



Strategic Action Plan

For the past three years, the City Council and staff have established Strategic Action Plans to focus the efforts of the City of Winters. An impressive amount of work has been done to achieve many of the goals in that plan.

Staff has begun the process of reviewing the 2007 plan, revisiting priorities and goals in order to develop an updated Strategic Action Plan including input from staff and the City Council.

A combination of the severe decline in recurring revenues and the need for long term sustainability to address service shortfalls has driven staff to recommend a single priority for the City to focus on for the coming years-

Economic Development.

Economic Development provides jobs for residents, an economy to support community needs in schools and social organizations, tax revenues to enable local government to provide the necessary services to a broad spectrum of the population and a critical network to enable commerce to succeed.

The overall health of a community is often defined by the level of commerce which occurs. It reflects on the City in many ways including the wealth of persons and businesses, the quality of life for residents to be able to work and live within a close proximity and the impacts residents have on the environment.

The overall objectives of the Economic Development Priority are as follows:

- Generate an infusion of new businesses and capital investment.
- Implementation of the City's General Plan
- Creation of a wide range of jobs for all facets of the community.
- Business to business commerce.
- Revenue generation for the City.
- Sustainability programs that benefit the residents, businesses, community organizations, schools and the environment.

The following strategic programs are recommended for departments to accomplish this priority:

1. **Economic Development-** Focus on job creation and revenue generation at the I505 and Gateway corridor along Grant Ave to include freeway serving businesses, lodging, research/business park development and industry; the Grant Avenue Commercial Project; Downtown development to include implementation of master plan projects, development of Putah Creek and the pursuit of business expansion, including a hotel.
2. **Community Development-** establish a streamlined development process, revise and refine the planning regulations for the Gateway Master Plan Area and the Grant Avenue corridor, continue to revise, refine and define the vision of the General Plan, facilitate development of a Climate Action Plan.
3. **Public Facilities and Infrastructure Projects-** continue to improve and expand water, sewer and roadway infrastructure in support of development, adopt and follow updated circulation plans, develop funding plans for new facilities to serve the community.
4. **Environment-** establish baseline for GHG emissions, develop Climate Action Plan, develop a mapping system, incorporate “green” policies throughout City operations
5. **Housing-** continue to ensure the long-term affordability of housing in the City of Winters, incorporate outreach, training and funding sources to provide programs to enable first-time homebuyers, seniors and low-income residents to rehabilitate and purchase homes.
6. **Public Safety-** continue to increase staffing levels and service capabilities as funding allows, create funding plans for new equipment, establish and improve retention, recruiting and training.
7. **Community Service-** continue to work cooperatively with the school district, maintain After School Program, establish and maintain fiscally sustainable recreation programs, maintain and improve facilities, incorporate volunteerism and community efforts.

The following is a draft outline of the proposed plan.

❖ Economic Development

The City of Winters will make economic development a priority with a sole focus on creating jobs to meet a variety of needs in the community including high paying jobs that sustain homeownership and jobs to provide employment for youth. Rather than define the type of businesses that will come to Winters, the City will focus on encouraging job creation and providing incentives to those who wish to bring businesses to Winters. Flexibility and receptivity to all proposals will allow for a broad variety of business types, including:

- Research/technology
- Manufacturing
- Biotechnology
- University-related business
- Agriculture and ag tech
- Office/professional
- Meeting/conference facilities
- Freeway and visitor serving
- Service sector
- Retail

This approach will result in the generation of revenue to allow for long-term fiscal sustainability.

Priorities

INTERSTATE 505/GRANT AVE CORRIDOR

This will include seeking development of key properties suited to freeway and visitor serving businesses.

Potential projects include:

- **Jordan/McClish Property**- Potential projects will include food and fuel businesses, lodging and recreational businesses. McClish property could be ideally suited for manufacturing, research park, ag tech or conference center.
- **Grant Avenue Commercial**- Continue to support Yackzan group's efforts to develop the property, with possible tenants including banks, food outlets, retail and medical offices.
- **Robada, Skreden**-Potential projects will include hotels, research, university related business, ag tech, and office professional.

Interests include:

- **East of Interstate 505 interchange**- Continue to work cooperatively with Yolo County to determine the highest and best use for the property. Possibilities could include ag processing. Annexation could be an option.

