WOODLAND CITY COUNCIL

Special Meeting
Saturday, April 21, 2012
8:00 a.m. to 2:00 p.m.
Port of Woodland Meeting Room
116 Davidson Avenue - Woodland, Washington

AGENDA

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

WORKSHOP

FACILITATOR: Steve Harvey, CWCOG

Mission Statement:

To work in active partnerships with and for Woodland citizens, to build a progressive community that preserves our heritage.

1. **Develop 2012/2013 Goals & Priorities**
   a. Review of Goals & Priorities
      - 2009 (Goals & Priorities; Status of 2009 work plan)
      - 2010-2011 (Goals & Priorities and 4/17/2010 Minutes)
      - 2011-2012 (Goals & Priorities)
      - 2012 (2/4/2012 Minutes; ~~4/9/2012 Minutes~~; Organizational Assessment; Mayor's Report 4/9/2012)
   b. Discussion on setting 2012/2013 Goals & Priorities

2. **Policy for accomplishing City objectives - Goals & Priorities**
   a. How will they be accomplished
   b. Set timelines
   c. Assignment to departments
   d. Reporting

3. **Organizational Assessment Report – further discussion**
   - Report from Mayor from 4/9/12 Workshop
   a. Create City Administrator
   b. Develop City Wide Annual Strategic Work/Business Plan
   c. Annual Performance Reviews
   d. Policy on Administrative Leave

e. Capital Project Planning
f. Equipment Replacement Fund
g. Citizen Complaint System
h. Succession Planning and cross-training
i. Policy Development responsibility
j. Staff support for council
k. Council Future Agenda process
l. Council Agenda format
m. Split of Clerk-Treasurer position – Finance Director and City Clerk

4. Next steps

ADJOURN

Goals 2008-2009:

Longterm Strategic Goals 2008-2009

Also at the June 23rd meeting the council reviewed and discussed revisions to the goals.

a. Preserve our Heritage

i. Develop and implement the historical building code
ii. Museum – continue to explore the feasibility of a Woodland area museum
iii. Support Downtown Woodland Revitalization Committee, Planters Days, and Hulda Klager Lilac Gardens all to revitalize Downtown Woodland.

b. Develop and move forward with Transportation solutions

i. Build partnerships with local, regional, state and federal entities and also the private sector
ii. Pursue a variety of funding opportunities

c. Enhance our quality of life and make it unique

i. Support, create and enhance parks and recreation facilities, trails, shoreline access.
ii. Invest and participate in development of Horseshoe Lake, Senior Center, Library and local festivals.

d. Provide efficient and effective public safety and City services

i. Maintain and improve traffic infrastructure.
ii. Maintain and improve water, sewer and storm water services.
iii. Develop a long-term ambulance service plan.
iv. Continue to pursue work space solutions.
v. Invest in our City staff through education and training.
vi. Implement changing technologies for more efficient services and employee safety.
vii. Identify infrastructure short comings and plan for improvements through the City's Capital Improvement Plan.

e. Cultivate Economic Development

i. Ensure clarity of City Codes and Standards to support Economic Development.

ii. Ensure there is sufficient inventory of land available in the Urban Growth Area for Economic Development.
iii. Work proactively with the planning commission to achieve agreement on common goals for development.
iv. Actively collaborate with Chamber of Commerce, Port of Woodland, DWR, Cowlitz EDC and others to promote Economic Development.

f. Pursue a variety of public involvement methods to inform and engage the citizens.

2009 Budget Priorities (listed in order):

1. **Provide efficient and effective public safety and City services**
   a. Maintain and improve traffic infrastructure.
   b. Maintain and improve water, sewer and storm water services.
   c. Develop a long-term ambulance service plan.

2. **Transportation Solutions**
   a. Pursue a variety of funding opportunities.
   b. Build partnerships with local regional state and federal entities.

3. **Cultivate Economic Development**
   a. Work proactively with the planning commission to achieve agreement on common goals for development.
   b. Ensure there is sufficient inventory of land available in the Urban Growth Area for Economic Development.

4. **Other: Spend only what you make.**

2009 Work Plan: Infrastructure and Efficient City Services

a. Schurman Way-Funding gap – need private sector donations
b. Lewis River Road – Widening project. Grant $700,000-$800,000
c. Replace Sewer main lines and laterals –at CC, Hoffman, Washington, Park and Dale Streets. Estimated 2.6 miles of Sewer, Water service lines and pavement at an estimated cost of $4 million dollars.
d. Explore implementing Transportation Impact Fees.
e. Maintain water lines (at the present time all are in good shape and water loss is at 8%.)
f. Long-term ambulance service plan.
g. Upgrade to a new telephone system.
h. Purchase new emergency generator for City Hall.
i. Continue computer replacement program for all departments.
j. Investigate employment of City Manager/Administrative for continuity of City services.
k. City employee space time line planning:
   - Develop interim solution.
   - Develop optimum long term solution.

2010 / 2011 GOALS & PRIORITIES

It was discussed and the following five (5) goals were established. In a show of hands the 6 City Council members and Mayor voted on these goals and in this order:

1. Efficient Public Safety (vote of 7 members)
2. Efficient City Services (vote of 6 members)
3. Transportation Solution (vote of 6 members)
4. Economic Development (vote of 6 members)
5. Efficient Public Involvement (vote of 5 members)

Top 5 GOALS with priorities:

1. Provide efficient public safety

    - Pursue new fire & police buildings
    - Develop a long term ambulance service plan
    - Continue with long term replacement of vehicles
    - Explore employing a staff person for risk reduction and education
    - Reduce vandalism, graffiti
    - Develop and enforce water boating regulations

2. Provide efficient city services & infrastructure

    - Restructure water and sewer bills
    - Look at full time attorney position
    - Explore a senior center and library expansion
    - Complete Schurman Way
    - Complete Lewis River Road widening project
    - Replace Sewer main lines and laterals –at CC, Hoffman, Washington, Park and Dale Streets.
    - Explore alternative transportation funding such as Transportation Impact Fees, transportation benefit district, etc.
    - Maintain and improve water lines to limit loss and provide efficient services.
    - Upgrade to a new telephone system.

