



# ★ PETALUMA

SONOMA COUNTY  
CALIFORNIA-USA

# GOALS AND PRIORITIES

**FY 2021-2023**



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# WORKSHOPS INFORM GOALS & PRIORITIES

Every year, we work together with the community to help identify what work matters most. Together, we develop a list of goals and prioritized action items to work on over the coming years.

## WHERE WE STARTED

### FISCAL YEAR 2019-2020

The City Council Goals and Priorities for the fiscal years 2019 - 2020 and 2020 - 2021 were developed with extensive community input and discussion. We held a workshop on April 6, 2019, and offered a survey, to gather the community's ideas about City priorities over the next two years.

After that workshop, staff collected all the feedback from both the survey, the workshop, and thorough input received prior to and following the workshop and created a draft version of the City's goals and priorities for the next two years. The Council provided additional feedback, and the Goals and Priorities were finalized. These became our guideposts for how to prioritize and focus our work.

### FISCAL YEAR 2020-2021

In February 2020, we updated our Goals and Priorities, right before COVID came into our lives. Needless to say, things changed.

In 2021 we held two workshops on April 26, 2021, and June 28, 2021, to get community input and feedback. We also looked back and reflected on what we unexpectedly added to the list because of the Covid-19 Pandemic. The City Council then finalized and updated our workplan for the 2021-2022 and 2022-2023 fiscal years

To review the original and updated Goals and Priorities for fiscal years 2019-2020 and 2020-2021 visit [cityofpetaluma.org/goals](http://cityofpetaluma.org/goals).

*Note: Each workplan item is assigned a number. The numbers have carried forward since the original Goals and Priorities were adopted in 2019. Some items have been completed and removed. Other items have been added. We kept the numbers consistent with the first round so that an action will track the same number throughout. That is why the numbering in this booklet is missing numbers.*





# OUR GOALS - FISCAL YEARS 2021 - 2023



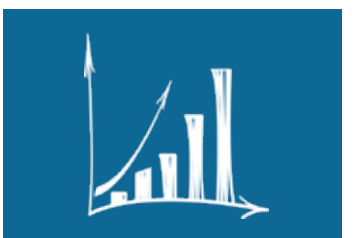
**Goal:**  
**A CITY THAT WORKS**

Ensure a fiscally and organizationally sustainable City that is innovative and 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.



**Goal:**  
**A SAFE COMMUNITY THAT THRIVES**

Support facilities and design programs that create a healthy, resilient, and engaged community that is prepared, safe, and housed.



**Goal:**  
**AN ECONOMY THAT PROSPERS**

Encourage a thriving business environment that results in a strong, diverse, resilient economy and supports community prosperity.



**Goal:**  
**OUR ENVIRONMENTAL LEGACY**

Preserve and protect Petaluma's environment for future generations and become a municipal leader in sustainability by protecting our river and open space; reducing and drawing down greenhouse gas emissions; and encouraging sustainable development.



**Goal:**  
**SPACES AND PLACES THAT INSPIRE**

Create inviting natural and built places and spaces for contemplation, play, arts, and connection while celebrating our history and encouraging community pride.

“THE ACHIEVEMENTS OF AN ORGANIZATION ARE THE RESULTS OF THE COMBINED EFFORT OF EACH INDIVIDUAL.”

VINCE LOMBARDI

## A CITY THAT WORKS

Ensure a fiscally and organizationally sustainable City that is innovative and 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.



## GOAL

### A CITY THAT WORKS

#### FISCAL YEAR 2021-22:

- 4. Review and update the City's Development Impact Fees where appropriate.
- 9. Study the feasibility of developing a City-wide Fellowship Program with Sonoma State and/or other institutions of higher education.
- 13. Establish a new employee orientation program.
- 14. Identify funding options to complete Petaluma's planned cross-town connectors.
- 18. Establish and improve paths, as useful transportation options, and make walking and biking easy, fun and safe.
- 19. Implement community bike share system and explore other multi-modal transportation offerings.
- 26. Update the City's Bicycle and Pedestrian plan and realize opportunities for crosstown connections for all modes of transportation.
- 36. Implement an online permitting system.
- 37. Implement agenda management software system to improve the efficiency of electronic meeting packet preparation and to increase public engagement.

