

March 16, 2009

CITY OF PETALUMA, CALIFORNIA

AGENDA BILL

Agenda Title: Resolution Endorsing and Establishing Council's Goals and Priorities.	Meeting Date: March 16, 2009
	Meeting Time: <input checked="" type="checkbox"/> 7:00 PM

Category: Presentation Consent Calendar Public Hearing Unfinished Business New Business

Department: City Manager	Director: John C. Brown	Contact Person: John C. Brown	Phone Number: 778-4345
Cost of Proposal: 0		Name of Fund:	
Amount Budgeted:		Account Numbers:	

Recommendation: It is recommended that the City Council take the following action:

1. Adopt one of the alternatives for a City Vision provided in the consultant's report, or approve and amend a vision statement as appropriate.
2. Accept Management Partners' Final Report documenting the Council's January 15, 2009 Goal Setting Session.
3. Adopt the attached Resolution endorsing and establishing the Council's goals and Priorities 2009 – 2010.

Summary Statement: The City Council, City Manager and City Attorney held a full day workshop on January 15, 2009. The purpose of the workshop was to strengthen teamwork and to establish priorities for the next two years. The results of the workshop are summarized in the attached report, were discussed with staff, and are returned to the City Council for final approval.





Focus was narrowed to five areas of interest (listed below), with priorities and other projects of interest identified under each of the categories.

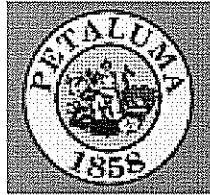
- Financial stability
- Council/staff effectiveness and decision making
- Development and sustainability
- Economic development
- Capital improvements

The main products developed during the workshop process were a set of norms for the Council and staff to follow in working together; alternatives for a vision statement that can be finalized or amended as the Council deems appropriate; a set of values to grade Council and staff actions; a set of goals; and priority strategies to be pursued over the next two years. Additionally, a list of other issues was identified for follow up and discussion at a later time and is included in this report.

Attachments to Agenda Packet Item:

1. Goal Setting Workshop Report dated January 15, 2009
2. Revised Attachments B and C of the Goal Setting Workshop Report
3. Resolution

Reviewed by Admin. Svcs. Dir: 	Reviewed by City Attorney: 	Approved by City Manager: 
Date:	Date:	Date: 3-10-09
Rev. # 2 	Date Last Revised: 3/10/09	File:



CITY OF PETALUMA

**CITY COUNCIL/CITY MANAGER/CITY ATTORNEY
GOAL SETTING WORKSHOP
HELD JANUARY 15, 2009**

February 2009



MANAGEMENT PARTNERS
INCORPORATED

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Background

Good thoughts are no better than good dreams, unless they can be executed.

Ralph Waldo Emerson

The City Council, City Manager and City Attorney held a full day workshop on January 15, 2009. The purpose of the workshop was to strengthen teamwork and to establish priorities for the next two years. The results of the workshop are summarized in this report and will be discussed with staff and returned to the City Council. The key results of the workshop were a set of norms for the Council and staff to follow in working together, phrases for a vision statement that will be finalized, a set of values, a set of goals, and priority strategies to be pursued over the next two years. Additionally, a list of other issues was identified for follow up and discussion, and are included in this report.

At the beginning of the workshop, the City Manager explained the importance to the effective functioning of the organization of having the Council reach consensus on a long-term vision for the community, establishing goals for achieving the vision, adhering to those goals as a means of focusing the use of limited resources, and vertically integrating goals through budgeting and performance objectives. Vertical integration means integrating the Council's goals at every level of the organization, through budgeting, departmental goals and employee evaluation processes.

The facilitators for this workshop were Jan Perkins and Julie Hernandez of Management Partners.

Workshop Objectives

- Create a shared understanding of the roles of the Mayor, Council, City Manager and City Attorney
- Create a consensus on norms of conduct to be followed by the City Council and staff
- Improve team members' understanding of and respect for each other's points of view
- Establish key elements of a vision
- Agree on key goals for the next five years and priority strategies for the next two years

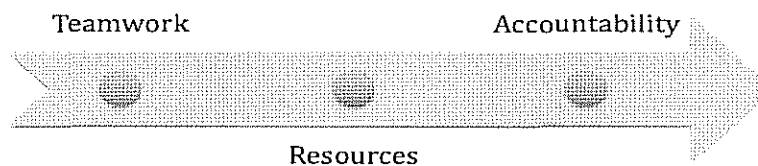
Strengthening Teamwork

The only ones among you who will be really happy are those of you who have sought and found how to serve.

Albert Einstein

Achieving important community goals requires three key elements as shown in Figure 1 below: **teamwork** between the Council and staff, **accountability** for achieving agreed upon priorities, and **resources** with which to carry out the priorities. The first part of the workshop was devoted to a discussion of teamwork. The importance of accountability was discussed throughout the day. The issue of resources was not discussed, as that will be addressed as part of follow up to the priorities identified by the Council.

FIGURE 1: ESSENTIAL ELEMENTS FOR ACHIEVING GOALS



The Council, City Manager and City Attorney reviewed the notes from the interviews conducted by facilitator Jan Perkins. The group identified what they liked about the comments in the notes and what was of concern to them. The items of concern were then discussed. As a result of the discussion, norms were agreed to that will strengthen effectiveness of the working relationship and teamwork between the Council and staff.