- ☐ Install new emergency generator for City Hall.
- ☐ Continue computer replacement program for all departments.
- ☐ Investigate employment of Administrator for continuity of City services.
- ☐ Continue with City employee space time line planning:
  Develop interim solution
  Develop optimum long term solution.

3. Develop and pursue transportation solutions

   - ☐ Identify transportation solutions (*CC & COG should meet about priorities for transportation. Steve Harvey will arrange meeting for 1 or 2 hours*)
   - ☐ Pursue a variety of funding opportunities
   - ☐ Develop funding strategies
   - ☐ Build partnerships with local, regional, state, and federal entities.

4. Cultivate Economic Development

   - ☐ Ensure clarity of City Codes and Standards to support Economic Development (*wait on this until Kei gets back*)
   - ☐ Analyze possibly expanding UGB to insure there is adequate land available.
   - ☐ Continue with downtown revitalization/gateway area effort
   - ☐ Continue with Woodland Commerce Center
   - ☐ Work w/ a representative of the Port of Woodland through Woodland Coalition
   - ☐ Develop relationship w/CEDC

5. Public Involvement
   (*Need to schedule a meeting for each priority.*
   Set meeting for May 24th for 1 hour: Public Involvement)

   - ☐ Survey/questionnaire to be sent out & train staff

2011/2012 GOALS WITH PRIORITIES

1. **Provide efficient public safety**
   a. **Pursue new fire and police buildings**
      i. Police $1.5 to $2m for building
      ii. Funding options
   b. **Develop a long term ambulance service plan**
      i. 2011 Budget cuts lead to change in service by not utilizing Medic 51 from Kalama. AMR service/availability has improved slightly with better utilization of a car in Ridgefield to serve Woodland when Woodland Car is not available.
      ii. Looking into feasibility of annexing into Clark EMS District #2
      iii. Other options to be researched as time allows. Cost / benefit study needed.
   c. **Continue with long term replacement of vehicles and establish a funding source**
      i. Vehicle replacement is behind schedule with current budget situation. Most immediate need is for replacement of 1 staff vehicle (approx. cost $36k); next apparatus is currently 2 years behind scheduled replacement is the ladder truck (approx. $800k total estimated cost)
      ii. Dedicated funding has not been set aside to support ongoing fleet replacement needs.
   d. **Explore employing a staff person for risk reduction and education**
      i. Grant application for FY2010/ 2011 has been submitted to fund this position for 2 years, with a commitment for 3rd year funding by the City. The application has not been awarded to date, but additional grant award rounds are anticipated.
      ii. Lack of this position significantly impacts the ability to perform public education, risk analysis, target hazard planning, inspections, code enforcement, and related risk reduction activities.
   e. **Regional Fire Authority**
      i. Continue to pursue and research Regional Fire Authority

2. **Provide efficient city services and infrastructure**
   a. **Educate Citizens on water and sewer rates**
      i. Discussion on new rates
      ii. Staff to send comparative rates in newsletter with Consumer Confidence Report in May/June
   b. **Look at full time attorney position**
      i. Awaiting Organizational Assessment report
   c. **Explore a senior center and library expansion**
      i. Establish funding sources
   d. **Complete Schurman Way**- 2011 to be constructed
   e. **Complete SR503 widening project** – 2011 to be constructed

f. **Replace Sewer main lines and laterals** – at CC, Hoffman, Washington, Park and Dale Streets.
    i. Pending funding
g. **Explore alternative transportation funding** such as Transportation Impact Fees, transportation benefit district, etc.
    Pending funding
i. **Update telephone system – funded for 2011/in progress**
j. **Emergency generator - for City Hall**
    i. Look at options for temporary power for City Hall and funding options (Public Works Committee)
k. **Investigate employment of Administrator for continuity of City Services**
    i. Awaiting Organizational Assessment Report
    ii. Results, change and/or add for future
l. **Develop optimum long term solution for employee space**
m. **Sidewalks**
    i. 2011 grant for sidewalk replacement
    ii. Pursue future funding
    iii. Locations and prioritization

3. **<u>Develop and pursue transportation solutions</u>**
    a. Identify transportation solutions in the STIP (CC & COG)
    b. Develop funding strategies (Plan)
    c. Pursue funding opportunities (Implement)
    d. Build partnerships with local, regional, state and federal entities

4. **<u>Cultivate Economic Development</u>**
    a. Ensure clarity of city codes and standards to support Economic Development
        i. Staff review of codes and recommendations
        (Gateway district, gambling overlay, PURD, truck parking in residential, I-1 design standards, Home Occupations)
        ii. Work by planning commission
        iii. Set workshop with interested parties to discuss economic development
    b. Analyze possibly expanding UGB to insure there is adequate land available (staff to begin to analyze in 2011 & timeline)
    c. Work w/ a representative of the Port of Woodland, DWR, Chamber of Commerce, CEDC through Woodland Quality Community Coalition (WQCC)
    d. Continue with down revitalization/gateway area effort
    e. Continue with Woodland Commerce Center – REMOVE
    f. Develop relationship with CEDC – move to above
    g. Develop a historical preservation ordinance

5. **<u>Survey Results</u>**
    a. Survey results-analyze, develop strategies to implement, clarify, fund
        i. Set workshop
    b. Improve communication with citizens

City Council Retreat
Port of Woodland Meeting Room
February 4, 2012

Mayor Laseke called meeting to order at 0910 hours.

Meeting turned over to Steve Harvey to facilitate. He outlined the meeting agenda and timeline. All agreed to the agenda.

0915 - hours: Started with an exercise designed to get everyone to better know each other.

0955 - hours: Prothman Report- the report was passed out for review before the meeting for review. Steve opened it up for everyone to comment on the report. Everyone gave their thoughts and opinions.

10:50 - Took a five minute break.

After the break the consensus was that Mayor Laseke would put together a report and action plan based on the Prothman report. He will make his report at the April workshop meeting (second Monday).