- 158. Engage the community to improve race relations and make recommendations on City and policing policies.
- 161. Increase community engagement through programs that attract new followers. Complete Latinx outreach strategy and begin implementing recommendations from the strategy.
- 163. Review and finalize five (5) existing city-wide administrative rules.
- 165. Update the City's Urban Water Management Plan and Water Shortage Contingency Plan to reflect City's most current needs, the climate crisis, and expected increase intensity of wet and dry weather.
- 167. Complete a Public Safety Facilities Assessment.
- 169. Develop guidelines and policies to reopen city facilities in a way that supports safety and flexibility for city staff.
- 170. Complete a thorough update of the City's Telecommunications regulations including cell tower rules.

- 171. Complete a thorough review and update of Wastewater and Water regulations, benchmarking with other municipalities and agencies, reviewing latest state requirements and codes to verify City's regulations are not in conflict and provide an equitable application of requirements on businesses and residents while providing safeguards for the utility systems.
- 174. Complete 2022 Utility Rate Study to ensure rates support sustainable and resilient water distribution, wastewater collection and treatment, and recycled water systems.
- 177. Procure board management software to streamline the application and appointment process, increase community engagement, and to track ethics and anti-harassment training, for City committees, commissions, and boards.
- 178. Reconstitute a cohesive Community Development Department.
- 231. Develop activities and events to promote teamwork, collaborative relationships, celebrating staff successes and City of Petaluma years of service to rebuild in-person workplace culture.
- 233. Update City's purchasing ordinance and policies.



#### FISCAL YEAR 2022-23:

- 15. Identify funds and develop plan to improve Petaluma's streets and roads.
- 22. Complete the second SMART station at Corona.
- 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.
- 159. Update the Citywide Records Retention Schedule whereby reducing the City's exposure and liability and reducing the cost of storing outdated records.
- 217. Establish metrics to review who receives services with the goal of increasing services to underserved populations.





## KEY ACHIEVEMENTS

### A CITY THAT WORKS

#### FISCAL YEAR 2019-21:

**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.

**2.** Continue implementing strategies to reduce pension costs and unfunded liabilities.

**3.** Develop a budget-in-brief to provide the City's financial information in an understandable, accessible format.

**17.** Upgrade traffic signal management by re-establishing full-time traffic engineer position.

**25.** Inventory and promote all road paving and reconstruction projects with funding sources and dates of completion, made in the last five years.

**33.** Develop and publish public record request guidelines on City website.

**35.** Develop a citywide IT Masterplan that identifies and prioritizes City technology needs, funding, and implementation strategies.

**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.

**160.** Implement participation in Council, Committee, Commission, and Board meetings through online platforms.

**172.** Complete identified CIP Program projects: D St. Bridge emergency repairs; Runway Electrical lighting upgrades; Denman Reach Flood Mitigation Project completion; Water Service repair project; Petaluma Boulevard South Water main replacement; McNear Park Neighborhood water and waste water replacement; Country Club and Victoria water pump station upgrades.

**173.** Install voter ballot boxes at City facilities.

**176.** Procured and implemented FPPC Campaign Statement and Statement of Economic Interest filing software through which filers and treasurers can more easily file statements in a timely manner without error, reducing liability for both filers and the City.

“TO ACCOMPLISH GREAT THINGS WE MUST NOT ONLY ACT, BUT ALSO DREAM; NOT ONLY PLAN, BUT ALSO BELIEVE.”

ANATOLE FRANCE



“SAFETY DOESN’T  
HAPPEN BY ACCIDENT.”

AUTHOR UNKNOWN

# A SAFE COMMUNITY THAT THRIVES

Support facilities and design programs that create a healthy, resilient, and engaged community that is prepared, safe, and housed.





## GOAL

### A SAFE COMMUNITY THAT THRIVES

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#### FISCAL YEAR 2021-22:

- 73.1.** Prioritize youth safety through education, safe routes to school, enforcement, traffic calming, and community resource officers.
- 73.2.** Restore the Homeless Outreach Services Team.
- 76.** Adopt a Care and Shelter operations manual to improve City logistics planning during emergencies.
- 88.** Facilitate construction of Accessory Dwelling Units.
- 92.** Adopt a Tobacco Retail Licensing ordinance and re-evaluate the City’s smoking policy to include e-cigarettes/vaping.
- 95.** Adopt a “visit ability” ordinance to provide accessibility in new single-family home construction.
- 179.** Complete needed facility upgrades to meet safety standards regarding COVID-19.
- 235.** Just Cause, Ellis Act Implementation.



