

A CITY THAT WORKS FOR EVERYONE

Ensure a fiscally and organizationally sustainable City that is innovative, efficient, provides valued services promptly and professionally, engages the community, and proactively funds, designs, installs and maintains City infrastructure that is safe, functional, and sustainable and serves the needs of our residents.

OBJECTIVE 1 – ENSURE A FISCALLY AND ORGANIZATIONALLY SUSTAINABLE CITY.		LEAD	ASSIST	STATUS
Workplan Items:				
1	Develop a fiscal sustainability plan with the community that balances City services with available revenues and integrates policies and identifies potential revenue sources that can ensure long-term financial health and effectiveness of the City.	FINANCE/CMO		IN PROGRESS: Fiscal and Org sustainability effort kicked off in November. Workshops completed on revenue, pensions etc.
2	Continue implementing strategies to reduce pension costs and unfunded liabilities.	FINANCE		ONGOING: Completed workshop, council directed that we continue on current path, summarize what we have done, and it is still ongoing
3	Develop a budget-in-brief to provide the City's financial information in an understandable, accessible format.	FINANCE	EDOG	NEARLY COMPLETE: Drafted and will be rolled out with FY20-21 budget
4	Review and update the City's Development Impact Fees where appropriate.	CMO/PLANNING	FINANCE/CAO	IN PROGRESS: Impact fees were updated to reflect CPI on July 1, 2019. Additionally, fee updates for ADUs were approved by City Council on January 6, 2020 to be consistent with new state law
5	Improve the responsiveness and efficacy of the City to its residents by examining potential changes and updates to the City Charter.	CAO/CMO	CMO	NOT YET INITIATED: Staff will outline a recommended process and identify resources needed to initiate.
6	Become a Helen Putnam Award of Excellence City.	CMO	EDOG	NOT YET INITIATED: Fiscal Year 20/21
7	Leverage local, regional, and state programs and resources to maximize city revenues.	PW&U/PD	FINANCE	ONGOING: Grant funding from various sources are continually being assessed for opportunities and when feasible, applications submitted. During FY 2019/20 grants were submitted for dredging, river trail expansion, parks improvements, trail/path maintenance, and multi-modal transportation improvements on City Streets. Grant applications recently awarded include \$550k for future bike, pedestrian, and transit improvements as well as nearly \$4m of State grant funds to expand tertiary treatment for recycled water, leveraging \$5.4M of wastewater funds. Other grants programed for capital projects totaling approximately \$2.6m are expected to be awarded during the Fiscal Year. Various other operating grants are also expected to be awarded for a variety of programs city-wide.
8	Recruit, hire, retain, and advance a workforce that is diverse, skilled, talented, and prepared to meet the demands of a full-service City.	HR	CMO	ONGOING: Since July 1, 2019 the City has hired 34 new employees with a variety of diverse talents, backgrounds, and experience. This includes success in specialized hires with 2 Mechanical Technicians to maintain and repair equipment at the Ellis Creek Water Recycling Facility. HR helped to create a City-wide Internship program working in the Transit and Wastewater Divisions and supported the Engineering Division to becoming fully staffed. In PD, HR continues to work with the department to attract lateral and new hires and in Fire we are currently interviewing both entry level and lateral candidates for Firefighter and Firefighter/Paramedic. We also engaged with the website www.careersingovernment.com to enhance our advertising and in turn our openings get posted on a variety of diverse websites across the web.
9	Develop an internship program with the SRJC and Sonoma State University.	HR/PD	CMO	IN PROGRESS: The police department currently has a robust internship program with both schools. The City is exploring a management internship program with the SSU MPA program for Fall 2020