There was discussion about city's planning process and some of the perceived wasted time by the planning department and planning commission. How can we fix this issue? February 29th is the city council - planning commission meeting to discuss the work for the new year. Mayor Laseke will report to the council on Feb 6th on how the process will work. We will work to build a better relationship with the planning commission.

12:10 - Lunch break

12:30 - Meeting called back to order. Next topic was discussion of Mayor Pro Tem duties. Marilee McCall outlined her vision for what this position should be doing. She said there are various meetings that require our attention in order to obtain funding, grants and positive political relationships. Someone needs to attend the meetings in both Cowlitz and Clark Counties to represent the city. Discussion about whether it is just the Mayor Pro Tem's job or all council members who should take on these meetings. Decision was made to try to spread out the various meetings to the mayor and all council members. Marilee will provide a list of the meetings she has been attending.

13:05 - Procedures for dealing with staff and getting things. Mayor Laseke said he wanted to understand how the council interacts with the staff. How does council members get information and request information? For quick questions the councilor should be able to call the department head to get answers. If it is a request that will require considerable time to process then the mayor should be notified. It helps with coordination of workload and to prevent duplication of effort.

Discussed agenda items and how they get on the agenda. All agenda items should go through the appropriate committee before it appears on the official agenda. Emergency items are the exception to the rule.

Meeting adjourned at 14:00 hours.

Meeting notes by Mayor Grover Laseke

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Clerk-Treasurer
(360) 225-8281

Planning
(360) 225-1048

April 4, 2012

To: **Woodland City Council**

From: **Mayor Grover Laseke**

Subject: **Prothman Report & City Status Report to Council**

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At the February 4th City Council Retreat, I was asked to review the Prothman Organizational Report and to report progress to the city council. After 90 days in office, I have had an opportunity to review the current operations of the city. My observations, in addition to my comments in the Prothman section, include:

- Lack of vision, goals, and direction for the City
  - Need a roadmap to the future
  - Prioritize workload for council & staff
- We have dedicated and hard working employees
- Our city council is involved and committed to excellence
- Budget issues
  - Lack of adequate revenues
  - Complex and time consuming development process
  - Lack of decision making detail
- Review is needed of all department efficiencies and processes
- Department head meetings are essential and have been reinstituted to coordinate communication between departments and the council
- Lack of citizen input outside of council meetings
- Need for city involvement in business & economic development
- Positive State Auditor reports on city financial processes
- Great problem solving ability by all city personnel & officers

The Prothman Report recommendations are below in standard type. My comments are italicized under each section. This is not an exhaustive review, but a starting point for our workshop on April 9th. I look forward to working with you to make Woodland an efficient and progressive city!

If you have any questions, please feel free to contact me.

Create the Position of City Administrator

We recommend that the city establish the position of city administrator. The administrative responsibility and complexity of a full-service local government, even in a small city with a population of 5,000, generally requires a full-time focus. There certainly was a time when small cities could do very well with a combined city administrator/department director. However, the increasing legal complexities imposed by the State and the growing importance of inter-governmental relations, especially when complicated by growth, now makes it very difficult for a department director to perform line duties in addition to city-wide management responsibilities.

The Mayor of the City of Woodland has historically been a part-time position. The mayor may or may not have the skills, time or inclination to be a full time administrator. Additionally, the salary for the mayor is not sufficient to support someone working more than part-time.

The city has reached a point where full time management of the city by an experienced administrator is needed. City staff needs clear direction, on a daily basis, which can only be accomplished by a person available full time. Our current form of government would benefit and be enhanced by hiring a city administrator who would work with the mayor to run the city.

The only obstacle to putting this strategy into place is the lack of finances to hire an administrator. I estimate the cost of a city administrator to be between $175,000 to $200,000 per year, just in basic salary and benefits. The administrator would need to have the ability to do their own clerical work with the support of the current city staff.

This recommendation requires further work by the mayor and city council.

Develop a City Wide Annual Strategic Work/Business Plan

We recommend that the city develop an annual city-wide work or business plan which outlines and plans the work efforts of each department. This document addresses relevant city council goals and priorities as well as ongoing daily department work efforts. It also identifies interdepartmental efforts when required to accomplish a goal or task and further identifies approximately when city council action is required which would then be scheduled in the proposed "council future agenda" document.

If the city is going to progress efficiently, it has to follow a strategic planning process. The department heads have developed their top needs and goals for the year which have been reviewed by the committees. The mayor and council have a retreat scheduled for April 21, 2012 to review previous plans, department needs and goals, and to develop strategy. This retreat will allow the council to develop goals for the remainder of 2012.

This recommendation is in progress.

Conduct Annual Performance Reviews

We recommend that the city begin conducting annual performance reviews. Until there is sufficient time to learn how to use and implement the city's performance appraisal and training software program, we recommend that the city use a manual appraisal systems. There are a number of successful manual appraisal systems in use that could be adapted for the city's use on an interim basis.

The management of all employees is an important part of the administration of the city. Annual performance reviews are a necessity. All employees should receive a performance review by the end of 2012. A permanent and comprehensive performance review system should be developed with the assistance of the Human Resource Committee.

This recommendation is currently part of the mayor's work plan for 2012.

Senior Department Director Time Off

We recommend that the city revisit the policy of "administrative leave" for "management/designated exempt" employees to determine if this is an appropriate benefit for a city of Woodland's size.

In past years, the department heads/directors have been given benefits rather than raises to compensate them for their work. This has created a system where employees have been given additional time off in lieu of raises. The problem with this benefit approach is that we need employees on the job to handle the day to day operations of the city.

A review of the current department heads and exempt management salary and benefit packages is needed. While many may believe that administrative salaries are too high, I believe that a review will find adjustments are needed. The review should be done by an outside consultant to avoid skewing the results with emotions and personal opinions. This review could be done by the mayor, with the assistance of the Human Resource Committee, if sufficient time could be found to make it happen.

This recommendation is currently before the Human Resource Committee.