## KEY ACHIEVEMENTS

### A SAFE COMMUNITY THAT THRIVES

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#### FISCAL YEAR 2019-21:

- 80.** Assess and identify traffic needs and develop organizational structure to support needs, including the possibility of restoring a full-time City Traffic Engineer position.
- 81.** Promote emergency preparedness and resiliency strategies to our residents and businesses.
- 83.** Consider a firework and use sales ban, or other modification to current ordinance; assist the non-profits who rely on these sales to identify alternatives for fund raising.
- 99.** Secure designation as an Age Friendly City.
- 180.** Provide safety support and shelter during two significant fires in County, concurrent with COVID-19.
- 181.** Establish a CAHOOTS program.
- 182.** Complete an updated Local Hazard Mitigation Plan.



“HAPPINESS LIES IN THE JOY  
OF ACHIEVEMENT AND THE  
THRILL OF CREATIVE EFFORT.”

FRANKLIN D. ROOSEVELT

# AN ECONOMY THAT PROSPERS

Encourage a thriving business environment that results in a strong, diverse, and resilient economy and supports community prosperity.



## GOAL

### AN ECONOMY THAT PROSPERS

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#### FISCAL YEAR 2021-22:

**114.** Identify potential parking and transportation alternatives for downtown.

**186.** Work with local businesses who need support during COVID recovery.

**221.** Revisit Cannabis Ordinance and consider storefront options.

#### FISCAL YEAR 2022-23:

**120.** Robust focus on the riverfront and river-oriented development, including redevelopment potential of the Golden Eagle Shopping Center and Water Street.



## KEY ACHIEVEMENTS

### AN ECONOMY THAT PROSPERS

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#### FISCAL YEAR 2019-21:

**105.** Establish City minimum wage ordinance.

**184.** Establish a Free Range, outdoor dining program that allows merchants impacted by the Covid Shelter in Place regulations to operate their business outdoors.

**185.** Reach out to individual businesses to determine how Covid shutdowns are affecting them and to see how staff could support them.

**187.** Develop a ShopPetaluma website, supported with marketing and a dedicated gift card program.

**188.** Develop and issue loans to businesses to support their cashflow needs during COVID Stay at Home regulations.

“NEVER DOUBT THAT A SMALL  
GROUP OF THOUGHTFUL,  
COMMITTED CITIZENS CAN  
CHANGE THE WORLD. INDEED, IT  
IS THE ONLY THING THAT HAS.”

MARGARET MEAD

# OUR ENVIRONMENTAL LEGACY

Preserve and protect Petaluma’s environment for future generations and become a municipal leader in sustainability by protecting our river and open space, reducing and drawing down greenhouse gas emissions, and encouraging sustainable development.



## GOAL

### OUR ENVIRONMENTAL LEGACY

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#### FISCAL YEAR 2021-22:

**46.** Establish and promote a citywide sustainability program leading with exemplary environmental practices.

**47.** Adopt a Zero Waste ordinance.

**56.** Update Implementing Zoning Ordinance (IZO) to ensure ability to provide full environmental review for all discretionary projects.

**60.** Adopt a citywide single-use plastic and polystyrene ban.

**64.** Create tool / dashboard that tracks City progress on reducing greenhouse gas emissions and carbon sequestration.

**66.** Educate our community and provide sustainability tools for City staff, developers, employers, property owners and all residents.

**191.** Develop an initial outreach and engagement plan that the city funds as part of resourcing and educating Petalumans, including outreach campaigns and events to increase knowledge of energy efficiency and building electrification benefits and ensure that local energy providers or businesses that sell home energy equipment provide up-to-date and climate-smart options.

**193.** Identify funds to support Storm Water program and infrastructure.

**194.** Adopt a VMT policy that is consistent with the 2030 carbon neutrality goal. In order to meet these targets, prepare policy recommendations for rapidly implementing alternative clean, safe, accessible, and affordable and active and public transportation modes to meet the rising community need for climate-friendly transportation.



**196.** Update the City's Integrated Pest Management Plan and formalize a policy of how the City maintains its parks, trails, open spaces, streetscape, creeks, landscape assessment districts, and other City's properties in a more sustainable way that is better for the environment, the community, and the health of the public and staff.

