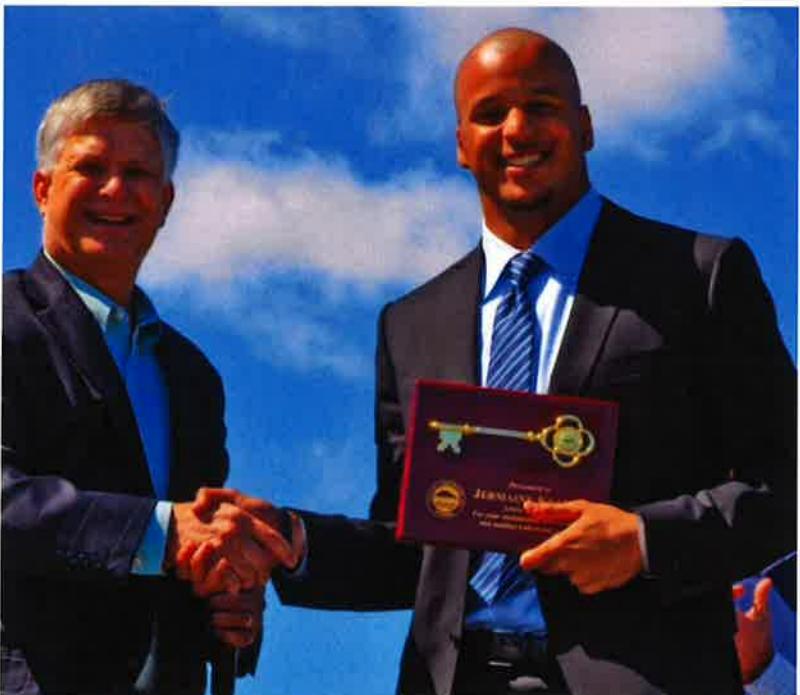
5.1 Dynamically promote a positive image of Lakewood.	LEAD DEPT.	2018	2019-2020
A. Expand meaningful, two-way communication opportunities with community stakeholders and regional partners.	COMM ALL	▶	FLAG
B. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM CED PD PW	+	∞

5.2 Advocate for Lakewood at all levels of government.	LEAD DEPT.	2018	2019-2020
A. Continue to serve in a leadership capacity in regional and local affairs.	CM SSMCP	∞	∞
B. Develop annual legislative agenda and proactively engage with the County Council, state legislature, and federal delegation.	CC CM SSMCP	FLAG	FLAG
C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.	SSMCP CM CED	∞	∞
D. Advocate for increased transportation and parks infrastructure funding.	PW PSRC	▶	∞



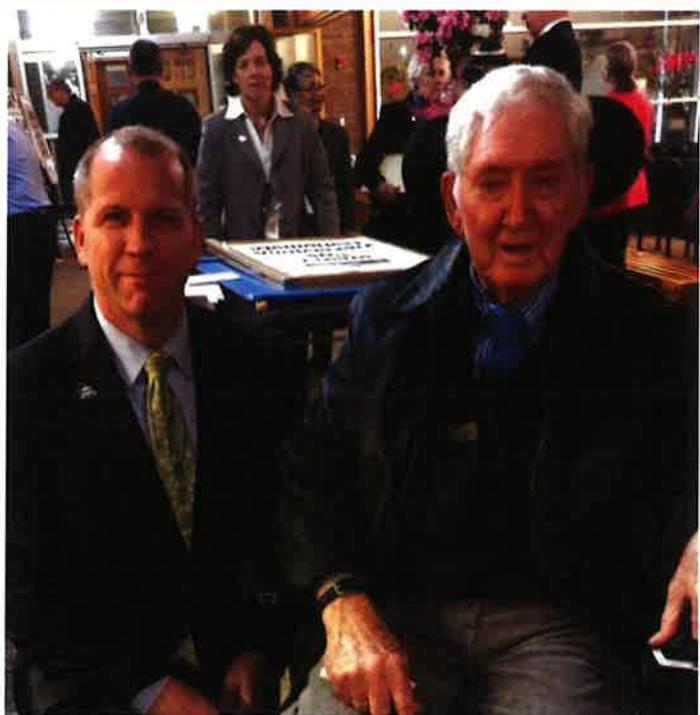
TRANSPARENCY

5.3 Develop measurable outcomes and compare these to national benchmarks.	LEAD DEPT.	2018	2019-2020
A. Provide quarterly updates that highlight specific advancements or projects within goal areas.	ALL	►	∞
B. Implement more frequent surveys to gauge the community's assessment of neighborhood conditions, citizen satisfaction, community priorities, and specific projects.	ALL	+	∞
C. Develop an annual performance report card and accessible "real time" community-dashboard.	CM	►	∞