Consensus on What is Working Well:

The consensus of the group was that they agreed with everything on the list from the interviews of what is working well on the team now. That list contained the following:

- Good lines of communication between staff and council
- City manager does a great job of informing the council; very proactive
- Council works well with the city manager
- Council understands the budget challenges
- Confidentiality of closed sessions
- Councilmembers are generally respectful
- City manager is approachable
- Councilmembers generally work through the city manager and don't go directly to staff
- Councilmembers do their homework (read staff reports, etc.)
- Councilmembers are plugged into the community – understand their constituencies

- Mayor and Councilmembers attend regional meetings and carry out their committee assignments
- Council send their questions about agenda items in advance of the meetings
- Council compliments staff on occasion
- Collegiality on the dais, normally
- Candid discussions in closed sessions

In addition, group members noted that they like it that the City Manager's responses to individual Councilmember's questions are copied to all City Councilmembers. Further, the group noted that the demeanor of the discussion held on January 12, 2009 regarding the economic development strategy was productive and effective, and that it is a good model for future discussions.

Consensus on Areas of Concern:

The group identified areas of concern from the summary of interviews. The categories noted were the following:

- Placing items on the Council agenda and knowing what is coming up on future agendas
- Informing the Council about items of interest
- Communications between the Council and staff
- Expressing concerns about staff
- Asking questions on agenda items

Each of these areas of concern was discussed, resulting in agreements on how they would be handled. The agreements are described below in the "norms" section.

Norms

Groups have ways of working together that can either enhance or detract from effectiveness. Identifying desired behaviors and expectations of each other is a way that groups can work together effectively to achieve important goals. Norms are agreed upon regarding expectations of how team members will work together.

As a result of discussion about what is working well and areas of concern, the group identified several norms to follow. The purpose of these is to enhance the Council's and staff's effectiveness in their respective roles. The group identified the following norms:

1. Reporting to the Council on items of interest to them
 - City Manager needs to know what Council wants to hear about and then will be able to work with staff to report back on those items; Councilmembers will alert the City Manager to those items of importance to them
 - Items of particular policy importance to City Council will be identified separately on monthly department reports to make it easy for the Council to see the relevant update
2. City Manager has directed staff to respond to City Council questions, but if there is a request for staff action, research or direction, the request must go through the City Manager
 - Councilmembers may email staff with requests for information, but must copy the City Manager on any email to staff; the City Manager prefers that Councilmembers inform him prior to contacting staff

- Staff is responsible for keeping the City Manager informed about discussions with City Council
 - City Council will use the City Manager as a clearinghouse for requests
3. Councilmembers will not blame staff in public – they will talk to the City Manager privately if they have concerns
 4. Agenda Items
 - City Manager determines what gets placed on an agenda
 - Under “Council Comments” at a Council meeting, Councilmembers may discuss whether a particular item be placed on a future agenda; however, the norm is that Councilmembers should work through the City Manager about such items, and understand the background, constraints or factors the City Manager considers in placing items on the agenda
 - *It was noted that the Council’s procedures may need to be changed or updated to reflect this process, but that would be discussed at a future time, if desired by the Council or the City Manager.*
 - City Manager and the Mayor work together in preparing for Council meetings
 - If an ordinance is being considered for second reading and it was not approved unanimously at first reading, it will not be put on the Consent Calendar, since it typically will be “pulled” from the Consent Calendar in those cases anyway
 - A schedule of future agendas to three upcoming meetings, to alert the Council about items coming up, will be created. This schedule will be considered tentative; the City Manager will exercise flexibility in shifting items to alternative dates to reflect when they are ready to be placed on an actual agenda, or for flow control.
 5. Questions about agenda items are asked in advance of the meetings so that staff can be prepared and so the Council can have their questions properly answered
 - City Manager’s general practice is to inform the entire Council of answers to questions
 6. Councilmembers encourage each other to state their reasons for their votes so that others can understand
 - Others should not assign reasons for a Councilmember’s vote; assume good intent
 7. Access by Councilmembers to the City Manager is open and available

What Councilmembers Need from Staff to be Effective as the City Council:

- Timely, quality staff work
- Plan critical decisions with enough time to discuss; provide more advance notice for complex items
- Ability to get quick answers to questions prior to the Council meeting; managers with items on an agenda must be available to respond on Monday
- Advance knowledge of upcoming agenda items
- Financial back-up: total cost of projects and fund balances needs to be consistently provided

- Receiving better answers to Councilmember questions; provide response in context of bigger picture; anticipate Councilmember questions and provide info within reports so Councilmembers do not have to do their own research
- Receive unbiased, factual answers; not “political” answers
- Thorough, thoughtful, unbiased analysis of alternatives
- Complete staff work – include viable alternatives, factual information, timely reports, a professional recommendation
- Follow Councilmember direction even when it is contrary to staff recommendation
- Factual information with the “why’s” and/or “why not’s”
- Mediate issues before they get to the Council, when possible (e.g., look for compromises, be proactive, involve stakeholders, coordinate among departments)

What Staff Needs from Council to be Effective as Professional Staff:

- Clear, concise direction
- Be treated with respect
- Realistic prioritization
- Trust staff and their professional opinions
- Council to stand behind information requested of and provided by staff
- Sustainable budget so that priorities can be implemented and living wages and benefits can be provided
- Questions asked in a timely manner
- Work with and respect the communication framework
- Encourage an environment of innovation and creativity
- Tell staff what you want; be clear on desired outcomes
- Consistency in direction
- Honesty in communications
- Congratulate staff on victories and acknowledge staff’s work
- Provide constructive criticism
- Allow staff to do their jobs – and do not try to do staff’s jobs

Staying on Track with Our Norms

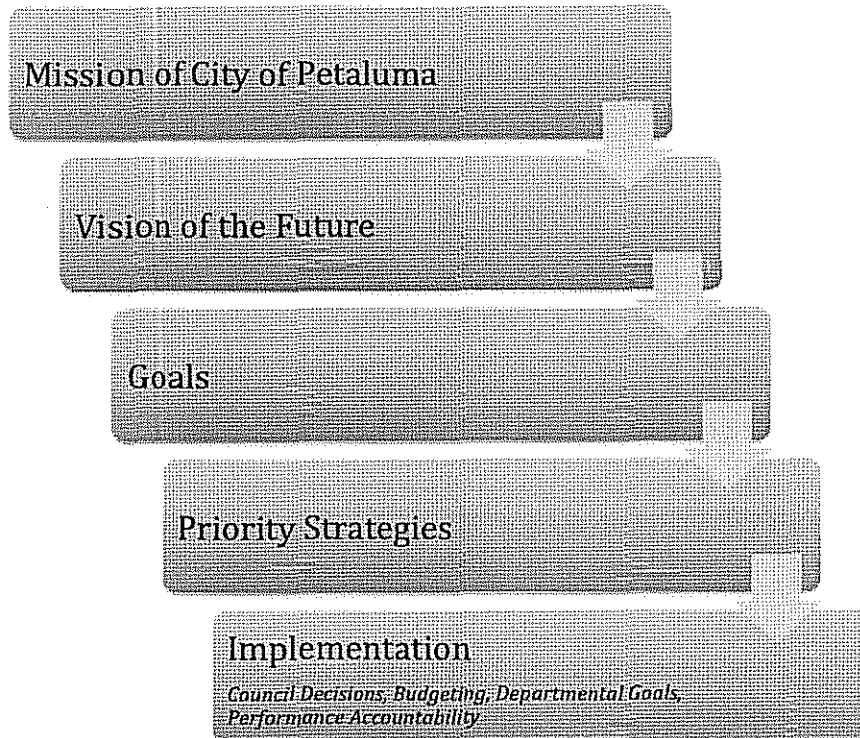
The group identified a number of ways they can stay on track with the norms they have created to work well as a team.

- Councilmembers would like to be told when going off track; the City Manager would also like to be told about himself or his staff
 - Utilize constructive criticism
 - Do not be defensive
- Be held accountable and hold others accountable
- Councilmembers should call each other if there is a concern between them (Councilmember to Councilmember)
- Councilmembers may also take concerns regarding other Councilmembers to the City Manager; the City Manager will pass the message along – but “don’t shoot the messenger!”
- Work on having honest, frank and productive dialogues with each other

Vision, Values, Goals and Priorities

Getting things done that are of value to the community is best done in context of a clear mission for the organization, a vision for the future, a set of goals, priority strategies for each of the goals, and accountable implementation. Figure 2 shows how these are related.

FIGURE 2: CREATING CLEAR DIRECTION



Vision

Policies and goals are ways to implement a longer-term vision the Council has for the community. A vision is a statement of how they wish the community to be over the next 20 or more years.

Each person participated in the following exercise: *Imagine that you have been out of the country for 20 years and haven't heard anything about Petaluma during that time. You return for a reunion of City Councilmembers. This is what you see and what you hear (representing your hopes for the future): _____.*"

The following phrases were offered by Councilmembers, City Manager, and City Attorney:

- UGB kept city's identity intact; downtown still a hub, magnet and catalyst; train allowing city to grow without sprawl by increasing flow into and out of city
- Vibrant, welcoming, healthy and whole place with purpose
- Petaluma is fiscally healthy compared to other cities

- Petaluma has developed economically and culturally while remaining true to its historic origins and small town character
- Vibrant self contained, self sufficient community that has embraced the future while cherishing the past
- Looks like the same Petaluma...only better
- Has a caring and involved citizenry with a strong sense of community
- Healthy thriving community that has not lost its connection to its past and provides well for all its citizens' needs
- Train, thriving downtown/economy; railroad property is built out; safe healthy community; walk on river trail from the north end of town to the south end; agricultural

Emerging Themes: The group discussed the phrases and identified several themes and key items to include in a vision statement, as follow:

- History
- Charming downtown
- Quality of life
- Implement the general plan
- Economic stability
- Healthy
- Sense of place, purpose and community
- Provides well for residents
- Vibrant

As a starting point, the following draft vision statements are provided for further refinement by staff and Council:

Petaluma's sense of place and purpose shows well in our vibrant, welcoming city, our charming, historic downtown, our high quality of life and in our ability to provide well for our community.