Capital Project Planning

We recommend that the city develop five-year capital project development plans for each of the following areas: buildings and facilities, streets, sanitary sewer, domestic water, and surface water. Each of these plans should also be accompanied by a financing strategy outlining potential funding where possible. Once each of these plans are completed we further recommend that the city create a five-year capital plan prioritizing the capital needs of the city on an annual basis, creating a city-wide strategy for capital planning.

This is an important part of the strategic planning process. Some work has been done in the past but it is not comprehensive.

This recommendation should be forwarded to the finance committee and mayor to develop a plan of action with a report to the council in January 2013.

Equipment Replacement Fund

We recommend that the city develop an equipment replacement fund which estimates the useful life of each piece of equipment or vehicle, its residual value at retirement, its replacement cost and the annual funding required to be able to purchase a replacement. Further, we recommend that the city collect information on the maintenance and operation of the equipment or vehicle to determine the annual operation cost and the funding required, and when the annual operating cost becomes prohibitive. Lastly, we recommend that the city begin the process of annually setting aside a portion of the funding needed for the eventual replacement of the equipment or vehicle.

It is important that the city have a current list of all vehicles and equipment which includes purchase date, purchase cost, condition, and replacement schedule. The funding for the replacement of equipment needs to be planned and paid for using a schedule to reduce yearly budget impacts. The implementation of an equipment replacement fund should be the work of the mayor and the finance committee. Starting this fund will be a challenge but must be done.

This recommendation needs work by the mayor and finance committee, with final approval by the council. Report to council in January 2013.

Citizen Complaint System

We recommend that the city establish a city-wide system to track all citizen complaints and a process to determine if the concern is valid and what the potential resolution may be. The process should also monitor who is responsible for resolving the complaint and notifying the complainant as to the outcome of the complaint.

The mayor and department heads are working on a complaint process. It is a work in progress but will take more time to complete.

The Mayor will continue work on this recommendation and give a status report to the council in October 2012.

Succession Planning

We recommend that the city begin identifying the next generation of leadership and begin training this emerging talent for future leadership.

This recommendation is a good one. There needs to be a plan developed by the mayor and department heads and a report made to the Human Resources Committee.

This recommendation is in planning mode.

Conflict between the Mayor and City Council

We recommend the mayor actively support the city council's policy role. This can be accomplished by:

1) Including the mayor pro tem in the agenda setting process;
2) Providing timely responses to city council requests for information;
3) Providing city council access to senior staff for the purposes of information inquiry and
4) Ensuring annual city council goals are reflective of staff's annual work efforts. The best managed cities enjoy a mayor and city council that work well together with an understanding and support for each other's role.

Since January 1st, the mayor and council have been working on this recommendation. Most of these items have been addressed but problems will emerge from time to time. Success can only be determined by a smooth working relationship between all involved.

This recommendation requires assessment by the city council and mayor to determine what further work is needed.

Policy Development Responsibility

We recommend that the city create a process for the development of ordinances and resolutions which are based upon annual strategic goals and priorities set by the city council and that city staff coordinate their work efforts to accomplish the goals. We further recommend that the mayor encourage senior staff to work with individual council members for the purposes of policy development and develop a process to track the progress of complex policy development topics.

This is an important recommendation. The annual retreat should outline the strategic goals and priorities, which should be followed, unless there is a good reason to deviate. Staff, mayor and

council need to work on a process that will address policy concerns and makes efficient use of time.

This recommendation needs more work.

Staff Support for the City Council

The city council has legitimate needs for information. We recommend that the mayor allow department directors to meet with council members and that the city develops a process to track city council information requests and to ensure that information is developed and transmitted in a timely fashion. We also recommend that city council sub-committees receive information from staff in advance of the committee meetings.

Quite a bit of progress has been made on this recommendation since January 1st. We still have some improvements to fine tune the process.

Mayor and staff will continue to work on this recommendation.

City Council Agenda Process

We recommend that the city council meeting agenda development process not only include the mayor and clerk/treasurer, but also include the mayor pro tem, who would represent the city council. Further, we recommend that the city develop a "council future agenda" document outlining upcoming city council meeting agenda items which plan the legislative work program for the upcoming year. A copy of this document is recommended to be included in city council meeting agenda packets on a monthly basis.

Some of these recommendations have been implemented but more work is needed, especially in the area of future agendas. One requirement the mayor has implemented is to have most agenda items be reviewed and approved at the committee level prior to presentation to the council. This has addressed some issues, but there is still more work to be done for the process to be officially completed. Another question for the council is whether the mayor pro tem should be assigned the responsibility of reviewing the agenda on behalf of the council. Should the mayor pro tem, mayor and clerk do this before each meeting?

This recommendation needs further input from the council as there are still some questions of process that need to be addressed.

City Council Agenda Packets

We recommend that staff endeavor to minimize emergency-type, walk-on items and last-minute changes to published agendas. While last-minute items do arise occasionally, using a city

council future agenda document process tied to department work plans will substantially reduce these last-minute items. City staff can then plan their work knowing when city council agenda items are due. We recommend that the city revisit the city council agenda item staff report format with the goal of providing meaningful staff analysis as to the history of the issue, why it is before the city council, what were the various alternatives, financial impacts and other similar missing information, including a legislative history of the item.

Some of the concerns expressed in this recommendation were addressed in the section directly above. With the move towards committee review of most items on the agenda, some of these concerns have been addressed.

Work on this recommendation is continuing at the staff level with input from the council.

Lack of Financial Policies

We recommend that the city develop financial policies such as policies defining year-end reserves in each fund, investment strategies, rainy day funds, vehicle replacement reserves, debt management, and other long-range financial planning policies, including developing a five-year financial forecast.

This project was completed during the past year. These policies should be reviewed by the Finance Committee annually with recommendations to the city council on any changes necessary. These changes should take into consideration state auditor recommendations and any other official reports made to the city on financial matters.

This recommendation is in maintenance mode.