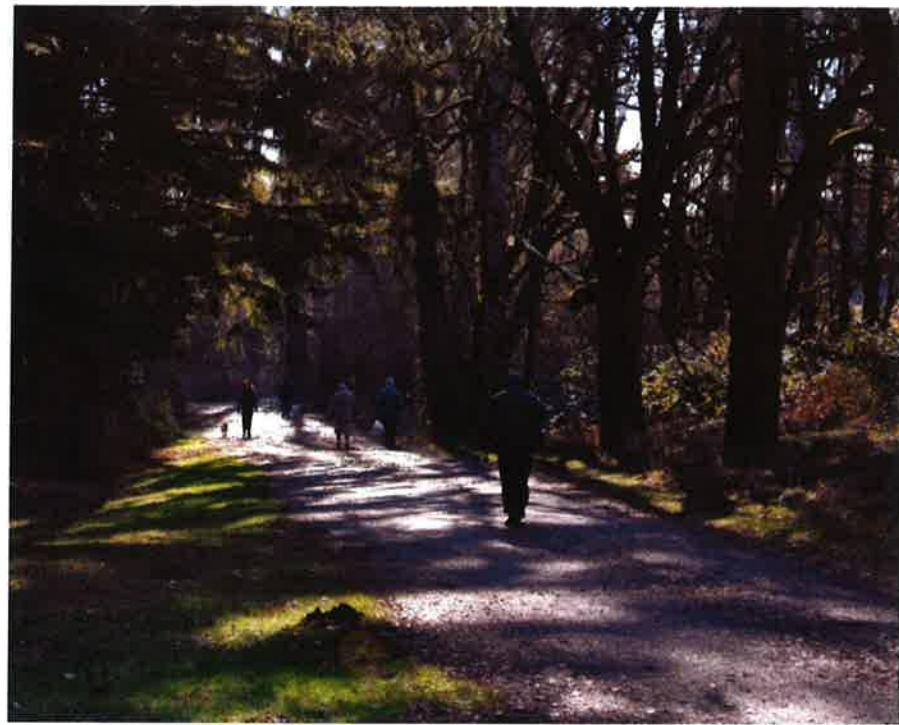


5.4 Strengthen connection with stakeholders, partners, and communities.

LEAD DEPT.	2018	2019-2020
COMM	∞	∞
ALL	+	∞
CC ALL	+	∞
SSMCP	∞	∞
CC	∞	∞



Lakewood City Council honors veterans
106 views



APPENDIX A: BIBLIOGRAPHY

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LAKWOOD CITY COUNCIL GOALS

Lakewood is a thriving, urban, South Puget Sound City, possessing the core values of family, community, education and economic prosperity. We will advance these values by recognizing our past, taking action in the present, and pursuing a dynamic future.

- The City Council's vision for Lakewood at its 30 Year Anniversary is a community;
- Inspired by its own sense of history and progress;
- Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural communities;
- Sustained by robust economic growth and job creation;
- Recognized for the excellence of its public and private schools, and its community and technical colleges;
- Characterized by the beauty of its lakes, parks and natural environment;
- Acknowledged for excellence in the delivery of municipal services;
- Leveraging and embracing of our diversity; and
- Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.

The purpose of the City Council Goals is to direct our community toward positive change and serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2019-2020 biennial budget. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed and achieved that move the community forward.

Operational values improve and optimize the functional performance of the City to achieve the Goals and Objectives listed in this plan.

- Regional Partnerships –The City encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, and ultimately improves service to our citizens.
- Efficiency –The City is committed to providing public services in the most efficient manner possible and maximizing the public's return on its investment. The City will concentrate efforts on data-driven decisions that optimize available resources.
- Accountability – The City of Lakewood is accountable to the community for the achievement of goals. The City will identify meaningful metrics and determine a series of benchmark goals. The City will track performances over the next three years, adjusting when necessary to optimize services.
- Proactive Focus –The City proactively focuses on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

ECONOMIC DEVELOPMENT

GOAL: *The City of Lakewood promotes and supports a dynamic and robust local economy.*

Objectives:

I.1 Align economic goals and resources across departments.