DOWNTOWN

Downtown continues to be a focal point and maintaining its vitality as a destination place is vital. An emphasis will be on the continued implementation of the Downtown Master Plan and advancing key projects currently under consideration.

Projects include:

- Monticello
- Vehicle bridge replacement
- Downtown Streetscape Project Phase II
- Downtown hotel
- Putah Creek Projects
- Alley improvement
- Art Park

Interests include:

- Mariani property/Railroad Avenue
- Buckhorn, Masonic and Putah Creek Café buildings

ZONES

Include property/business owners in the discussion of appropriate business types for various zones in the City; remain mindful of the need to be flexible and complement, not compete with, the downtown.

INTERSTATE 505/GRANT-suitable uses in this zone include fast food, lodging, gas, recreation and lake serving businesses.

GRANT WEST-suitable uses in this zone include manufacturing, ag tech, conference center, lodging, biotechnology, research, office/professional.

DOWNTOWN-suitable uses in this zone include wine shops, specialty food shops, restaurants, bakery, candy store, Yolo-centric agricultural products other destination type businesses.

The strategic plan should focus efforts to:

- Incorporate “green” concepts and standards throughout process
- Implement economic development incentive program
- Utilize business assistance programs
 - SBDC
 - CDBG ED business loan program
 - Redevelopment (as funding is recaptured through tax increment)
- Collaborate with UC Davis and other organizations to benefit from technology transfer

STRATEGIC OBJECTIVES TO BE ACCOMPLISHED

- Job creation.
- Expanded commerce
- Business to business
- Establishment of a corporate connection with leading industries and UC Davis.
- Remove barriers to development from the General Plan and Zoning Code
- Define the vision of the current General Plan
 - Review environmental documents
 - Determine development levels that have been approved
 - Assess land use designations and zoning categories
- Implement project processing guidelines including
 - Critical path elements to define how projects proceed
 - Design guidelines including building and energy standards

❖ Community Development

Community Development is responsible for all planning and implementation regarding development in the City of Winters. Planning will be streamlined through realization of the following goals, objectives and projects:

- **Remove barriers to development from the General Plan and Zoning Code**
- **Streamline the development process in the City of Winters**

Priorities:

REMOVE BARRIERS TO DEVELOPMENT FROM THE GENERAL PLAN AND ZONING CODE

Staff has identified barriers in the General Plan and zoning code that have prevented development from taking place in the Gateway Master Plan area and along Grant Avenue since the adoption of the General Plan in 1992. Ideas under consideration include:

- Remove Planned Commercial (PC) and Planned Commercial/Business Park (PCB) land use designations and associated definitions from General Plan
- Amend the General Plan Land Use Map
- Amend the Zoning Map and Zoning Chapter in WMC to “simplify” the planning process for potential businesses

STREAMLINE THE DEVELOPMENT PROCESS

A key element to the overall effectiveness of our economic development program will be the streamlining of the processing of proposed projects through our Community Development Department. Ideas under consideration are:

- Single Source of Contact for Economic Development.
- A Development Review Team to assist in processing concepts and project applications.
- Project Review Committee meetings to discuss projects in pipeline – Similar to the Capital Projects meeting that takes place biweekly, the Project Review Committee would convene at the same rate.
- Expedited processing of job creating projects.

STUDIES/MAPPING

- Develop comprehensive tracking system library for the following:
 - Circulation plans
 - Traffic studies
 - Environmental impact reports/related data
 - Mitigation monitoring plan
 - Restoration projects

STRATEGIC OBJECTIVES TO BE ACCOMPLISHED

- **Remove barriers to development from the General Plan and Zoning Code**
- **Streamline the development process in the City of Winters**

❖ Public Facilities

Public Facilities in the City of Winters are crucial in terms of economic development, public safety, recreation and community development. The City of Winters will pursue development of Public Facilities through realization of the following goals, objectives and projects:

- **Complete water and sewer improvements**
- **Complete and adopt Complete Streets Plan for Grant Avenue Corridor**
- **Complete circulation improvements on Grant Avenue**
- **Complete renovation/construction of City Hall, Community Center, Community Theater and Teen/Senior Center**
- **Complete downtown hotel/alley improvement project**

Priorities:

PUBLIC SAFETY CENTER

The completion and relocation of fire and police services into the new public safety center will serve as a hallmark moment in the quest to upgrade services within the community. This should include expanded 24/7 service capabilities, upgraded professional standards and improvements in the ability to serve business and industry.