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10	Make the City of Petaluma a model employer, and improve employee morale, productivity, and retention through leadership and professional development, workplace safety and wellness programs, encouraging creativity and innovation, and providing opportunities for connections between staff and the community, and celebrating staff successes.	HR/RISK	ALL DEPTS	IN PROGRESS: HR selected a new City-wide Employee Assistance Provider and a new mental health network provider. The City has also provided wellness programs through exercise incentives and wellness campaigns such as Iwalk. There has also been City-wide recognition from the City managers office and the establishment of an annual holiday party. Attended City workplace security meetings. The Transit department has hosted emergency resiliency training for city and MV staff. Provided staff Training for Petaluma Transit & MV staff for on-site AED device and joined Petaluma Heart-Safe Community. There are also cross-departmental meetings between HR and City departments, called check-in meetings where HR will visit on-site staff who may not come down to City-hall.
11	Institute staff training programs to enhance staff expertise and advancement.	HR	CMO	IN PROGRESS: Staff trainings have increased and consist of best practices in line with a rollout of new updated policies. HR is working with department heads and managers to identify department specific professional development.
12	Host staff trainings in compliance with federal / state regulations including harassment prevention, wellness, safety and workplace security as well as other relevant staff trainings which will be identified through a needs-assessment.	HR	CMO	IN PROGRESS: Staff Training has already begun in the 2020 year with a series of "Lunch and Learn" session which will cover an array of Human Resources and Risk related trainings such as "SMART Goals" "Performance Management" and "Managing Difficult conversations", to name a few. In addition to in-house Lunch and Learn training, HR and Risk will invite experts to discuss matters beneficial to managers and employees in subject areas all over the City employee workforce as well as retirement and financial counseling. Also establishing compolaince program training to comply with state and federal trainings that are mandtatory.
13	Establish a new employee orientation program.	HR	CMO	IN PROGRESS: City manager meets all new City employees. New employees receive direct one on one informational sessions on medical benefits, retirement, City policies, and department policies and is introduced to other City departments (both in person and HR sends out an introductory e-mail to all City staff. In 2020, supervisor and management specific training will be implemented to support managers and best practices.
OBJECTIVE 2 - PROVIDE CITY INFRASTRUCTURE THAT IS SAFE, SUSTAINABLE, MULTI-USE, EFFICIENT, INSPIRING CIVIC PRIDE.		LEAD	ASSIST	STATUS
Workplan Items:				
14	Identify funding options to complete Petaluma's planned cross-town connectors.	PW&U/CMO		IN PROGRESS: Public Workshop held on September 23, 2019. Updated council and obtained direction to proceed on next steps in planning and design. Staff and consultants continuing on these next steps. Will look to schedule another cross town connector update when traffic analysis is completed in the next fiscal year (FY 21)
15	Identify funds and develop plan to improve Petaluma's streets and roads.	PW&U		ONGOING: Presented mid-year, 5-year Pavement Mangement Plan to Council on January 6, 2020. Will bring SB1 Update to Council in March 2020, and provide additional update on Pavement infrastructue as part of Fiscal and Organizational Sustainability on March 7, 2020.
16	Complete the reconstruction of Maria Drive, Sonoma Mountain Parkway, and N. McDowell Blvd.	PW&U		IN PROGRESS: Sonoma Mountain Parkway was reconstructed and completed in late 2019. Maria Drive design will be completed in February with bidding and award in the spring with construction planned for the summer of 2020. N. McDowell Blvd is scheduled to be reconstructed in 2022.
17	Upgrade traffic signal management by re-establishing full-time traffic engineer position.	PW&U		COMPLETED: Council approved resolution 2019-219, reestablishing the Traffic Engineer position. After and in house promotional opportunity solicitation, a traffic engineer was selected in house and started November 4, 2019.