- A. Develop and implement a comprehensive economic development strategy that aligns with the Strategic Plan.
- B. Direct growth through sound planning. Update land use codes and streamline internal processes.

I.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.

- A. Implement and invest in catalyst projects that promote private investment, i.e., a Downtown Plan, Lakewood Colonial Plaza, Woodbrook Business Park, and I-5 commercial corridor ("Lakewood Landing").
- B. Improve underutilized commercial land by achieving the military land swap, WSDOT facility relocation, revision of zoning regulations where appropriate, and minimize nonconforming uses.
- C. Expand utilities and community assets, such as sewers, libraries, etc.
- D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfaring signage.



I.3 Enhance and diversify housing stock and improve multi-generational community assets.

- A. Improve programs and policies to increase homeownership and diversify housing stock.
- B. Minimize nonconforming uses.
- C. Actively advance condominium regulation reform to expand homeownership opportunities.
- D. Continue to support youth and senior programming and expand community events.
- E. Support and preserve historical buildings and other local places of significance.



I.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.

- A. Be a leader in local economic development.
- B. Analyze and influence regional transportation and planning policies.
- C. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation near bases.
- D. Expand partnership with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
- E. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

I.5 Promote and facilitate sustainable economic development.

- A. Focus resources on business creation, retention, and expansion.
- B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, and retail businesses.
- C. Continue to leverage existing assets such as location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.
- D. Develop and implement an imaging campaign that confidently promotes recent accomplishments and community assets.
- E. Promote and deploy prudent business incentives to enhance economic development strategies.



DEPENDABLE INFRASTRUCTURE

GOAL: *The City of Lakewood provides safe, clean, well-maintained, and dependable infrastructure.*

Objectives:

2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.

- A. Identify future transportation upgrades from the travel demand model (TDM) and update the comprehensive plan and six-year TIP when necessary.
- B. Expand neighborhood infrastructure improvements increasing access to roadways, parks, and public buildings.
- C. Implement and update the Park's Legacy Plan and make strategic property additions to improve parks.
- D. Implement technology solutions to enhance accessibility, operations, and services.
- E. Partner with stakeholders to identify and implement infrastructure solutions.

2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.

- A. Implement best management practices to reduce long-term costs, protect citizens, and environmental hazards.
- B. Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.

TRANSPORT
-ATION

2.3 Advance infrastructure projects that enhance the City's identity and diversity.

- A. Enhance and upgrade street amenities, public right-of-way, and City wayfaring signage.
- B. Showcase art, culture, and history to enhance Lakewood's sense of place.

2.4 Increase connectivity and accessibility.

- A. Leverage technology and multi-use infrastructure to improve accessibility in the City and neighboring communities.
- B. Invest in smart growth solutions to maximize efficiency and enhance sense of place.
- C. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas.

PUBLIC SAFETY

GOAL: *The City of Lakewood is one of the safest cities in Washington State.*

Objectives:

3.1 Improve community safety and reduce crime through data driven processes.

- A. Enhance law enforcement services through on-going training and new technologies.
- B. Promote crime prevention through environmental design (CPTED) in facility development.
- C. Develop, practice, and implement emergency management plans.

3.2 Match perception of public safety with reality.

- A. Promote advancements and achievements in public safety that includes publicizing the safety of the community.
- B. Create a community dashboard to display public safety data.
- C. Provide streamlined and innovative resources for citizens.

3.3 Provide resources to support the health, welfare, and safety of the community.

- A. Increase proactive abatement, code enforcement, and housing safety programs.
- B. Encourage neighborhood association initiatives.
- C. Support creative criminal justice and alternative diversion programs.
- D. Take a proactive role in legislative advocacy in matters which negatively impact public safety.



3.4 Expand community outreach and educational programs.

- A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with multicultural communities to bridge gaps and increase trust.
- C. Emphasize crime prevention through public education.
- D. Continue innovative approaches to address mental health and reduce homelessness.

FISCAL RESPONSIBILITY

GOAL: *The City of Lakewood maintains a strong fiscal position.*

Objectives:

4.1 Provide efficient and effective municipal services.

- A. Invest resources in core functions based on priorities and data driven metrics.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Develop an annual performance report card and community dashboards using relevant performance metrics.