WATER/SEWER IMPROVEMENTS

Projects that have been completed thus far :

Water-

- Rehabilitation of wells 4 and 5
- SCADA Implementation at all well sites
- Well 7 going on line end of August 2010
- Water Main replacements on Russell and Edwards Streets

Sewer-

- SCADA implementation at headworks and all lift stations
- Pump Replacements at all lift stations and East St. headworks
- Control Panel Replacement/ Improvements at Walnut Ln and Carter Ranch
- Manual Transfer switches installed at lift stations
- Repair /replacement of bar screen, grinder
- Improvements at WWTF chlorine feed and irrigation pump systems

The City will continue to upgrade and maintain water and sewer projects/operations. Key projects which will be implemented will include:

- Implementation of a consumption based water system by January, 2012.
- Implementation of water efficiency and leak detection program

- Wastewater Treatment Facility
 - Replace aerators done
 - Pump (bid documents in fall) done
 - Expansion postponed due to lack of need, will revisit in future
 - Efficiency Improvements at East St. Headworks planned for early 2011
- Line Replacements ongoing program to be developed
 - Mains
 - Distribution
 - Collection System
- Initiate rehabilitation projects and upgrades to wells 2 and 6

CIRCULATION PROJECTS

Begin circulation projects in the Grant Avenue corridor

- Adopt Complete Streets Plan for Grant Avenue Corridor
- Update Bikeway System Master Plan

INFRASTRUCTURE PROJECTS

- Construct improvements on Grant Avenue corridor including roundabouts at one or more of the following intersections: Walnut Lane, Dutton and Morgan streets.
- Improvements to Grant Avenue and Railroad intersection
- Improvements to south entry to City (adjacent to new vehicle bridge)
- Continue pedestrian improvements including sidewalk construction Citywide
- Continue to extend streets/improve circulation and connectivity as development occurs/funding is available

DOWNTOWN PROJECTS

Continuing to improve and develop the downtown as the “urban core” for the City of Winters will be critical to the overall sustainability of the community as a destination location. Key infrastructure to be addressed and/or upgraded will include:

- Phase II Downtown Streetscape Improvement Project
- Putah Creek Vehicle Bridge Replacement (2012)
- Putah Creek North bank improvements
- Downtown hotel project and Abbey/Main Street alley improvements
- Art Park

PUBLIC FACILITIES

A key priority will be the construction and/or renovation of major facilities for the City of Winters. These will include:

- **Winters City Hall** upgrade/renovation to provide quality working environment and services to the community.
- **Winters Community Center** which will provide a gathering place for community events and organizations.
- **Winters Community Theater** to provide a venue for the Winters Theatre Group and other performances.
- **Teen and/or Senior Center** which will provide a permanent spot for senior citizens to gather for potlucks and the senior lunch program. In addition, provide a permanent location for teen activities such as dances, movie nights, club meetings, and indoor recreation activities.
- **Complete Sports Park** (Phase I)

STRATEGIC OBJECTIVES TO BE ACCOMPLISHED

Continue to upgrade/improve the City's infrastructure base to support economic expansion

❖ Environment

The City of Winters is committed to the concept of improving our environment through both sustainable and green practices. Overall, Winters is known for its leadership in such areas as organic and sustainable farming practices, the restoration of Putah Creek, the commitment to the land on which we live, and maintaining a health quality of life.

The City of Winters will pursue the goal of improving and sustaining the environment through the realization of the following goals, objectives and projects:

Priorities:

DEVELOP CLIMATE ACTION PLAN

Establish a comprehensive plan for reducing impacts to the environment by taking the following actions:

- Complete data collection/entry into the Climate Registry system
 - Establish baseline
- Develop the plan
 - Climate Action Plan should be unique to Winters and include information in addition to municipal operations
 - data on where residents work and how far they drive to get to work
 - vehicle trips analysis-by sector: (work, recreation, shop)
 - green jobs analysis—what is green? How do you get green? Incentives?
 - Plan should include realistic actions to be taken in order to achieve California's goals for reducing greenhouse gas emissions
 - Incorporate actions specific to AB 32
 - Incorporate actions specific to SB 375

OTHER APPROVED PLANS/ACTIONS

- Continue to support and promote participation in programs such as PACE (Property Assessed Clean Energy) to enable homeowners to install energy efficient improvements in their homes/properties

STRATEGIC OBJECTIVES TO BE ACCOMPLISHED

- Reduce GHG emissions
- Reduce vehicle miles traveled

❖ Housing Programs

Implement best practices and standards and procedures to ensure the long-term affordability of rental and for-purchase real property inventory; support the City's goals of creating new affordable housing and conserving existing affordable housing; ensure that real property assets are maintained in a manner benefiting the residents, neighborhood and community.