2010 Budget Document

We recommend the following changes to the city's budget document:

- Utilize a programmatic format linking services to funding
- Include a mayor's budget message transmitting the budget to the city council which should include: an executive summary outlining significant elements of the budget; the financial health of the city; and any important upcoming challenges
- An analysis of the estimated revenues for 2010 and what assumptions were used to calculate these estimates
- An analysis of the general financial health of the city by analyzing cash reserves, a three-year ending fund balances history of the general fund and a three-year revenue and expenditure history showing financial trends

- A consistent presentation format
- A consistent format for the city's organization charts
- A table of contents

There has been little or no work on this recommendation. This needs to be done before our next budget cycle starts in August 2012.

Work on this recommendation is in planning process.

City Accounting Format

We recommend that the city evaluate the merits of utilizing an accrual or modified accrual accounting format.

This recommendation will cost money and time to accomplish. The current financial software the city is using, which was purchased in the last couple of years, supports the cash basis method of accounting. The lifecycle of this software should be allowed to run out before this change is made.

During the exit audit with the state auditor's area manager, I asked some questions about different types of accounting formats. She said that the cash method we are using now was adequate for a city our size, but that there are advantages to moving to an accrual system. She said the accrual system gives more information, but is more time consuming and expensive to implement. She also indicated there was a large training curve to get people on board with a new more complicated system.

Recommendation: Further study is needed before a decision is made to change accounting formats. Should a decision be made to implement the accrual method, it should be planned to coincide with conversion to the purchase of a new software package. Training in the new method should be done over a longer period of time.

Work on this recommendation needs further review and input from council and staff.

Finance Director

We recommend that the city consider creating the position of Finance Director and further create a Finance Department, and reassign the employees associated with managing the city's finances to that department.

See narrative under City Clerk.

City Clerk

We recommend that the city consider creating the position of City Clerk and further create a City Clerk Division, reassigning the employees associated with managing the city clerk function to that division.

This recommendation and the one directly before it should be studied further before implementation. Several models are in use in Southwest Washington that should be assessed and reviewed for how they would fit our city. Most have changed the name of the department to the Finance Department with the city clerk working for the finance director. Any change will require additional revenue to pay for another department head position.

Recommend that the mayor review this recommendation further and report to city council by January, 2013.

City Clerk/Treasurer Department Observations

We recommend the following changes:

- Create operational procedure documentation for individual employees as to how to do a particular job
- Develop cross-training between department employees.
- Evaluate individual workloads and role definition to ensure that they are even among department workers
- Improve department employee morale

Some of these recommendations have been started, but none completed. It is not only the Clerk/Treasurers Department that needs review of practices, but all departments in the city. It will take more time to get this done with a progress report made by the end of the year.

The mayor needs more time to get some of this recommendation.

Pavement Management Plan

We recommend the city continue its efforts to develop a pavement management program designed to maximize the city's street overlay program ensuring that the streets most in need are paved first.

This is an important item, and one that will be delegated to the new Public Works Director with assistance from the Public Works Committee. A report on the cost and advantages should be

made to the council before the end of the year. Once the recommendation is received by the council, a decision can be made on implementation.

This recommendation will be investigated by city staff with a report to the city council.

Joint Session 2012

Annual Planning Commission Work Items (Proposed)

2012 Commitments - Non-Negotiable Work Items

1. **Shoreline Master Program (SMP) Update**
   - The City received a $50,000 grant to update its SMP over the next three years. Consultant work products must be reviewed by staff and the Planning Commission.

2. **Comprehensive Plan and Map Amendments**
   - A number of property owners have expressed interest in rezoning their property in 2012. The city is obligated to consider these changes annually.

3. **Amend Code To Address Electric Vehicle Battery Charging Stations**
   - The State requires that the development regulations of all jurisdictions must allow electric vehicle battery charging stations in all areas except those zoned for residential or resource use, or critical areas. The deadline for this code amendment was July 1, 2011 (RCW 36.70A.695).

4. **Assisting With Development Reviews As Necessary**

Zoning Text Changes Currently Underway

5. **Expirations for Variances and Site Plan Approval (LU# 210-912)**
   - This is a proposed zoning text change that would set expiration periods on Site Plan Approval and Variance Approvals. The amendment was undertaken because the current code sets no expirations for these approvals. **PC Input Needed - Should we continue working on this in 2012 or put it on the back burner?**

6. **Creation of a Historic Preservation Ordinance (LU# 211-906)**
   - Enacting a Historic Preservation Ordinance was a 2011 priority for the Planning Commission and the Planning Department. The Planning Commission has held several workshops on this matter and staff is currently in the information gathering stage. **PC Input Needed - Should we continue working on this in 2012 or put it on the back burner?**

7. **Pet and Domestic Animal Code Amendment (LU# 211-912)**
   - The Planning Commission initiated this amendment because the current code can be construed as saying that up to four cows, horses, pigs, etc. are allowed within city limits regardless of lot size. Changes were also needed to modernize the code to adjust for new trends in raising chickens, bees, miniature farm animals, etc. Staff has been instructed to initiate SEPA.

8. **Non-conforming Uses Zoning Code Text Change (LU# 211-913)**
    - Amendments are being sought to address a number of issues. The existing code uses terms such as "actively used" that are undefined and difficult to interpret. Further, our existing code is unclear on what changes in use are (un)acceptable when dealing with a property with non-conforming use rights. Finally, the Hearing Examiner's Final Order on the 208 Buckeye (Foglia House) matter called into question current code language and the way the ordinance has been administered. A draft ordinance is currently going through a legal review.

9. **Adding "Retreat Centers" to the List of Conditional Uses in Woodland's Low Density Residential Zoning Districts (LU# 211-918)**
    - Code change initiated by the Planning Commission after staff received an inquiry about opening a retreat center on residentially zoned property. It appears that this use can be similar to a bed and breakfast inn which is currently listed as a conditional use in Woodland LDR districts. **This will likely be taken off our list 02-16-2012.**

10. **An Ordinance That Would Amend The Administrative Appeals Process (LU# 210-917)**
    - Clarify the City's SEPA appeal procedures and authority by making them consistent with the SEPA statute.
    - Clarify the review procedures and authority for appeals of administrative (staff) decisions or interpretations of the Woodland Municipal Code.
    - To clarify other review and appeal procedures and authorities.