**203.** Impose a moratorium on City purchases of fossil fuel powered vehicles, power equipment, and appliances, with limited exceptions for emergency vehicles and equipment where no low climate pollution causing alternatives are reasonably available.

**206.** Develop an assessment of climate change impacts by neighborhood and demographic group to assess where and for whom environmental justice and equity work needs to be focused.





## GOAL

### OUR ENVIRONMENTAL LEGACY

#### FISCAL YEAR 2022-23

**42.** Find ways for City operations to reduce greenhouse gas emissions, conserve water, decrease waste, and minimize use of fossil fuels and investigate and pursue options for carbon sequestration.

**49.** Install solar panels on city-owned properties where appropriate and work with Sonoma Clean Power on a solar program for potential revenue generation.

**50.** Engage the Regional Climate Protection Agency, City Council, staff, and community members in the development of a city-wide Climate Action Plan.

**52.** Develop a framework to move the city and transit vehicle fleet from fossil-fuel based to hybrid, renewable compressed natural gas, and/or electric vehicles and continue pursuing grant funding opportunities for electric vehicles.

**71.** Revisit flood plain management practices to address climate change and sea level rise.

**192.** Ensure equitable new development, including affordable housing and shelters, by revising the General Plan, building and development codes, and other relevant City policies to apply climate-action equity priorities fairly across the board.

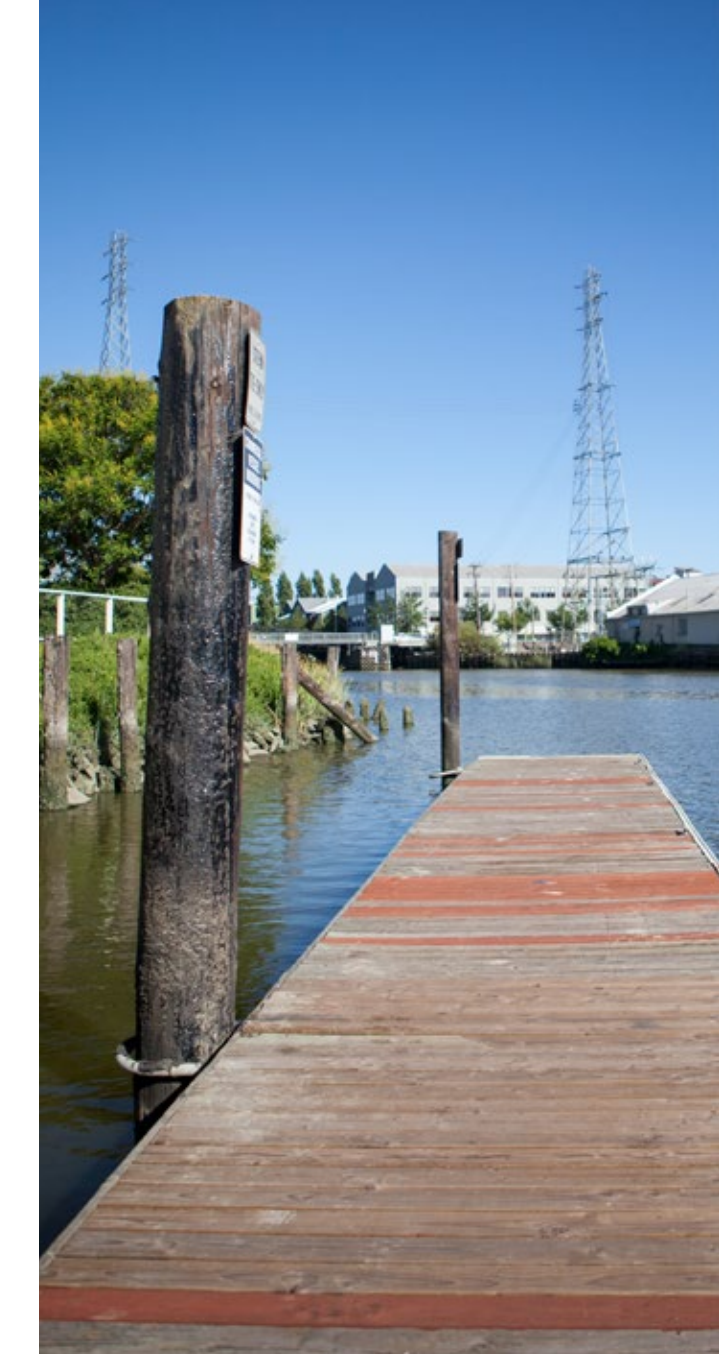
**197.** Inform and invite local California Native peoples into our ongoing dialogue as part of cultivating respectful and collaborative relationships with indigenous communities with the intention to understand, highlight, and integrate their community needs, climate action priorities, and ecological insight and values into our climate actions.