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18	Establish and improve paths, as useful transportation options, and make walking and biking easy, fun and safe.	PW&U		ONGOING: significant work begun on this item including: planning work has begun in beginning to update the City's bicycle and pedestrian plan; preliminary design work on the Lynch Creek trial; initiating bike path wayfinding signage contract; concrete repairs are being made to some path and bikeways; Petaluma Boulevard South Road Diet design was reviewed by PBAC and Council with final design incorporating Class IV and Class II bike lanes; submitted Recreational Trails and Greenways grant application to California Natural Resources Agency for \$2.15 million for a River Trail connector under Highway 101.
19	Implement community bike share system and explore other multi-modal transportation offerings.	PW&U		IN PROGRESS: Transit manager and City Engineer are working to implement Citywide bike share program working in conjunction with SCTA. SCTA awarded the bikeshare contract to vendor in February 2020. Partnership agreement between City and SCTA currently being drafted.
20	Better integrate multi-modal transportation with street designs.	PW&U	EDOG	ONGOING: Recent actions included, multi-modal transportation being incorporated in the reconstruction of Sonoma Mountain Parkway, with re-establishing class II bikelanes, painting 'green' cycle tracks in heavy traffic intersections, upgrading traffic signal detection, and installing 19 curb ramps along the route; numerous development projects in planning and construction stages with multi-modal transportation aspects incorporated into the projects; the planning and ongoing design of the road diet on Petaluma Boulevard South incorporating bike, pedestrian and transit improvements into the project; obtaining a ~\$600k grant for multi-modal transportation improvements on N. McDowell Boulevard to be completed in conjunction with the reconstruction of the roadway in 2022; and creating City-wide bus stop inventory as first step towards creating bus stop capital improvement priority list.
21	Create a more efficient corporation yard at Hopper Street, including addressing the decommissioning of the existing water plant facilities and integrate uses including the adjacent COTS and Animal Shelter facilities.	PW&U/CMO		IN PROGRESS: A consultant was hired to complete a master plan for the Corporation Yard; a draft plan is expected by April 2020.
22	Complete the second SMART station at Corona.	CMO/PLANNING	CAO	IN PROGRESS: Actively working with SMART and Lomas Properties LLC on the Corona Station Residential Project and related Downtown Hines property to meet SMART deadlines for Corona Station construction following construction of Windsor station.
23	Expand transit service on primary corridors.	PW&U		COMPLETED & ONGOING: Provided additional weekday nighttime service on primary corridors including Washington Street (route 11) and N. McDowell Blvd (route 2). Provided additional trips on school tripper service to Kenilworth Junior High School and Casa Grande High school to relieve bus overloads and help ease congestion near schools at peak times. Provided expanded weekday service on routes 24 (Lakeville) and 10 (Petaluma Blvd N).
24	Provide additional real-time schedule information and infrastructure for Petaluma Transit.	PW&U		IN PROGRESS: Participated in joint RFP with Marin Transit and Santa Rosa City Bus for providing real-time transit signs at bus stop. Contract is currently being finalized.
25	Inventory and promote all road paving and reconstruction projects with funding sources and dates of completion, made in the last five years.	PW&U		COMPLETED: This information was presented at Pavement Management Plan Council Workshop on January 6, 2020, and is posted on the City's website. IS OUR LIST OF INVESTMENTS ON ITS OWN WEBPAGE (OUTSIDE OF THE COUNCIL ITEM?)
26	Update the City's Bicycle and Pedestrian plan and realize opportunities for crosstown connections for all modes of transportation.	PW&U/PLANNING		IN PROGRESS: Planning work has begun to update the City's bicycle and pedestrian plan, a preliminary outline of the plan and estimated timeline was presented to PBAC in February. The updated plan is expected to be completed by the end of 2021.