4.2 Evaluate revenues and expenditures and respond to changing service needs.

- A. Maintain reserves to support the City in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
 - a) Ensure all revenues, and expenditures match allocated resources.
 - b) Review and update financial policies, six-year financial forecasts and other six-year financial plans (capital improvement, information technology, property management), and revenue and expenditure manual.
- C. Diversify revenue base and explore innovative funding sources.



4.3 Make smart investments in people, places, and resources.

- A. Continue to hire and cultivate top tier City personnel.
- B. Seek and promote diverse citizen advisory groups.
- C. Support and promote private economic development.
- D. Pursue catalyst and emerging economic development opportunities across the City.
- E. Continue to maintain our "Well City" status.
- F. Be recognized as a regional civic leader.

TRANSPARENCY

GOAL: *The City of Lakewood communicates its goals, successes, and challenges to the community.*

Objectives:

5.1 Dynamically promote a positive image of Lakewood.

- A. Expand meaningful, two-way communication opportunities with community stakeholders and regional partners.
- B. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.

BRANDING

5.2 Advocate for Lakewood at all levels of government.

- A. Continue to serve in a leadership capacity in national, regional, and local affairs.
- B. Develop annual legislative agenda and proactively engage with the County Council, state legislature, and federal delegation.
- C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.
- D. Advocate for increased transportation and parks infrastructure funding.

5.3 Develop measurable outcomes and compare these to national benchmarks.

- A. Provide quarterly updates that highlight specific advancements or projects within goal areas.
- B. Implement more frequent surveys to gauge the community's assessment of neighborhood conditions, citizen satisfaction, community priorities, and specific projects.
- C. Develop an annual performance report card and accessible "real time" community-dashboard.

5.4 Strengthen connection with stakeholders, partners, and communities.

- A. Craft and maintain accessible City online services, website, and social media platforms.
- B. Focus on inclusive engagement: Conduct concentrated outreach for hard-to-reach and vulnerable populations.
- C. Support and collaboratively engage with neighborhood groups and associations.
- D. Continue partnership with JBLM and Camp Murray to support access to information about workforce development, healthcare, and services on and off base.
- E. Strengthen City's relationship with local school districts and colleges.



LAKWOOD CITY HALL

CITY HALL
WEDDING
CEREMONY
RECEPTION

APPENDIX C: Council Goals by Department

ALL DEPARTMENTS

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4	O
Economic Development	1.5 Promote and facilitate sustainable economic development.	C. Continue to leverage existing assets such as location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.	ALL				FALSE
Public Safety	3.1 Improve community safety and reduce crime through data driven processes.	C. Develop, practice, and implement emergency management plans.	ALL				FALSE
Public Safety	3.2 Match perception of public safety with reality.	C. Provide streamlined and innovative resources for citizens.	ALL				FALSE
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	B. Encourage neighborhood association initiatives.	ALL				FALSE
Public Safety	3.4 Expand community outreach and educational programs.	B. Continue to improve communication efforts with multicultural communities to bridge gaps and increase trust.	ALL				FALSE
Fiscal Responsibility	4.1 Provide efficient and effective municipal services	A. Invest resources in core functions based on priorities and data driven metrics.	ALL				FALSE
Fiscal Responsibility	4.2 Evaluate revenues and expenditures and respond to changing service needs.	C. Diversify revenue base and explore innovative funding sources.	ALL				FALSE
Fiscal Responsibility	4.3 Make smart investments in people, places, and resources.	B. Seek and promote diverse citizen advisory groups.	ALL				FALSE
Transparency	5.1 Dynamically promote a positive Image of Lakewood.	A. Expand meaningful, two-way communication opportunities with community stakeholders and regional partners.	ALL				FALSE
Transparency	5.3 Develop measurable outcomes and compare these to national benchmarks.	A. Provide quarterly updates that highlight specific advancements or projects within goal areas.	ALL				FALSE
Transparency	5.3 Develop measurable outcomes and compare these to national benchmarks.	B. Implement more frequent surveys to gauge the community's assessment of neighborhood conditions, citizen satisfaction, community priorities, and specific projects.	ALL				FALSE
Transparency	5.4 Strengthen connection with stakeholders, partners, and communities.	B. Focus on inclusive engagement: Conduct concentrated outreach for hard-to-reach and vulnerable populations.	ALL				FALSE
Transparency	5.4 Strengthen connection with stakeholders, partners, and communities.	C. Support and collaboratively engage with neighborhood groups and associations.	ALL				FALSE