**200.** Use the Climate Emergency Framework as a foundation for the new General Plan update, including all guiding principles.

**201.** Integrate climate action, environmental justice and public health improvements throughout the General Plan document and include elements and/or extensive discussion (including community and expert discussion) and metrics for Environmental Justice, Climate and Healthy Communities so that all planning and land use related CEF goals and objectives are fully developed and embodied in the General Plan. As part of the General Plan process develop and adopt a Climate Action Plan that contains the action the City shall take and ask the community to undertake over the life of the General Plan towards meeting the CEF Goals. Ensure equitable new development by revising building and development codes, and other relevant City policies to apply climate-action equity priorities fairly across the board concurrently or in advance of the General Plan update process.

**204.** Evaluate the process to divest from all fossil-fuel investments including pension funds and the costs/benefits of developing a new carbon neutral and green economy investment portfolio.

**207.** Adopt a natural gas ban for new construction and adopt a policy to phase in building energy retrofits for existing buildings to meet climate targets. Provide resources and programs to ensure retrofits are available and affordable to low-income residents and do not cause rent increases for tenants over and above monthly savings on utility bills from the upgrades and include tenant protections to avoid displacement and eviction.





## KEY ACHIEVEMENTS

### OUR ENVIRONMENTAL LEGACY

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#### FISCAL YEAR 2019-21:

**44.** Consider and move forward to adopt City's participation in Sonoma Clean Power's Evergreen program.

**48.** Adopt an ordinance creating and empowering a City Climate Commission.

**190.** Make permanent the moratorium on new gas stations and develop a plan for building out publicly available EV charging infrastructure and capacity to meet projected needs.

**195.** Enact a prohibition on new gas stations throughout the City.

**198.** Adopt 2030 as the City's target for carbon neutrality.

**202.** Develop a plan and timeline to source 100% renewable energy for use in City facilities, and advocate and work with regional partners to ensure 100% clean renewable power for all City residents in order to meet Petaluma's 2030 carbon neutrality target.

“ENVIRONMENT IS NO ONE'S  
PROPERTY TO DESTROY; IT'S  
EVERYONE'S RESPONSIBILITY  
TO PROTECT.”

MOHITH AGADI







## GOAL

### SPACES AND PLACES THAT INSPIRE

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#### FISCAL YEAR 2021-22:

**128.** Engage the community to envision and adopt a master plan for the fairgrounds property.

**129.** Identify partners and funding for developing the fairground property.

**130.** Celebrate existing public art by completing an inventory and develop promotional materials.

**134.** Continue to look for opportunities for smaller, community-oriented public art projects.

**139.** Develop a rehabilitation/reconfiguration plan for City Hall which includes a lobby area, expansion into County-wing, and wayfinding signage.

**144.** Finalize Certified Local Government designation process and recommend next steps.

**149.** Develop a plan to prioritize playground upgrades/replacement and accessibility improvements.

**150.** Repurpose existing amenities to promote recreational opportunities, including initial phases of tennis court rehabilitation citywide and pickleball courts.

**155.** Refine proposed trail network and begin guided tours for interim access on Lafferty Ranch; consider incorporation into City.

**208.** Complete a Greenhouse Gas Inventory Assessment for parks maintenance to establish a baseline assessment of city facilities and adopt best practices for future maintenance.

**209.** Open the Paula Lane Nature Preserve to the public, including agricultural demonstration activities, trails, interpretive signage, and educational research.

**212.** Parklets - create a permanent parklet program that includes clear guidelines on how parklets can be installed in Petaluma's public right-of-way areas.

**213.** Develop objective design standards to guide review of streamlined ministerial housing development as required by the State of California.