Petaluma maintains our vibrancy, health and wholeness through a historic and charming downtown, economic stability to provide well for our residents, and a strong sense of place and purpose.

Values

The *values* of an organization drive goals and priorities and how implementation occurs. The group identified the following values as having high importance:

- Sustainability (having a long term orientation about everything we do)
- Integrity
- Fairness
- Accountability (all the way down through staff; connects with the vision)
- Respect
- Responsive to residents; government helps and cares; resident oriented
- Dedication
- Creativity and innovation
- Honor the past/history

One additional value the City Manager added to the list following the workshop is *teamwork*.

Goal Setting

Goals set the framework for policies that guide the direction and focus of the organization, budget decisions and allocation of other resources, such as staff time. Goals are “up on the balcony” wide views of opportunities for change and improvement. They are statements of how you want the future to be. Goals provide the “why” (larger meaning and context) of the specific actions the agency takes. They help the management team and Council to decide which of the many worthy projects should be done and when, within available resources.

During the interviews held with each Councilmember, City Manager and City Attorney, the question was asked about important priorities. The responses were then combined and placed into categories for discussion. At the workshop, the goals and items on the list were reviewed.

Attachment A contains the goals and priorities identified by Councilmembers, and the remaining list of items suggested for attention.

Priority Setting

Priorities are inherently choices between competing needs. Many things are important for the City, but not everything can be done. Priorities serve as the basis for determining how resources (e.g., staff effort, funding) will be allocated. Additionally, when priorities are clear, staff and Council understand when and how further adjustments in staff effort are made when required. The City has an ambitious work program, with many projects that are important to the City. Given the resources available to the City, it was important to the Council and staff to set priorities so that the most critical items would be achieved. Each Councilmember was provided dots to select their top priorities. The result was a list that is provided below. The items with three or more dots are recorded below in Table 1.

TABLE 1: TOP PRIORITIES IDENTIFIED BY COUNCILMEMBERS AT WORKSHOP

Item	Number of dots
• Complete and implement an overall economic development strategy that places priority on strengthening existing businesses and attracting those new businesses that add value (“road show” is part of this)	7
• Construct ball fields (E. Washington), if funding becomes available	5
• Revise redevelopment priorities based on maximum economic investment strategy	4
• Implement the Central Petaluma Specific Plan – maximize development potential around transit oriented development	4
• Extend urban growth boundary timeline from 2018 to GP timeline of 2025	4
• Enable City Council to be able to prioritize development (figure out how to deal with people already in the pipeline; be proactive)	4
• Review water and sewer rates	3
• Streamline the development review process (improve transparency, user friendliness, timeliness, providing answers in a reasonable time frame)	3
• Green technology (including energy stimulus funds)	3
• Conduct planning and permitting work for transportation improvements, to be ready to build when money is available	3

Other Issues: At the conclusion of this discussion, Councilmembers identified a list of other issues or interests that may be brought up or worked on during the year. Some of these are underway and others are not and will require prioritization and resource allocation, if they are deemed of high importance to the Council. The list of these other issues is provided in Attachment B.

During discussion of next steps, it was recognized that a number of the projects or issues mentioned by Councilmembers, the City Manager or City Attorney will be moving forward during the next year or two. Therefore, as a follow up step, the City Manager will identify the items in Attachment A and B that are scheduled to move forward or will be necessary to pursue. Those items will be placed into the table shown in Attachment C. Currently, Attachment C only contains the top priorities listed in Table 1 above.

Wrap Up

Next steps, a review of the “parking lot” and a workshop evaluation were part of the wrap up at the end of the workshop.

Next Steps

- City manager will discuss the Council's top priorities with staff (will identify resource requirements/whether currently available, timelines, assignments)
- City manager will identify other items for two-year work plan (items that are moving forward on a schedule that are already or should be included in the work plan)
- City manager will report back to Council on the priorities and receive approval of the direction
- This plan should be considered a living document, with progress reports to be made
- Cost benefits analysis of other emerging issues and projects will be made as issues arise

“Parking Lot”

During the workshop, as items were raised that should be dealt with at another time rather than during the workshop, they were placed on a “parking lot” flipchart. The following items were recorded:

1. Community Development Department (process issues, problem solving and customer service to applicants, timeliness)
2. Rose bush commemoration
3. Smoking in the parks
4. Process for mediating controversial issues prior to going to Council

Workshop Evaluation

The group identified what they particularly liked about the workshop and what they would have liked to see different.

+ Liked	Δ Could have been better
<ul style="list-style-type: none">• Groundwork in beginning helped	<ul style="list-style-type: none">• More dots needed for voting
<ul style="list-style-type: none">• Meeting ahead for interviews was helpful	
<ul style="list-style-type: none">• Relationship building work in the morning was of substance; built a good base for our work in afternoon	
<ul style="list-style-type: none">• Core priorities came out using the "dot voting" method	
<ul style="list-style-type: none">• Able to reach consensus	

Attachment A – Goals

Five categories of goals were created as a result of the interviews with Councilmembers, the City Manager and City Attorney. Priorities and other projects of interest are listed under each of the categories.

- Financial stability
- Council/staff effectiveness and decision making
- Development and sustainability
- Economic development
- Capital improvements

Category: Financial Stability

Goal: Improve and enhance fiscal stability and sustainability.