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27	Encourage transit use through expanded service, pass programs, partnerships, and promotion.	PW&U		COMPLETED: Provided free transit service during major community events/parades including: Butter & Eggs Days, Antique Festival, Rivertown Revival, Veteran's Day, Art & Garden Fair. Participated in community parades on Butter & Eggs and Veteran's Day; parades. Provided free fixed route transit service during the impacts of the Kincaid Fire. Assisted nearby communities in helping to evacuate Sonoma County residents during fire using transit vehicles & drivers. Provided ten days of free transit service to the community. Created new program to provide free access to Petaluma Transit for all City employees. Continued SRJC College Pass program in conjunction with the university and other nearby transit operators. Completed Transit Integration Efficiency Study in conjunction with Santa Rosa City Bus and Sonoma County Transit. Made bus stop improvements to Casa Grande High School and Kenilworth Junior High School in funding partnership with Petaluma City Schools.
28	Consider a program to make some downtown streets pedestrian-only.	PW&U		IN PROGRESS: A presentation was made to PBAC on January 7, 2020, introducing the idea to the committee and a pilot one-day event. Crosstown connector workshop held at City Council on September 23, 2019. Ongoing effort to evaluate opportunities for crosstown connections as part of development applications, with particular emphasis on the improvement to the Lynch Creek trail as a ped/bike crosstown connection.
OBJECTIVE 3 - MAXIMIZE ALL OPPORTUNITIES TO BE TRANSPARENT, EFFECTIVELY INFORM, AND MEANINGFULLY ENGAGE OUR COMMUNITY THROUGH INNOVATION, ACCESSIBILITY, AND EXCELLENT CUSTOMER SERVICE.		LEAD	ASSIST	STATUS
Workplan Items:				
29	Establish a centralized, citywide community engagement and communications program that emphasizes two-way, ongoing communications and robust community engagement.	EDOG	CMO	COMPLETED: Established a centralized and dedicated communications department that manages and assists departments with outreach, training, and resources for improved community engagement.
30	Engage and support all City committees and commissions, allowing opportunities to cross-pollinate with each other and to better integrate and provide recommendations for improved City decision-making.	CLERK/CMO	CAO	IN PROGRESS: Created and facilitated City Bikeshare Subcommittee of Transit and Bike/Pedestrian Advisory Committees. Council and Planning Commission held a joint workshop to discuss reach codes; In FY20-21, Clerk's office to provide training to staff liaisons re: Brown Act, agenda planning, etc. Citywide information is regularly disseminated to all CCBs. CMO office to plan a mixer for CCBs
31	Provide post-meeting summaries of all City Council and Planning Commission meetings and promote on all City communication platforms.	CLERK/PLANNING	EDOG	NEARLY COMPLETE: Developed template for recap of Council & Planning Commission meetings for the public.
32	Coordinate and enhance cross-departmental social media collaboration.	EDOG		COMPLETED: Created a citywide social media team; conducted an audit of all communication channels, and developed a social media calendar for citywide information
33	Develop and publish public record request guidelines on City website.	CAO/CLERK		COMPLETED: Guidelines for making public records requests, and the form with which to do so, are now available on the City's website.
34	Promote outreach, inclusion, and involvement of Petaluma's diverse communities through expanded translation and interpretation services in City information and programs, recruitment strategies, and developing leadership opportunities.	EDOG/HR	CLERK	IN PROGRESS: new website has translation capability; City is setting standards for bilingual communications in all City channels including newsletters, correspondence, meetings, etc.

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OBJECTIVE 4 - IMPLEMENT TECHNOLOGY INITIATIVES TO IMPROVE THE ACCESSIBILITY, EFFICIENCY AND EFFECTIVENESS OF CITY OPERATIONS, PROVIDE THE HIGHEST LEVEL OF CUSTOMER SERVICE, AND MAKE THE CITY THE PRIMARY SOURCE FOR CITY INFORMATION.		LEAD	ASSIST	STATUS
Workplan Items:				
35	Develop a citywide IT Masterplan that identifies and prioritizes City technology needs, funding, and implementation strategies.	EDOG		COMPLETED: The IT Master Plan is drafted and under review for presentation to City Council in March.
36	Implement an online permitting system.	EDOG/PLANNING/BLDG		IN PROGRESS: Contract approved by City Council on 1/27/20. Final contract negotiations underway. Implementation to begin in June of 2020.
37	Implement agenda management software system.	CLERK/EDOG		IN PROGRESS: Peak agenda management software purchased. System is currently being configure to match Petaluma's workflow. Training scheduled in February. Dry run of agenda review scheduled for the April 13 meeting City Council meeting.
38	Complete the roll-out of an updated City website that creates a more user-friendly, accessible, and interactive information resource and online experience for the community.	EDOG		COMPLETED: new website launched Dec 9, 2019; updates and improvements are ongoing
39	Leverage technology to improve efficiency including improved use of meeting and conferencing technologies.	EDOG		ONGOING: Most conference rooms, and City Council Chambers, have been updated with digital screens and screen beam to connect laptops to the screen. A shared scheduling calendar was implemented to allow staff to schedule meeting rooms directly.
40	Enhance mobile technology to increase efficiency of field staff.	EDOG		IN PROGRESS: Completed contract for new online permitting system that will allow for field inspections. Computer replacement program will provide laptops to employees needing mobility.
41	Encourage the expansion of internet fiber by carriers to provide access to our community.	EDOG	PW&U	IN PROGRESS: Working with carriers to find ways to expand fiber throughout Petaluma. Also, working with Sonic to leverage their fiber installation along the SMART rail corridor to improve fiber availability throughout Petaluma.