CITY COUNCIL

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.3 Enhance and diversify housing stock and Improve multi-generational community assets.	C. Actively advance condominium regulation reform to expand homeownership opportunities.	CC	CM	LG	
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	E. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.	CC	CM		
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	C. Support creative criminal justice and alternative diversion programs.	CC	MC		
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	D. Take a proactive role in legislative advocacy in matters which negatively impact public safety.	CC	CM	LG	
Transparency	5.2 Advocate for Lakewood at all levels of government.	B. Develop annual legislative agenda and proactively engage with the County Council, state legislature, and federal delegation.	CC	CM	SSMCP	
Transparency	5.4 Strengthen connection with stakeholders, partners, and communities.	E. Strengthen City's relationship with local school districts and colleges.	CC			

CITY MANAGER

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.3 Enhance and diversify housing stock and Improve multi-generational community assets.	C. Actively advance condominium regulation reform to expand homeownership opportunities.	CC	CM	LG	
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	B. Analyze and influence regional transportation and planning policies.	CM	CED	LG	
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	C. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation near bases.	CM	SSMCP	CED	
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	E. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.	CC	CM		
Public Safety	3.2 Match perception of public safety with reality.	B. Create a community dashboard to display public safety data.	CM			
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	D. Take a proactive role in legislative advocacy in matters which negatively impact public safety.	CC	CM	LG	
Fiscal Responsibility	4.1 Provide efficient and effective municipal services	B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.	AD	CM	LG	
Fiscal Responsibility	4.1 Provide efficient and effective municipal services	C. Develop an annual performance report card and community dashboards using relevant performance metrics.	CM			
Fiscal Responsibility	4.3 Make smart investments in people, places, and resources.	F. Be recognized as a regional civic leader.	CM			
Transparency	5.2 Advocate for Lakewood at all levels of government.	A. Continue to serve in a leadership capacity in national, regional, and local affairs.	CM	SSMCP	CED	
Transparency	5.2 Advocate for Lakewood at all levels of government.	B. Develop annual legislative agenda and proactively engage with the County Council, state legislature, and federal delegation.	CC	CM	SSMCP	
Transparency	5.2 Advocate for Lakewood at all levels of government.	C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.	SSMCP	CM	CED	
Transparency	5.3 Develop measurable outcomes and compare these to national benchmarks.	C. Develop an annual performance report card and accessible "real time" community-dashboard.	CM			

COMMUNICATIONS

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.5 Promote and facilitate sustainable economic development.	D. Develop and implement an imaging campaign that confidently promotes recent accomplishments and community assets.		COMM		
Public Safety	3.2 Match perception of public safety with reality.	A. Promote advancements and achievements in public safety that includes publicizing the safety of the community.	PD	COMM		
Transparency	5.1 Dynamically promote a positive image of Lakewood.	B. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM	CED	PD	PW
Transparency	5.4 Strengthen connection with stakeholders, partners, and communities.	A. Craft and maintain accessible City online services, website, and social media platforms.	COMM	LG	AD	

COMMUNITY AND ECONOMIC DEVELOPMENT

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.1 Align economic goals and resources across departments.	A. Develop and implement a comprehensive economic development strategy that aligns with the Strategic Plan.	CED			
Economic Development	1.1 Align economic goals and resources across departments.	B. Direct growth through sound planning. Update land use codes and streamline internal processes.	CED	LG		
Economic Development	1.2 Pursue Infrastructure Improvements vital to economic development and to bolster the City's competitiveness.	A. Implement and invest in catalyst projects that promote private investment, i.e., a Downtown Plan, Lakewood Colonial Plaza, Woodbrook Business Park, and I-5 commercial corridor ("Lakewood Landing").	CED			
Economic Development	1.2 Pursue Infrastructure Improvements vital to economic development and to bolster the City's competitiveness.	B. Improve underutilized commercial land by achieving the military land swap, WSDOT facility relocation, revision of zoning regulations where appropriate, and minimize nonconforming uses.	CED			
Economic Development	1.2 Pursue Infrastructure Improvements vital to economic development and to bolster the City's competitiveness.	C. Expand utilities and community assets, such as sewers, libraries, etc.	PW	CED	LG	
Economic Development	1.2 Pursue Infrastructure Improvements vital to economic development and to bolster the City's competitiveness.	D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfinding signage.	PW	CED	PRCS	
Economic Development	1.3 Enhance and diversify housing stock and Improve multi-generational community assets.	A. Improve programs and policies to increase homeownership and diversify housing stock.	CED			
Economic Development	1.3 Enhance and diversify housing stock and Improve multi-generational community assets.	B. Minimize nonconforming uses.	CED	LG		
Economic Development	1.3 Enhance and diversify housing stock and Improve multi-generational community assets.	E. Support and preserve historical buildings and other local places of significance.	CED			
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	A. Be a leader in local economic development.	CED			
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	B. Analyze and influence regional transportation and planning policies.	CM	CED	LG	
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	C. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation near bases.	CM	SSMCP	CED	
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	D. Expand partnership with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.	CED			
Economic Development	1.5 Promote and facilitate sustainable economic development.	A. Focus resources on business creation, retention, and expansion.	CED			
Economic Development	1.5 Promote and facilitate sustainable economic development.	B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, and retail businesses.	CED			
Economic Development	1.5 Promote and facilitate sustainable economic development.	E. Promote and deploy prudent business incentives to enhance economic development strategies.	CED	LG		

Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	A. Increase proactive abatement, code enforcement, and housing safety programs. D. Continue innovative approaches to address mental health and reduce homelessness.	CED	PD	LG	
Public Safety	3.4 Expand community outreach and educational programs.	D. Continue innovative approaches to address mental health and reduce homelessness.	PD	CED		
Fiscal Responsibility	4.3 Make smart investments in people, places, and resources.	C. Support and promote private economic development.	CED			
Fiscal Responsibility	4.3 Make smart investments in people, places, and resources.	D. Pursue catalyst and emerging economic development opportunities across the City.	CED			
Transparency	5.1 Dynamically promote a positive image of Lakewood.	B. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM	CED	PD	PW
Transparency	5.2 Advocate for Lakewood at all levels of government.	A. Continue to serve in a leadership capacity in national, regional, and local affairs.	CM	SSMCP	CED	
Transparency	5.2 Advocate for Lakewood at all levels of government.	C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.	SSMCP	CM	CED	

PUBLIC WORKS

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.	C. Expand utilities and community assets, such as sewers, libraries, etc.	PW	CED	LG	
Economic Development	1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.	D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfinding signage.	PW	CED	PRCS	
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	A. Identify future transportation upgrades from the travel demand model (TDM) and update the comprehensive plan and six-year TIP when necessary.	PW	AD		
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	B. Expand neighborhood infrastructure improvements increasing access to roadways, parks, and public buildings.	PW			
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	D. Implement technology solutions to enhance accessibility, operations, and services.	PW	PRCS		
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	E. Partner with stakeholders to identify and implement infrastructure solutions.	PW			
Dependable Infrastructure	2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.	A. Implement best management practices to reduce long-term costs, protect citizens, and environmental hazards.	PW	PRCS		
Dependable Infrastructure	2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.	B. Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.	PW	PRCS		
Dependable Infrastructure	2.3 Advance infrastructure projects that enhance the City's identity and diversity.	A. Enhance and upgrade street amenities, public right-of-way, and City wayfinding signage.	PW	PRCS		
Dependable Infrastructure	2.4 Increase connectivity and accessibility.	A. Leverage technology and multi-use infrastructure to improve accessibility in the City and neighboring communities.	PW			
Dependable Infrastructure	2.4 Increase connectivity and accessibility.	B. Invest in smart growth solutions to maximize efficiency and enhance sense of place.	PW	PRCS		
Dependable Infrastructure	2.4 Increase connectivity and accessibility.	C. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas.	PW	PRCS		
Public Safety	3.1 Improve community safety and reduce crime through data driven processes.	B. Promote crime prevention through environmental design (CPTED) in facility development.	PW			
Transparency	5.1 Dynamically promote a positive Image of Lakewood.	B. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM	CED	PD	PW
Transparency	5.2 Advocate for Lakewood at all levels of government.	D. Advocate for increased transportation and parks infrastructure funding.	PW	PRCS		