Council Priorities:

- Revise redevelopment priorities based on maximum economic investment strategy
- Review water and sewer rates

Other projects of interest:

- Define what it means to go "back to basics" and market the fact we can only do the basics
- Make determination about expected service levels and facilities – and how to pay for them
- Create a plan for paying for capital improvements without impact fees (which will occur in the future with diminished development)
- Look for revenue enhancement opportunities wherever they exist –short term opportunities are important now
- Review all services and funding; acknowledge that revenues are not likely to return to previous levels any time soon; examine staffing levels in all departments
- Develop new funding source(s) for landscaping, trees, sidewalks to provide maintenance on a self-sustaining basis
- Reorganization of services and operations

Category: Council/Staff Effectiveness and Decision Making

Goal: Build a cohesive team comprised of the Mayor and Council, City Manager and City staff that provides clear and consistent direction and works together with mutual trust and respect to provide needed public services and protect the public's interest.

- Restore functionality and civility to the Council
- Reach Council consensus regarding a long-term vision for the community, establish broad and specific goals for achieving the vision, adhere to those goals as a means of focusing the use of limited resources, and vertically integrate goals through budgeting and performance objectives.
- Evaluate organizational management and business practices, and administrative policies and procedures, and correct or update as appropriate

- Establish a values-driven corporate culture, with an emphasis on values of sustainability, integrity, fairness, accountability, respect, responsiveness to residents, dedication, creativity, and honoring history
- Earn and maintain public trust through transparency, accountability, communication and a common sense approach to problem solving and decision making
- Provide opportunities for staff teambuilding to strengthen staffs' ability to implement city policy and programs, and create a strong teamwork culture
- Enable and support staff competence, accountability and cost management
- Strengthen staff teamwork within this environment of fewer employees to do the work

Category: Development and Sustainability

Goal: Create and implement clear direction on development and sustainability objectives.

Council Priorities:

- Streamline the development review process (improve transparency, user friendliness, timeliness, providing answers in a reasonable time frame)
- Implement the Central Petaluma Specific Plan – maximize development potential around transit oriented development
- Extend urban growth boundary timeline from 2018 to GP timeline of 2025
- Enable City Council to be able to prioritize development

Other projects of interest:

- Structure ordinances, procedures, the organization and service delivery to support climate protection and sustainability, and promote responsible (smart) growth **(1 dot)**
- Reach Council consensus on the definition of responsible (smart) growth
- Complete the zoning code update
- Improve performance of Community Development (Council to provide clear direction to staff, and enable staff do their jobs; process improvements in CD, with assistance from Council as needed)
- Focus development on the transportation corridor (make progress on planning and approvals, even if private investment will not occur in the near term due to the economy)
- Identify priorities in the General Plan to be implemented; set clear direction as a Council
- Set clear direction in interpreting the General Plan (e.g. right to develop, ridgeline development)
- Work more in partnership with other agencies to improve development (e.g., transit oriented development, tourism, SMART train, asphalt plant, other projects)
- Identify issues related to development where policy decisions are needed, and then make decisions on those items; e.g.:
 - Where development should occur
 - What type of business to encourage to locate
 - Fill existing buildings or build new
 - Determine how to implement Steinberg 375 (Sustainable Communities Strategy) in Petaluma
 - Applicability of fiscal impact reports and potentially adding other components to impact review requirements
 - Growth Management policy
- Inform the community about Zoning Code

Category: Economic Development

Goal: Attract and retain businesses in Petaluma to enhance the tax base, jobs and quality of life for the community.

Council Priorities:

- Complete and implement an overall economic development strategy that places priority on strengthening existing businesses and attracting those new businesses that add value (includes "road show")
- Green technology (including energy stimulus funds)

Other projects of interest:

- Create a better business climate – improve the City's relationship with businesses
- Identify niche markets that could attract sales tax
- Identify ways to create jobs
- Heritage Tourism

Category: Capital Improvements

Goal: Plan for and implement priority capital projects as funding permits.

Council Priorities:

- Construct ball fields (E. Washington), if funding becomes available
- Conduct planning and permitting work for transportation improvements, to be ready to build when money is available

Other projects of interest:

- Improve the overall condition of Petaluma's streets, sidewalks and transportation system
Acquire the rest of McNear Peninsula for a passive use park, when funding is available
- Replace Fire Station 1, when funding becomes available
- Build a new police station, when funding is available Establish an area for day laborers (ex: Healdsburg)
- Economic Stimulus Package

Attachment B – Other Issues/Projects for Discussion

The following is a list of other issues or projects that were listed by individual Councilmembers after the priorities were discussed. This list contains items that may be underway or may not have been discussed or approved for staff action. In cases where the item is underway by staff, an update can be provided to the Council as to the status of the item. These are not listed in any priority order but rather are listed in the order mentioned.