2011 Priority Work Items – No Progress To Date

11. **Amending Off-Site Improvement Standards for Commercial and Residential Zoning Districts**
    - This was a 2011 priority but to date no progress has been made on a zoning code amendment. An amendment would clarify requirements for extending water and sanitary sewer mains, right-of-way dedications, and half-street improvement requirements associated with development proposals in commercial and residential zoning districts. Improvements have been clarified for industrial districts. **PC Input Needed - Should we work on this in 2012 or put it on the back burner?**

12. **Develop Standards for Solar Panels and Wind Turbines**
    - This was a 2011 priority but to date no progress has been made on a zoning code amendment. Currently the WMC sets no parameters for solar panels and wind turbines. As these devices become more popular, they may result in issues related to safety, vibration, noise, view, aesthetics, etc. **PC Input Needed - Should we continue working on this in 2012 or put it on the back burner?**

Joint Session 2012

Annual Planning Commission Work Items (Proposed)

Additional 2012 Staff Recommended Work Items

13. **Revise Woodland's Critical Areas Ordinance to Address Department of Ecology Concerns**
    - Following a Department of Ecology review of Woodland's Critical Areas Ordinance, we received an analysis of changes that need to be made so that the WMC is consistent with Ecology's guidance on wetland protections. Further, the WMC does not adequately address wetland mitigation bank credit use. This is an option highly recommended by the Army Corps of Engineers and Ecology, and an option that business has expressed interest in using.

14. **Review and Provide a Recommendation on the Ad Hoc Committee's List of Expanded Uses for the C-1 (Central Business) District (Possible Zoning Code Text Change)**

15. **Develop Procedures for Processing Boundary Line Adjustments and Requirements for Approval**
    - The WMC does not clearly address procedures for processing or approving boundary line adjustments. The code appears to lump BLAs together with Short Subdivisions, asking proponents to provide the same level of information and to go through the same procedural steps. The state specifically exempts boundary line adjustments from subdivision regulation. Simple procedures and criteria for approval need to be established.

Wildcards – Potential 2012 Work Items

13. **The Zoning Of Medical Marijuana Dispensaries And Collective Gardens**
14. **Other Work Items From The Ad Hoc Committee's Recommendation Document**

BUILDING AND PLANNING DEPARTMENT – 2012 Priorities

Goal
Quality customer service and high public reputation

Priorities

1. Timely development reviews

2. Quality customer service
    a. Fully utilize website
    b. Expanded counter coverage
    c. Offer pre-project inspections and feasibility reviews
    d. Develop new materials (updated application packets, small business packet for permitting procedures, etc.)
    e. Digitize physical files

3. Continued professional development
    a. Staff participates in trainings, workshops, association meetings, and other professional development opportunities and obtains needed certifications. Areas identified for professional growth include, but are not limited to:
        a. Building code
        b. Floodplain management
        c. Growth Management Act
        d. GIS
        e. Smart growth

4. Long-range planning
    a. Shoreline mater program update
    b. Seeking grant opportunities that fulfill the community development and planning related goals of the comprehensive plan
    c. Furthering the Planning Commission's 2012 goals

Key Challenges over the Next 12-24 Months

Two key challenges the Building and Planning Department will face over the next two years are:

1. Streamlining/updating processes by developing materials, creating new procedures, updating codes, fully utilizing the website, and improving cross-department communications with regards to development reviews (i.e. Fire, Building, Planning, Public Works, Consultants); and
2. With staff time spent almost entirely on development review, citizen and developer inquiries, pre-application conferences, and other day-to-day department work, limited time remains for long- and short-range planning efforts, professional development, material development, or grant writing. This poses a challenge to ensuring best-practices are implemented and community-wide planning projects are completed.

Law Office of William J. Eling

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Vancouver, Washington 98662 ***[360] 892-9991 fax***

MEMO

TO: Mayor Grover Laseke and the Woodland City Council

FROM: William J. Eling, City Attorney

RE: Challenges for City Attorney in 2012

DATE: April 16, 2012

You asked for me to identify challenges that may occur over the next 12-24 months on the legal front. Unfortunately, in my position the challenges are usually "just over the horizon," especially when related to litigation/hearings. For the most part, the role I play is reactive. I am reacting to staff needs, the Council's legislative initiatives, and your administrative initiatives. In short, I don't see any particular challenge.

The never-ending challenge is to provide meaningful legal advice in a timely manner. I am best able to provide meaningful legal advice when I have advance notice of a particular initiative and can identify legal concerns or potential alternatives at an early stage of the process. My analysis requires understanding the background for a proposal so it is helpful to me to speak with the proponents and understand the reasons behind a proposal. It is difficult for me to complete all the steps for legal review in a compressed time period. Knowing the Committee agendas would give me the chance to spot potential general issues and identify them for discussion in the committee process, or be prepared to comment when the committee work is done. {I am not asking to go to Committee meetings.}

Updating the City Code is a continuing concern but is driven by policy more than any particular legal requirement. Therefore, updates will be driven by the policymakers and creates more of the reactive lawyering.

The short answer to the question of challenges is building better communication.