- **Facilitate as needed reviews of affordable housing practices and procedures by the City Council**
- **Manage existing and future assets to maximize asset value, leveraging the City of Winters' financial contributions with funding from both private and public sector funding sources**
- **Conduct community outreach programs to solicit participation in affordable housing program design to ensure the needs of the targeted income groups are met to the highest degree possible**

Priorities:

Key Program priorities include:

- Homebuyers Assistance Programs.
- Expand Housing Rehabilitation Program for existing homes to include non-senior households, with revisions to grant portion of the program.
- Implementation of the Foreclosure/ Vacant Homes Abatement Program.
- Execute action plan to attain the goals established in the 2008 Housing Element.
- Work with developers to advance market rate housing.
- Develop and implement a home acquisition, rehabilitation, and resale program for "at risk" properties (foreclosures, short sales, bank owned properties, etc.).

STRATEGIC OBJECTIVES TO BE ACCOMPLISHED

- Increase the availability of quality housing for all income levels.

❖ Police Department

The Winters Police Department is dedicated to protecting the lives and property of our citizens. Our goal is to ensure the safety of every person and to serve the public with professionalism and courtesy. To accomplish this, we are committed to excellence and will not accept anything less. We shall diligently pursue every investigation until every possible lead has been exhausted. We take pride in serving our community and preserving the community's social and moral values. "Protection our duty; Service our goal."

- **Provide adequate staffing levels so there are at least two officers on duty at any given time, seven days a week, 24 hours a day**
- **Develop a recruitment and retention plan to ensure that qualified applicants apply for police officer positions and that the department retains trained and valuable staff**

Priorities:

The Winters Police Department is in need of the improvement in personnel/staffing. The strategy for improving this will include the following:

ESTABLISH A FINANCING PLAN TO ACHIEVE ADEQUATE STAFFING LEVELS

- Restructure of supervisory levels by integrating Corporals into supervisory roles as a temporary solution to vacant sergeant positions.
- Increase patrol staffing levels to a minimum of two officers on duty 24/7 and with adequate supervision when funding permits.

DEVELOP A RECRUITMENT/RETENTION PLAN

- Have a recruitment plan of continuous application and testing for future positions.
- Hire lateral police officers to share training and experience with younger officers.

PUBLIC SAFETY FACILITY

- Preparing for the move into the new facility for police personnel by continuing the purging process of unneeded archives.

HIRING/RETENTION

- Have a recruitment plan of continuous application and testing for future positions.
- Hire lateral police officers to share training and experience with younger officers.
- Have competitive salary and benefit with surrounding law enforcement agencies. Be at least 5% above the second lowest paid law enforcement agency in the County when funding permits. If we don't, we will continue to be plagued with recruitment and retention problems.

TRAINING

- Coordinate with Yolo County Law Enforcement Agencies' Training Managers group to develop localized training programs that are POST Certified and cost effective.
- Send officers to training courses that provide innovative and strategic ways of improving service to the community.
- Review the re-implementation of YONET and School Resource Officer positions.

STRATEGIC OBJECTIVES TO BE ACCOMPLISHED

- Reduce Criminal activity
- Expand police capability and capacity
- Enhance investigative capabilities

❖ FIRE DEPARTMENT

The Winters Fire Department mission is to provide, within budgetary resource restraints, the highest quality of services to protect life, the environment and property for our community, businesses, customers and partners from fire, medical emergencies and natural disasters through 1) Strategic Planning 2) Cohesive leadership 3) Comprehensive Prevention, Education and Training programs. We will accomplish this with a commitment to quality, dedication and professionalism.