- Possibility of a health and safety bond measure
- Need to work with school district on issues
- Smart code
- Discuss TOT distribution
- Revise City Charter
- Outreach to businesses regarding air quality requirements
- Smoking in the parks
- Increase reserves by selling surplus property
- Monitor new federal money availability
- Pursue open space grants
- Wifi for the downtown
- FEIA modifications
- Farmers market
- Fairgrounds – future
- Review roles of all commissions
- Swim center season
- Non-profits
- Restore membership in League of California Cities
- Fine tune the sprinkler retrofit ordinance
- Cost recovery
- Housing fee schedule
- Property purchases while prices are lower
- Labor negotiations
- Water conservation – retrofits
- Equipment replacement fund planning
- Water storage tank project
- Zoning ordinance update
- Emergency preparedness planning
- Ranked voting for Council elections
- Review four day work week

Attachment C – Priorities for Two-Year Work Plan

The following contains the top priorities as identified by the Council at the workshop. As noted in the discussions, there are other items that are underway or will be initiated during the two year timeframe of this plan. Those items can also be included in this table in order to show the full picture of the City's priorities for which staff time and other resources must be allocated.

Category	Project	Resources Already Allocated and Project Underway (yes/no)	Project Will Be Initiated (yes/no)
Financial Stability	Revise redevelopment priorities based on maximum economic investment strategy		
	Review water and sewer rates		
Council/Staff Effectiveness and Decision Making			
Development and Sustainability	Implement the Central Petaluma Specific Plan – maximize development potential around transit oriented development		
	Extend urban growth boundary timeline from 2018 to GP timeline of 2025		
	Enable City Council to be able to prioritize development (figure out how to deal with people already in the pipeline; be proactive)		
	Streamline the development review process (improve transparency, user friendliness, timeliness, providing answers in a reasonable time frame)		
Economic Development	Complete and implement an overall economic development strategy that places priority on strengthening existing businesses and attracting those new businesses that add value ("road show" is part of this)		
	Green technology (including energy stimulus funds)		

Category	Project	Resources Already Allocated and Project Underway (yes/no)	Project Will Be Initiated (yes/no)
Capital Improvements	Construct ball fields (E. Washington), if funding becomes available		
	Conduct planning and permitting work for transportation improvements, to be ready to build when money is available		

UPDATED - Attachment B

Other Issues/Projects for Discussion

The following is a list of other issues or projects that were listed by individual Councilmembers after the priorities were discussed. This list contains items that may be underway or may not have been discussed or approved for staff action. In cases where the item is underway by staff, an update can be provided to the Council as to the status of the item. These are not listed in any priority order but rather are listed in the order mentioned.

- **Possibility of a health and safety bond measure**
- **Need to work with school district on issues**
 - Parks & Recreation worked jointly with the School District on relocation of the Youth Employment programs that were formally sponsored by the City and hosted at the Teen Center. This resulted in maintenance of the program. As well, the City/School District have collaborated extensively on development of the Petaluma Youth Network. Additional collaboration is necessary in the area of joint use of facilities, where enhanced partnerships could result in better opportunity for use of all facilities, and enhanced service to the public. A draft joint use agreement was submitted to the school district for review some time ago. (Brodhun)
- **Smart code**
 - Discussion on the Smart Code is anticipated as part of the zoning ordinance update, tentatively scheduled for March 16th Council meeting. (Moore)
- **Discuss TOT distribution**
- **Revise City Charter**
- **Outreach to businesses regarding air quality requirements**
- **Smoking in the parks**
 - Issue of banning smoking in parks was considered by the Recreation, Music & Parks Commission, who recommends Council approval of such a ban. Staff is preparing the ordinance for future consideration. (Brodhun)
 - Enforcement of no smoking ordinances is currently underway in designated parks given available resources and time constraints. (Hood)
- **Increase reserves by selling surplus property**
- **Monitor new federal money availability**
 - Each year, FEMA requirements for grants like FireAct, DHS, and Prevention, SAFER, usually change in scope. The requirements change as do the priorities and the emphasis on what will be funded and what the matching requirements are. Fire continually monitors these requirements, looking for opportunities that benefit the City as well as exploring other grant/funding opportunities wherever they exist. (Anderson)
 - Public Works monitors and receives up-to-date information on federal money availability for infrastructure and transportation projects through monthly attendance at SCTA meetings. (Marengo)
- **Pursue open space grants**
 - In 2008, the City submitted 3 projects to the Open Space District for consideration (E. Washington Park, LaCresta Ridge, and Paula Lane), who awarded \$3 million (\$2M for LaCresta Ridge and \$1M for Paula Lane) for open space acquisitions. City also submitted two grant applications for the Denman Reach Ph. 3 River Plan implementation project (flood terrace and trail) to the

Calif. Resources Agency and the State Dept. of Water Resources for a maximum of \$2.14 million. Pending resolution of the state budget, grant awards may occur in June 2009 for this open space acquisition. (Brodhun)