PARKS, RECREATION, & COMMUNITY SERVICES

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.	D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfinding signage.	PW	CED	PRCS	
Economic Development	1.3 Enhance and diversify housing stock and improve multi-generational community assets.	D. Continue to support youth and senior programming and expand community events.	PRCS			
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	C. Implement and update the Park's Legacy Plan and make strategic property additions to improve parks.	PRCS			
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	D. Implement technology solutions to enhance accessibility, operations, and services.	PW	PRCS		
Dependable Infrastructure	2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.	A. Implement best management practices to reduce long-term costs, protect citizens, and environmental hazards.	PW	PRCS		
Dependable Infrastructure	2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.	B. Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.	PW	PRCS		
Dependable Infrastructure	2.3 Advance infrastructure projects that enhance the City's identity and diversity.	A. Enhance and upgrade street amenities, public right-of-way, and City wayfinding signage.	PW	PRCS		
Dependable Infrastructure	2.3 Advance infrastructure projects that enhance the City's identity and diversity.	B. Showcase art, culture, and history to enhance Lakewood's sense of place.	PRCS			

LEGAL

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.1 Align economic goals and resources across departments.	B. Direct growth through sound planning. Update land use codes and streamline internal processes.	CED	LG		
Economic Development	1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.	C. Expand utilities and community assets, such as sewers, libraries, etc.	PW	CED	LG	
Economic Development	1.3 Enhance and diversify housing stock and improve multi-generational community assets.	B. Minimize nonconforming uses.	CED	LG		
Economic Development	1.3 Enhance and diversify housing stock and improve multi-generational community assets.	C. Actively advance condominium regulation reform to expand homeownership opportunities.	CC	CM	LG	
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	B. Analyze and influence regional transportation and planning policies.	CM	CED	LG	
Economic Development	1.5 Promote and facilitate sustainable economic development.	E. Promote and deploy prudent business incentives to enhance economic development strategies.	CED	LG		
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	A. Increase proactive abatement, code enforcement, and housing safety programs.	CED	PD	LG	
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	D. Take a proactive role in legislative advocacy in matters which negatively impact public safety.	CC	CM	LG	
Fiscal Responsibility	4.1 Provide efficient and effective municipal services	B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.	AD	CM	LG	
Transparency	5.4 Strengthen connection with stakeholders, partners, and communities.	A. Craft and maintain accessible City online-services, website, and social media platforms.	COMM	LG	AD	

MUNICIPAL COURT

The Municipal Court is a court of limited jurisdiction that handles infractions, misdemeanors and gross misdemeanor offenses that occur in the City of Lakewood. The Municipal Court provides court services on a contract basis to the City of University Place, Town of Stellacoom and the City of DuPont. Programs of the Municipal Court include: Municipal Court road tour; transportation of defendants to court for pending hearings; electronic home monitoring (EHM); community service work crew program; veterans' court; probation; and video arraignment at Nisqually Corrections.

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	C. Support creative criminal justice and alternative diversion programs.	CC	MC		

POLICE

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Public Safety	3.1 Improve community safety and reduce crime through data-driven processes.	A. Enhance law enforcement services through on-going training and new technologies.	PD			
Public Safety	3.2 Match perception of public safety with reality.	A. Promote advancements and achievements in public safety that includes publicizing the safety of the community.	PD	COMM		
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	A. Increase proactive abatement, code enforcement, and housing safety programs.	CED	PD	LG	
Public Safety	3.4 Expand community outreach and educational programs.	A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, increase trust, and encourage mutual accountability.	PD			
Public Safety	3.4 Expand community outreach and educational programs.	C. Emphasize crime prevention through public education.	PD			
Public Safety	3.4 Expand community outreach and educational programs.	D. Continue innovative approaches to address mental health and reduce homelessness.	PD	CED		
Transparency	5.1 Dynamically promote a positive image of Lakewood.	B. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM	CED	PD	PW

SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	C. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation near bases.	CM	SSMCP	CED	
Transparency	5.2 Advocate for Lakewood at all levels of government.	A. Continue to serve in a leadership capacity in national, regional, and local affairs.	CM	SSMCP	CED	
Transparency	5.2 Advocate for Lakewood at all levels of government.	B. Develop annual legislative agenda and proactively engage with the County Council, state legislature, and federal delegation.	CC	CM	SSMCP	
Transparency	5.2 Advocate for Lakewood at all levels of government.	C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.	SSMCP	CM	CED	
Transparency	5.4 Strengthen connection with stakeholders, partners, and communities.	D. Continue partnership with JBLM and Camp Murray to support access to information about workforce development, healthcare, and services on and off base.	SSMCP			