**224.** Develop a scope and plan to initiate a vision for City parks and open space for Council consideration.

**225.** Execute contract for skatepark community outreach and complete re-design.



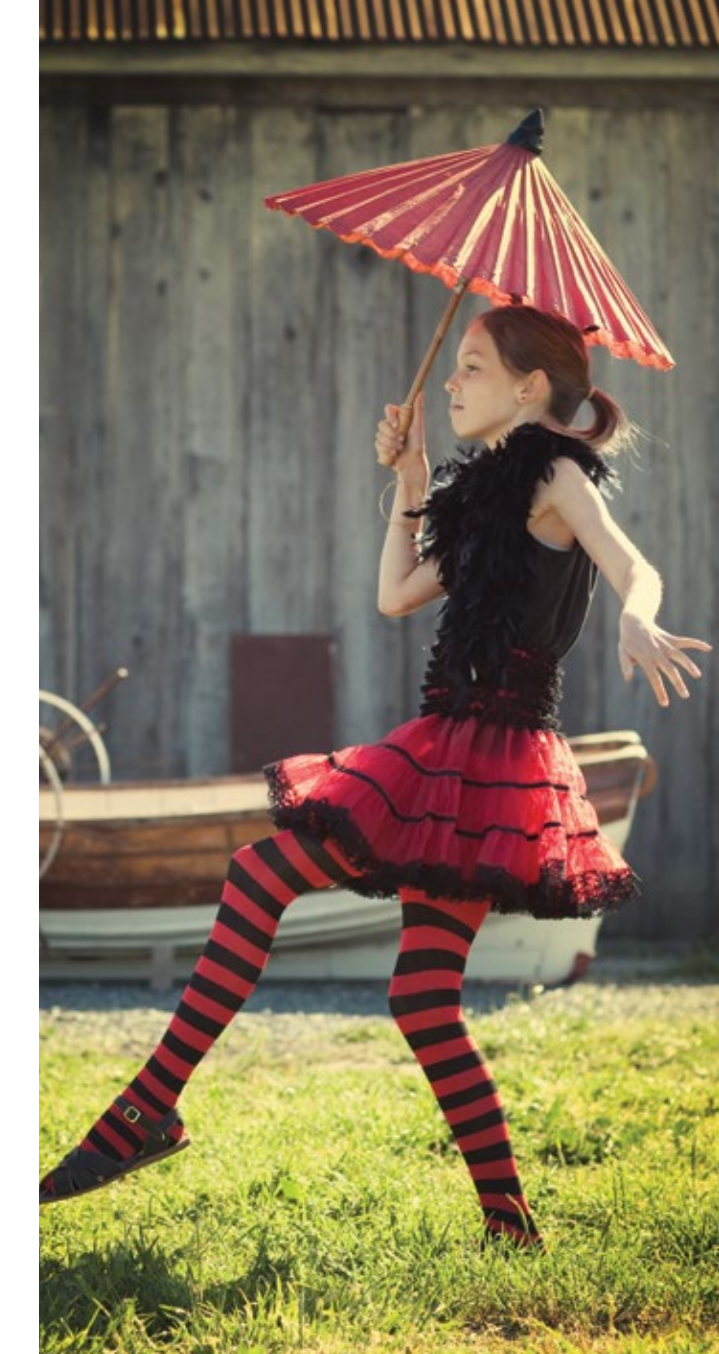
#### FISCAL YEAR 2022-23:

**127.** Work with Fair District board and agricultural stakeholders to find creative ways to promote and support Petaluma's agricultural heritage.

**136.** Ensure ongoing and proactive maintenance of Petaluma's public art.

**154.** Prioritize completion of all phases of the Petaluma Community Sports Field project.

**214.** Explore the potential to acquire Cedar Grove in collaboration with representatives from the Federate Indians of Graton Rancheria for creation of passive recreation and open space.





## KEY ACHIEVEMENTS

### SPACES AND PLACES THAT INSPIRE

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#### FISCAL YEAR 2019-21:

**123.** Fund and support a Downtown Streets Team to assist in beautification of Downtown and outreach to Petaluma's unsheltered population.

**126.** Begin planning for update of the City's General Plan 2025.

**210.** Identify location, select artists, and safely install a Black Lives Matter Mural.



“PARKS AND PLAYGROUNDS  
ARE THE SOUL OF A CITY.”

MARTY RUBIN



  
**PETALUMA**  
SONOMA COUNTY  
CALIFORNIA-USA