



DATE: March 13, 2023

TO: Honorable Mayor and Members of the City Council through City Manager

FROM: Peggy Flynn, City Manager
Brian Cochran, Assistant City Manager
Patrick Carter, Assistant to the City Manager

SUBJECT: Receive an Update and Provide Direction to Staff on Council Goals and Priorities for Fiscal Years 22/23 and 23/24 and Finding this Item is Exempt from CEQA pursuant to CEQA Guidelines Section 15387(b)(5)

RECOMMENDATION

It is recommended that the City Council receive a report on existing Council Goals and provide direction to staff for the remainder of Fiscal Years 22/23 and 23/24.

BACKGROUND

The Petaluma City Council has a tradition of regularly establishing goals and priorities, often in conjunction with the annual budget process. Over the past four years, the Council has refined this process of requesting and receiving community feedback and input to establish a robust list of goals, objectives, and workplan items. This process has included multiple outreach opportunities for the community including online surveys, in-person workshops, and participation at regular City Council workshops and meetings.

On April 6, 2019, the City held a community workshop to gather initial feedback from a wide variety of stakeholders and interested members of the public. This workshop resulted in hundreds of suggestions and proposed priorities, projects, programs, and initiatives. City staff refined, grouped, and culled the list of suggestions to 157 individual workplan items grouped into five overarching goals. This list of goals and workplan items was presented to the City Council at a special meeting on July 1, 2019, and approved as the final list of goals and priorities for 2019 – 2021. The five overarching goals were:

- A City That Works for Everyone
- Our Environmental Legacy
- A Safe Community That Thrives
- An Economy That Prospers
- Spaces and Places That Inspire

On February 22, 2020, the City Council held a workshop for the community, in which each goal and its associated workplan items were discussed in detail; staff provided status updates on items that were complete, in progress, etc. and the City Council and community provided feedback about various elements of the work that had been accomplished and priorities for the upcoming year.

With the passage of Measure U in November 2020 and a new Council seated in January 2021, an updated two-year Goals and Priorities for Fiscal Years 2021-23 was developed that integrated the prior list of goals from 2019-2021 and dozens of new goals and updates. At a subsequent City Council meeting on August 2, 2021, the Council approved the workplan items for fiscal years 21/22 and 22/23.

On March 14, 2022, staff brought to the City Council a refined list of possible goals and priorities, with the objective of narrowing / prioritizing the list to a guiding “top ten list” of the most essential initiatives for staff to focus on over the next two years. Staff also provided a variety of metrics related to staff workload, available staff hours, and the estimated required staff time to bring certain initiatives forward, emphasizing that an un-prioritized list containing hundreds of objectives makes it challenging for Council and staff to understand where the time and resources are focused. The City Council provided initial straw votes on several dozen possible initiatives, as a first step toward creating a top ten list.

At its May 2, 2022 meeting, the City Council reviewed a list of ten list of goals for FY23 and FY24, ultimately agreeing on the following list (some goal names have been modified based on subsequent staff discussions and to better reflect what will be achieved):

1. Implementation of Hybrid Police Oversight Model and Citywide Diversity, Equity and Inclusion Efforts
2. Adoption of Retail Cannabis Ordinance
3. Create Citywide Electrification Plan
4. Adoption of Tenant Protection Ordinance Package
5. Fairgrounds: Outreach Process, Recommendations and Framework for Decision-making
6. Public Safety Facilities Assessment, Including New and Renovated Fire Stations
7. Integrated Pest Management Plan: Sustainable Land Management Best Practices and Comprehensive Community Outreach Program
8. Adoption of Tree Preservation Ordinance and Update City Policies and Procedures
9. Historic Trestle Reconstruction
10. Safe Mobility and Community Connectivity (aka Safe Streets)

At the June 20, 2022 Council meeting, staff detailed milestones and timelines for each goal. A chart listed each goal and a number of important, achievable milestones required to reach the final goal. Staff conveyed the assumptions built into the milestones and deadlines including:

- Staff positions are filled – Each of the Council’s Top Ten Goals are broad, multi-disciplinary efforts that require collaboration from multiple departments and entail detailed staff work to bring to completion. The recommended timelines assume key staff

are in place to do this work – significant key vacancies may demand certain activities be put on hold until positions are filled.