April 16, 2012

Clerk-Treasurer Department

2012 Priorities

Human Resources/Government: (*NOT in any particular ranking order*)

1. Review and set workplan per Mayor and Council retreat on Organizational Assessment
2. Set Policy for accomplishing City objectives (results of 2012 Retreat)
3. 2012 WPOA Negotiations
4. 2013 health insurance, plan designs, premiums and employee contributions
5. Review Personnel Policy for any changes including furlough days, flex time, bereavement leave, out-of-class pay, promotions and interim out-of-class pay
6. Salary survey and step plan for exempts
7. Policy on council travel and budget allocation
8. Job descriptions – continue review and updates

Finance: (*NOT in any particular ranking order*)

1. Website – go live by 2/29/12 – Completed
2. Credit/Debit payments at the counter and online at website
3. PSST & bond/construction police station
4. Utility billing – installation of new VMS software and implement
5. 2012 Fee schedule – Review & update Res. 577/594
6. Phone System RFP
7. Budget 2012 / 2013 revamp format and prep

Current and Near Term Challenges:

- Revenues and Expenditures – a challenge is matching these through the annual budget process and looking to the future for a longer term plan. Everyone wants a piece of the pie and prioritizing programs, plans, etc. would help immensely. Remembering to recognize and plan that when new or existing programs or plans are implemented that it has an effect on the Clerk-Treasurer Dept. possibly through more payroll, more accounting, etc. and that we need to remember to allocate resources and staffing for this as well.
- Staffing – Each Clerk-Treasurer Department employee is currently assigned specific duties and tasks and workload is considered heavy at best. See other comments here.

- Cross training – with current workload, cross training is difficult as there is not someone to do the duties of the person that would be away from their duties/tasks while they are training, so work just gets more behind
- Utility billing install new system – there will be many changes and the Utility Clerk will have to run both systems side-by-side for a few billing periods. There will be transition issues as is always anticipated during implementation of new software. Also, we do not have clear direction or study, only mention of wants such as moving to a monthly billing vs. bi-monthly, and looking at senior/disabled rate structure, implementing the online payments and also making sure that this is all interfaced with our other VMS systems.
- Phone RFP-this has been slow to get off the ground due to staffing and workload. A final review of the RFP needs to be completed and then we will be moving forward with this citywide phone project.
- Fee schedule – again, staffing and getting comparable data has been the hang-up. AWC is going to be releasing the new AWC Tax & User Fee survey with updated data, so that will help. We need to review it before and during the budget process to implement it at a Jan 1st period.
- Records Management-a challenge has been to get the Questys system fully implemented in all departments. We have only "touched the tip" of getting it installed and utilized in the CT Dept as we only have a 0.5 FTE assigned to this and her duties are not just this. We currently have 3 updates to enter into the database we had created 2-3 years ago from the Secretary of State/Archivist and are also working on this project.
- Salaries and Benefits. This is always a challenge as it is tied to budget, unions, and a whole complex analysis is needed. It is limited to staff time unless the council agrees to contract some of the analysis out to an outside vendor. Also, getting all the parties involved to discuss short-term and long-term ideas and solutions is a challenge. Another challenge is negotiations with WPOA and what tone will be set with the comparables and knowing that they have binding interest arbitration. This contract usually sets the way for the other union contracts. It has also continued to be a challenge to review the Exempt Salary Step Plan and come up with a plan to get this done. Again, workload, looking at comparables and getting staff and council buy-in on a fair and equitable process is needed.

Woodland Fire Department

2012 Priorities

1. Fund and develop part-time staffing, full-time staffing, or contracted services to fill a second responder position each day and ensure a minimum of 2 responders at all times.
2. Identify, evaluate, and propose strategies for providing dedicated and sustainable ALS ambulance service in Woodland, 24 hours a day.
3. Continue to develop volunteer recruitment, member retention, and training for on-station coverage, support operations, and development of a local CERT team.
4. Plan for and pursue future efficiencies and improved service for woodland through consolidation with Clark County Fire and Rescue as identified by the 2011 Regional Fire Authority feasibility study.
5. Modify Facilities to better accommodate on-station crew, equipment, and storage needs.
6. Update policies and procedures; expand mutual aid training; and improve support functions for improved operations and standardization with our neighbors.

Current and Near Term Challenges

Daily Staffing for Routine Response:

- Minimum of one qualified / certified responder on duty at all times
- Supplemented by: one intern most of the time (limited qualification), limited volunteer staffing on station, limited volunteer response from home.
- Increasing call volume / demand for service: Significant and steady increase in call volume over the past few years has created and continues to create challenges including an increase in the frequency of simultaneous calls/requests for service. We are becoming reliant on our neighbors to help with second and third simultaneous calls more frequently. Response delays will increase as the frequency of simultaneous calls increase.

ALS Ambulance Service:

We are reliant on private ambulance service from AMR that has limited profit potential in our community and no existing contract or service obligation. In our current situation, we routinely experience ambulance response times up to 20 or 30 minutes. The long term reliability of this system and possible future decrease in service level are unknown and not predictable. Our current funding and resources are not sufficient to support any significant improvements to this current system.

Facility Modification:

Relocation of the Police Facility will create some opportunities coupled with challenges to effectively modify and make use of much needed space at City Hall.

Consolidation Effort:

Planning and building support for the potential RFA consolidation will take significant time and effort over the next 12-18 months. Without success of this effort, long term sustainability of our current service level is in unlikely without additional resources. Alternative solutions along with additional financial resources would likely be needed to sustain our current limited level of service and meet predicted increases in demand.

Volunteer / Intern Recruitment and Retention:

- Ongoing recruitment and retention for our volunteer and intern programs are a constant challenge with many complicating factors. Our efforts have proven more successful than most Fire Departments in our region, but we continue to fall short of our actual staffing needs. Intern members are heavily relied on as the second member of a crew in order to meet our basic response needs, like regular full-time employees. This situation poses significant concerns for sustainability and safety in the future.
- Heavy reliance on volunteers and constant requests for them to fill staffing gaps in on-station coverage is beginning to cause burn-out of some members and occupy significant staff time. Reliance on volunteer response from home for routine EMS response (roughly 800-900 calls/year) is not a viable option. Volunteer response continues to serve well, providing limited but valuable support for on-station coverage and regular response to significant incidents from home.
- The expiration of federal grant funding in April 2013 for our recruitment/retention program and Captain position will have significant negative impact on our volunteer program and overall service delivery without effective consolidation or additional funding.