- **Develop Mission, Vision & Core Values for Department**
- **Obtain new multi-tasking fire apparatus with equipment**
- **Development & Implementation of “Sleeper Program with 24/7 staffing:**
 - Minimum Staffing Requirements
 - Policies & Procedures
 - Recruitment & Retention
 - Training & Development
 - Scheduling
 - Labor
 - Compensation
- **City/District merger**
- **Conduct a Needs Assessment for development and Implementation of a Master Plan in the following areas;**
 - Fire Prevention, Pre-Planning & Code Enforcement
 - Training, Future Leadership & Development
 - Key Critical & Historical Infrastructure
 - Staffing & Administration
 - Operations/Service Levels
 - Develop/Revise Equipment Replacement Plan
- **Budgeting Plan & Alternative Funding Sources**
- **Recruitment & Retention**

Priorities:

The Winters Fire Department will begin a process toward the improvement of the overall personnel/staffing of the operations and the transition to a new public safety facility to be shared with the Winters Police Department. Key initiatives will include:

DEVELOP A STAFF RETENTION PLAN

- Increase pay and benefits comparable to Police Department, nearby fire departments
- Provide work schedule based on a “Kelly” shift or similar
- Educational incentives
- Acting pay compensation

- Bilingual compensation

INCREASE STAFFING TO 24/7 SCHEDULE

- Develop funding plan
- Develop existing staff to provide leadership for future department

CAPITAL IMPROVEMENTS: ENGINE, PUBLIC SAFETY FACILITY

- Develop funding plan for new multi-tasking apparatus
- Replace SCBA air bottles by 2013 or replace all SCBA with new up dated units
- Revise/Develop an Equipment Replacement Plan and incorporate a funding plan

CITY/DISTRICT MERGER

- Continue process to merge district staff
- Continue process to merge facility, equipment

STRATEGIC OBJECTIVES TO BE ACCOMPLISHED

- Fund and activate a sleeper program based on 24-7 coverage of one engine company made up on one paid staff and two volunteers in the 2010-2011 budget
- Fund and acquire one new multi tasking type 1 engine to replace one 1975 type 3 engine and one 1972 type 2 engine by 2013
- Replace 90% of the department structural PPE by 2012
- Continue to encourage and support higher education and training to the officers of the department
- Engage in as many grants as reasonable to help achieve the above noted objectives
- Support the continuing City / District merger process
- Provide the same lever of service to the district as is received within the city based on geographical constraints

❖ Community Services

Community Services and Recreation are a key element of outreach between the City and its residents. An active and healthy community is a vibrant community. Community Services and Recreation provides a variety of recreation, parks and youth programs as well as an after school program and community center.

- **Develop a cooperative relationship between the City and School District**
- **Provide a diversity of financially sustainable recreation and leisure opportunities**
- **Provide and promote well used and relevant recreation facilities and settings**
- **Provide effective management, support and resources**

Priorities:

INTEGRATE MANAGEMENT OF SCHOOL AND PUBLIC FACILITIES

- Investigate/advocate for the use of school facilities by sports clubs
- Facilitate cooperative atmosphere between school district and City staff
 - Provide incentives

FINANCIALLY SUSTAINABLE RECREATION AND LEISURE OPPORTUNITIES

- Continue recreation programs
 - Softball
 - Tennis program, lessons
 - Softball, basketball and soccer program/competition
- Increase volunteerism
- Establish recreation alternatives for elderly
- Update recreation, leisure policies

MAINTAIN, UPDATE FACILITIES

- Improve, maintain existing facilities
- Allocate resources toward annual improvement and upgrade program
- Include safety provisions
- Facilitate increased use of passive recreation spaces (playgrounds, BBQ areas)
- Financially support new Sports Park

PROVIDE EFFECTIVE MANAGEMENT, SUPPORT AND RESOURCES

- Ensure that services provided meet community needs
- Provide affordable recreation programs/alternatives

- Ensure that recreation staff is highly motivated and committed
- Allocate time/resources for staff development

AFTER SCHOOL PROGRAM

“Committed to empowering children through education and beyond”

- Continue to work together to ensure continuity of after school program
- Continue to locate funding sources for possible expansion of program
- Develop guidelines for management, expansion of program

STRATEGIC OBJECTIVES TO BE ACCOMPLISHED

- Community Outreach
- Programs for all ages
- Enhance Quality of Life