- **Wifi for the downtown**
- **FEIA modifications**
 - A member of Council suggested amendments to the current FEIA resolution at a January Council meeting, however, the consensus of the Council at that time was that no amendments were necessary. (Moore)
- **Farmers market**
 - Enforcement at the Farmers Market is currently handled with existing staff. (Hood)
- **Fairgrounds**
 - The City Attorney's office is ready to proceed with finalization of an updated lease based on the City's objectives and requirements for the renewal period once they are determined. (Danly)
- **Review roles of all commissions**
 - The enabling legislation for most City subordinate bodies has recently been updated in conjunction with Council appointments to fill vacancies. The updated legislation addresses the purpose of the body, its role, authority, composition, quorum, terms of members and other particulars. The basic format of subordinate body enabling legislation has been made consistent as much as possible. (Cooper/Danly)
- **Swim center season**
 - Staff has been engaged with reps of local swim clubs/teams pursuing a partnership that would serve to preserve and extend the swim season. It appears there is insufficient revenue for such a partnership, thus staff has engaged in discussion with an interested and qualified private pool operator to examine the feasibility of a public/private partnership. The purpose of such an arrangement would be preservation of the season, possible lengthening of the season, and cost savings to the City. (Brodhun)
- **Non-profits**
 - Fire interacts on an extensive basis with CERT, Salvation Army, Red Cross, PPSC, Prepare Petaluma, etc., relative to their role and assistance to the City during disaster and large scale emergency events. (Anderson)
- **Restore membership in League of California Cities**
- **Fine tune the sprinkler retrofit ordinance**
 - This ordinance is in the process of revision due to a prevailing wage issue that surfaced late in 2008. The intention of the ordinance was to serve as an incentive, and make it more affordable to install sprinklers. However, there is the expectation the City would install a 12" waterline down Petaluma Blvd, from Washington to Western. Without the water main, businesses on the Blvd. cannot install the required fire sprinklers. Currently, there is no plan to address this issue. (Anderson)
- **Cost recovery**
 - Fire utilizes cost recovery for ambulance billing and collections, State CalFire/OES wildland deployments, State Water Resources Underground Storage Tank Cleanup Fund, etc. There are several third party vendors who specialize in billing insurance companies for costs associated with emergency response services. (Anderson)
- **Housing fee schedule**
- **Property purchases while prices are lower**

- **Labor negotiations**
- **Water conservation – retrofits**
- **Equipment replacement fund planning**
 - Fire operates of fleet of 18 pieces of rolling stock (from vehicles to fire engines). With respect to the City's ability to fund the replacement of this fleet within the existing "Replacement Cycle", Fire is in the process of updating the cycle by pushing it back. Fire is also exploring lease purchase options to see if there is any merit with that approach. Replacement of core service equipment is under development. A replacement program for items such as EKG-Heart Monitors, Jaws of Life rescue tools, SCBA, etc., will be covered under a Strategic Priorities Equipment Acquisition & Replacement Plan. (Anderson)
- **Water storage tank project**
- **Zoning ordinance update**
 - Discussion of the update is tentatively planned for the March 16th Council meeting. (Moore)
- **Emergency preparedness planning**
 - Ongoing emergency preparedness planning and training is continuous in the Fire Department. Items either planned or under consideration are (a) departments assigned ICS subject matter experts; (b) public preparedness presentations (c) PVH disaster coordination; (d) prepare Petaluma Preparedness coordination. (Anderson)
- **Ranked voting for Council elections**
- **Review four day work week**
 - This schedule has not caused any significant problems. Patrol and dispatch are still exempt from the requirement. (Hood)
 - Four-day work week eliminates one day of commuting for approximately 1/3 of the workforce, helping City meet CO2 reduction goals. Small amount of energy savings by not turning on lights/heat/AC in majority of buildings 3 days a week. Disruption to public has been minimal. Custodial services reduced, resulting in contract savings.
- **Laserfiche Electronic Document Management System**
 - Although not identified during Council's goal setting workshop, the system will benefit staff and the public by providing easy access to documents currently not on the City's website, reduce costs associated with copying documents and the costs associated with off-site storage requirements. (Cooper)

UPDATED - Attachment C Priorities for Two-Year Work Plan

The following contains the top priorities as identified by the Council at the workshop. As noted in the discussions, there are other items that are underway or will be initiated during the two year timeframe of this plan. Those items can also be included in this table in order to show the full picture of the City's priorities for which staff time and other resources must be allocated.

Category	Project	Resources Already Allocated and Project Underway (yes/no)	Project Will Be Initiated (yes/no)
Financial Stability	Revise redevelopment priorities based on maximum economic investment strategy	<p>Yes – Fire Station 1 relocation, complete SPARC resulting in 7 of 9 steps completed in this project (Anderson)</p> <p>Yes – City Manager and CDD Director have been meeting with Seifel Consulting since last October to create a series of work-shops for Council to provide the informational basis to reconsider redevelopment priorities. First workshop was held Nov. 2008, and second workshop was held Feb. 2009. Based on direction from second workshop, consultants and staff are preparing a revised priority recommendation that combines specific projects and programs for investing the agency's available funding and utilizing the evaluation criteria identified in the workshops. Process will conclude in the next 60-90 days through a combination of Council actions on the required mid-point review of the adopted 5 Year Implementation Plan and the FY 09/10 agency budget. (Moore)</p>	Yes
	Review water and sewer rates	Yes. (Ban)	
Council/Staff Effectiveness and Decision Making	Agree on norms and practices for Council/staff communication and interaction.	Yes. Communication and interaction norms were reviewed and agreed to at the January 15, 2009 City Council workshop.	Yes
Development and Sustainability	Implement the Central Petaluma Specific Plan – maximize development potential around transit oriented development	Yes. In addition to the existing policies in the Specific Plan that support transit-oriented development, the portion of the Specific Plan area closest to the downtown transit station has been designated a Priority Development Area as part of the regional FOCUS program that makes the area eligible for various planning and infrastructure grants. Successful implementation of the plan is contingent on available City resources to support advanced planning and grant writing; strategic investment in essential infrastructure improvements; and an approach to development that focuses more on initiatives in targeted areas rather than reacting to project-by-project proposals on individual sites. (Moore)	