TO:	MAYOR AND CITY COUNCIL
FROM:	BART STEPP, PUBLIC WORKS DIRECTOR
SUBJECT:	PUBLIC WORKS 5 GOALS OF 2012 AND ISSUES OVER NEXT 24 MONTHS
DATE:	APRIL 12, 2012
CC:	WOODLAND DEPARTMENT HEADS

Five priorities were identified for the Woodland Public Works Department in 2012. A synopsis of the five priorities and their status are below.

1) Guild Road Improvements

The Guild Road Improvements are currently out to bid with the bid opening due on May 1. The Goal is to have the bid awarded at the May 7th City Council meeting. Construction is expected from June – October of this year. The construction cost estimate is $1,250,000. The City and Port are still working on completing a couple easements which need to get signed prior to the project being awarded. The City and Port are also working with Cowlitz PUD and Cascade Natural Gas to determine utility relocation costs and who should pay for those costs.

2) SR503 Widening Project

I have received an e-mail communication that right-of-way agreements needed for improvements at Gun Club and Hillshire have been either signed and received or verbally approved by the property owners. Based on that knowledge we are proceeding with completing design for just the Gun Club and Hillshire intersections with the intention of constructing those projects in late summer. This eliminates the concern of exceeding existing funds level by doing all three intersections. If there are enough funds following completion of Gun Club and Hillshire this year, we may look at constructing improvements at Insel next year. There is still one section of right-of-way that needs to be purchased for Insel. Negotiations and purchase of that right-of-way will be put on hold until after completion of Gun Club and Hillshire.

3) Water System Plan

The Water System Plan will be completed in 2012 by City Staff. I received electronic copies of the 2006 Water System Plan from Gibbs and Olson on March 23 which will be used as a base for the 2012 Plan. On April 5th I had a pre-plan meeting Washington State Department of Health Drinking Water Program Staff to go over completion of the Water System Plan. Staff is already working on updating certain

documentation needed for the plan appendices. To complete the plan the City will purchase Hydraulic Modeling Software for a cost of $4,000 and a new computer for the Public Works Director that can handle the modeling software for approximately $3,000. The total cost for the project is expected to be less than $10,000. $100,000 was budgeted for this plan in 2012.

4) Westside Wastewater Collection System Repairs/Water Distribution System Repairs

On March 16th I submitted technical information requested by Rural Development for a $4,000,000 Wastewater Collection System Improvement Project for the older core area part of town. That was followed with a phone discussion with the Rural Development Engineer. On March 28th I mailed a preliminary engineering report for a $2,000,000 Water Distribution System Improvement Project in the same part of town. In addition Mari and Gina have been working to submit to Rural Development all the financial information they need. If both of those loans are approved the City would have $6,000,000 to improve the water and wastewater system in the older part of town.

Part of the state budget that was approved on April 11th included a $4,800,000 Public Works Trust Fund Loan to the City of Woodland for water and wastewater system improvements in the same area as the rural development loans. As this is at a 1% interest rate versus typical rural development loan rates of 3% - 4% and has no fees involved this would be a better financial option for this project. The money would be available starting in May. Design work could potentially start this year with construction in 2013. Due to the lower amount than requested from Rural Development, we may want take some money from rural development to cover the cost difference or adjust the project scope to meet the Public Works Trust Fund Loan budget.

5) City-wide street repairs

We should have enough funding to complete improvements on CC Street, S. Pekin, N. Pekin, Davidson by the railroad, Buckey and Goerig Intersection, and possibly the Fire Station Parking Lot. City Staff is going to repair the drywell at the Fire Station prior to paving. We should have around $125,000 available for paving work this year. WSDOT is going to complete paving repairs at Intersection 21 and along Pacific and Atlantic this year as well.

Public Works Issues over the next couple of years

Streets: I see maintenance of streets as the biggest issue for Public Works. The long term deferral of maintenance prior to this year has resulted in a large percentage of streets throughout town in a condition that crack sealing and chip sealing can't fix. This means more expensive overlays or street reconstructions are required to actually improve the streets.

We have budgeted to spend $200,000 this year on chip sealing and paving this year which will cover about 1.6 miles of road. WSDOT will spend about $200,000 to improve another 0.4 miles of SR503 within town. With approximately 27.5 miles of road these 2 miles represent about 7% of the paved roads. If we paved 7% of the roads every year on a rotating schedule then roads would get paved every

14 years. To maintain roads cost effectively chip sealing them every 5-7 years is needed. An annual investment of $200,000 on streets is not enough to keep the street system from further deteriorating.

I would like to have a workshop in September or October to present to City Council more information on street maintenance and what options the City has to improve the roads. This workshop would also discuss some intersections that have capacity and safety issues.

Water: As part of the 2012 state budget a $2,000,000 PWTF loan was approved for improvements to our Ranney Well. This work should be completed in 2013. Other priority issues for the water system are upgrading the distribution system and replacement of old meters.

Wastewater: The main priority is improvement of the collection system in the older part of town due to the large infiltration and inflow the system receives from stormwater runoff and groundwater. The wastewater treatment plant has plenty of capacity although it has been online for approximately 10 years. Due to the corrosive nature of wastewater, treatment plant components do not have a long life span. We are beginning to see an increase in failures for pumps, valves, and other equipment. I don't see a need for expansion of the plant any time soon but we may need to budget more money for replacement of pumps, valves, and other components. A General Sewer Plan is needed. Depending on workload, staff may be able to complete that in 2013.

Parks: Park funding was reduced in 2012 from 2011. To compensate we will not hire any temporary laborers as done in the past and the field at Horseshoe Lake east of the boat ramp will not be watered or fertilized. In addition the City needs to cover the $48,000 hole created by the purchase of the Scott Hill Park Land. That hole will be filled by either selling the house at Scott Hill or through reimbursement from Rotary which has taken the lead on funding construction of Scott Hill Park. If Scott Hill Park is constructed park maintenance requirements will increase significantly. Not only will be expending more on materials and equipment for park maintenance but we would need at least two full time staff people dedicated to parks. Currently we hire two people full time for six months out of the year which is essentially one full time person without benefits. Any increase in revenues from the new park would not pay for a full time employee plus the other additional maintenance costs.