Category	Project	Resources Already Allocated and Project Underway (yes/no)	Project Will Be Initiated (yes/no)
	Extend urban growth boundary timeline from 2018 to GP timeline of 2025	Yes. Council discussed submission of a ballot measure to extend the lifetime of the UGB from 12/31/18 to 12/31/25 at their March 3, 2009 Council meeting and gave direction to offer a UGB extension initiative to the voters in November 2010. Council also requested staff estimates of the City resources required for the UGB update and staff response addressing some of the Council's options regarding the update itself.	Yes
	Enable City Council to be able to prioritize development (figure out how to deal with people already in the pipeline; be proactive)	No. One or more Council workshops may be necessary to create the framework from which an effective prioritization policy could be developed. (Moore)	Yes
	Streamline the development review process (improve transparency, user friendliness, timeliness, providing answers in a reasonable time frame)	<p>Yes – the Fire prevention Bureau is a part of the development review process (Anderson)</p> <p>Yes. Prior to the September 2008 layoffs, staff resources had been allocated through the comprehensive update of the development code, to address procedural roles and responsibilities established by existing regulations and practice. The lack of available staff resources have delayed recommendations and will continue to be a factor in implementing this priority. In addition to changes to the regulatory and procedural framework, a streamlined development review process will also require improving the communication between staff and decision-makers; regular training and education for staff, decision-makers and the public; and continuing customer service initiatives consistent with available resources. (Moore)</p> <p>Public Works has existing staff that provides development review services. (Marengo)</p>	Yes
Economic Development	Complete and implement an overall economic development strategy that places priority on strengthening existing businesses and attracting those new businesses that add value ("road show" is part of this)	<p>Yes-Fire sprinkler retrofit resolution "update" (Anderson)</p> <p>Yes. The City Manager and CDD Director prepared a proposal to solicit interested consultants in preparing an economic development and implementation strategy to focus the City's efforts. A workshop was held in Jan. 2009 to solicit public input on the draft proposal. A final draft proposal and consultant selection procedure, based on Council and community input, is underway and anticipates completion of the study by February 2010. (Moore)</p>	Yes
	Green technology (including energy stimulus funds)	Staff is working on completing a Climate Action Plan which identifies specific projects. In addition, staff has identified many potential green/efficiency projects to pursue when funding is available. (Marengo)	Yes, if funding becomes available

Category	Project	Resources Already Allocated and Project Underway (yes/no)	Project Will Be Initiated (yes/no)
Capital Improvements	Construct ball fields (E. Washington), if funding becomes available	Yes. Design/construction documents will be completed for the first phase of construction (3 lighted fields) by spring 2009. (Marengo)	Yes, if funding becomes available
	Conduct planning and permitting work for transportation improvements, to be ready to build when money is available	E. Washington Interchange has resources allocated (Caltrans, SCTA, consultants, PW staff). This project has committed funds through design with an approved funding plan for right-of-way acquisition and construction. (Marengo)	Project will be advanced to construction in approx 16 months.
		Old Redwood Highway Interchange has resources allocated (Caltrans, SCTA, consultants, PW staff). This project has committed funds through construction. (Marengo)	Project will be advanced to construction in approx. 2011.
	Rainier Avenue Cross-Town Connector/Interchange has resources allocated (Caltrans, consultants, PW staff). This project has committed funds through design with an approved funding plan for right-of-way acquisition and construction. (Marengo)	Project will be advanced to EIR prep and approval between 2009-2011, with construction starting in 2014.	
Construct new Police Department facility	Preliminary space needs assessments have been completed and initial conceptual drawings completed. (Hood)	Yes, if funding becomes available	

RESOLUTION ENDORSING AND ESTABLISHING THE CITY COUNCIL'S
GOALS AND PRIORITIES FOR 2009 - 2010

WHEREAS, the City Council, City Manager, and City Attorney held a full day workshop on January 15, 2009; and

WHEREAS, the purpose of the workshop was to strengthen teamwork and to establish goals and priorities for the next two years; and

WHEREAS, a consensus was reached on the norms of conduct to be followed by the City Council and staff to strengthen the effectiveness of working relationships and teamwork between them, as well as an understanding of the roles of the Mayor, Council, City Manager, and City Attorney; and

WHEREAS, five categories of goals were agreed upon for the next five years, with priorities established within each category for the next two years, along with other projects of interest; and

WHEREAS, a vision statement and values for the organization were identified, to be further refined by the Council.

NOW, THEREFORE, BE IT RESOLVED THAT the City Manager will identify and establish a two-year Work Plan for items that are moving forward on a schedule; and

BE IT FURTHER RESOLVED THAT the Work Plan should be considered a living document, with periodic progress reports to be made to the Council on the priorities, with approval and direction given to staff, along with cost benefits analysis of other emerging issues and projects made as issues arise; and

BE IT FURTHER RESOLVED THAT the City Council does hereby endorse and establish the Goals and Priorities established at the January 15, 2009 goal setting workshop.