- New projects aren't added to the list –The Top Ten Goals as envisioned are intended to be the key staff focus over the next two years, in addition to regular day-to-day duties. If substantial new projects are added to the list, it will necessitate re-prioritizing and pushing back timelines on other goals. Examples of this include the unanticipated transition to District Elections, which consume significant City resources but was not included as a 'top 10' priority.
- Progress of existing projects and initiatives—to note, the City has many key initiatives underway—for example, the General Plan update and the Housing Element. Given that these are on a budget and schedule, and the Housing Element has a hard deadline, staff will prioritize this initiative if the schedule begins to slip or otherwise gets compromised.
- Emergency Operations—with five declared emergencies in the last four years, the City has managed emergency response over a protracted period of time, and combined with day-to-day City operations, this ultimately results in delays on progress for City initiatives.
- Legal/legislative--new legislation from the state, etc. requires staff to respond in a timely manner and this work takes priority on agendas (example: AB 481)
- Revenues remain stable –the Top Ten Goals rely on limited discretionary staff time and city revenues, as well as the leveraging of those revenues for grants / other outside funding sources as needed. The goals can only be worked on and achieved if resources are stable—any staff attrition, revenue decline, or other impacts will affect the progress and the milestones and timelines would need to be re-evaluated.

The current top ten goals and each iteration of the goal and priority process are listed on the City's website (<https://cityofpetaluma.org/city-goals-and-priorities/>).

DISCUSSION

Each of the previously approved top ten goals represents a significant investment of staff time and city funding. This item details the current status of those investments, highlights necessary changes to milestones as the goals progressed, and provides context on how these goals fit in with the other non-discretionary resource constraints including replacing and modernizing aging infrastructure, state mandated legislation, emergency response, and Council and community dialogue. It is important to note that the top ten goals are addressed by staff concurrent with the non-discretionary tasks, almost always requiring significant cross-departmental collaboration to be successful. This discussion is intended to start the conversation about existing goals and timeframes, for the community and Council to provide initial feedback, and to give staff direction on future analysis and milestone updates at a later meeting.

By their nature, priority items selected by Council are discretionary. The non-discretionary work that staff are required to do (including regulatory and legal mandates) consumes the vast majority of staff time. Time for discretionary work is often negligible and requires working extensively beyond a full-time equivalent of 2080 hours. A sample list of non-discretionary tasks include: updating the General Plan, Climate Action and Adaptation Plan, and Housing Element, development of an annual budget and implementation of Measure U, addressing our unsheltered

community, maintaining City infrastructure and implementation of our Capital Improvement Program, emergency response; and dozens of other programs and services. Staff strives to implement the Council-directed top ten priorities, that are reflective of our community's values, with the remaining time and resources available.

Strategic Planning:

An element that may streamline future Goals and Priorities discussions is the development of a Strategic Plan, which would align staff work with stated goals and community values. That plan would provide guidance on how to achieve our vision via a stated mission and vision. It would also provide a means to measure success, and help staff prioritize the City's limited staffing and financial resources. And finally, it would provide the Council a more comprehensive framework with which to articulate its decisions to the public.

A significant benefit of strategic plans is that they provide a basis for continuity, especially for multi-year projects that can span terms of office and leadership succession.

Though not feasible for the process this year, staff recommends subsequent Goals and Priorities processes include, or be based around a strategic plan. In the absence of a strategic plan, staff continually reference the five City goals developed during the FY21-23 Goals and Priorities processes that serve as guidance when prioritizing our work:

- **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.
- **A Safe Community that Thrives** – Support facilities and design program that create a healthy, resilient, and engaged community that is prepared, safe, and housed.
- **An Economy that Prospers** – Encourage a thriving business environment that results in a strong, diverse, resilient economy and supports community prosperity.
- **Our Environmental Legacy** – Preserve and protect Petaluma's environment for future generations and become a leader in sustainability by protecting our river and open space; reducing and drawing down greenhouse gas emissions; and encouraging sustainable development.
- **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 Evolution of a Council priority (aka not all priorities are created equal):

The goals and priorities-setting process is ultimately about the prioritization of discretionary policies, programs, and projects—and there is always more to be accomplished than can be done in any one fiscal year. As such, it is important to consider the development process for policies, programs, and projects. The policy, program, and project development process is a systematic approach to creating and implementing initiatives that address various issues. The process involves the following:

- Issue Identification: Identify the issue that needs to be addressed through analyzing data, conducting research, or consulting with stakeholders.
- Policy Development: A policy outlines a broad vision that addresses the issue and often includes staff, Council, or community stakeholder engagement, depending on whether the issue is internal to the City or community wide.
- Program Development: Programs are created to implement the policy. Programs may involve developing strategies, setting goals and objectives, and defining key performance indicators.
- Project Development: Projects are specific initiatives or activities that are designed to achieve the goals and objectives of the program. Projects involve defining the scope, identifying resources, creating a timeline, implementing the project, and planning for evaluation and reporting.
- Implementation: Once the project is developed, it is implemented according to the timeline and resources defined in the project plan. Implementation may involve training, procurement of project resources or professional assistance, and allocating administrative support.
- Evaluation: The final step in the development process is to evaluate the effectiveness of the policy, program, and project. This may involve collecting and analyzing data, assessing the impact on the issue, making recommendations for improvement, and presenting the findings to the policy-makers.

At the outset, many of our initiatives (and associated policies, programs, and projects) seem straight forward given that other jurisdictions have already addressed similar work that we can look to for guidance. In most cases, however, our community expects to weigh in on each topic uniquely and to lend a Petaluma lens that requires significant community dialogue and a custom approach. This work is an important step in doing the best work in Petaluma while building community trust in our government. In other situations, Petaluma is a leader, addressing community concerns using 1st time approaches.

This work requires the highest level of thought, research, collaboration, community engagement, and Council deliberation. It also seeks to guide our community through change as we navigate a changing world. Change, while inevitable, requires each of us, our community, and our leadership, to wrestle with the known and the unknown and to try new approaches with some level of faith, trust, and hope. Approaching our work with this in mind requires much more of all of us - working together with time and focus to understand, learn, adapt, and reinforce these changes.

One example of this process playing out is our recent work on local tenant protections. At the outset, a policy change in Petaluma to strengthen tenant protections seemed straight forward. However, we found that our community was not aligned with a defined policy nor unified in its understanding of the problem this work was solving. As a result, staff has invested significant time working with our community to first understand the legal framework for tenant protections, outline the range of policy options, and engage in a discussion about how to strike the best balance for Petaluma that would best address the problem as we understand it with a solution that works for our community.

The bottom line is that this work takes time and focus. And we know, that when any organization or community attempts too much at once, multiple initiatives can fail due to a lack of investment in the full process. It is with this in mind that we continue to revisit our focus areas and make sure we invest our limited time most efficiently and effectively.

Top Ten Goals:

While it is difficult to define all the milestones at the onset of an initiative, staff continually track and refine progress throughout the initiative. The updated chart showing the overlay of concurrent projects, including other non-discretionary projects, is included as Attachment 1.

The current Top Ten Goals are described as follows with current status and changes in milestones since the Council last discussed in June 2022:

Implementation of Hybrid Police Oversight Model and Citywide Diversity, Equity and Inclusion Efforts

Following the May 25, 2020, murder of George Floyd in Minneapolis, race relations and police use of force policies continue to be a crucial focus in communities across the country. To address requests from community members and start these conversations locally, the City hosted a community engagement and listening forum followed by community-led listening sessions. After hearing from and listening to the community, the City hired a professional facilitator and established an Ad Hoc Community Advisory Committee (AHCAC). The AHCAC's purpose was to discuss race relations in Petaluma, make recommendations to the City Council to improve them, help bring the community together, identify opportunities for meaningful change, and promote inclusion in Petaluma. On April 4, 2022, the City Council provided direction on the implementation of the City's Council Priorities in response to the recommendations of the AHCAC.

Description of goal success: The successful implementation of the Hybrid Police Oversight Model and Citywide Diversity, Equity, and Inclusion (DEI) Efforts for Petaluma will result in a more transparent, accountable, and inclusive community. Implementing the oversight model will ensure that the police department operates fairly and equitably, increasing trust and confidence in law enforcement. In conjunction with the oversight model, the citywide DEI efforts will help eliminate systemic barriers and promote equal opportunities for all residents, regardless of their background. The success of these efforts will be measured by the degree to which Petaluma becomes a more inclusive and equitable community, where all residents feel heard, valued, and supported, and where law enforcement and community members work collaboratively to build a safer, more just Petaluma.

Changes in milestones since June 20, 2022 (including notable accomplishments): Staff has selected an Independent Police Auditor. A staff report will be presented to City Council on April 3, 2023 for contract approval.

The City became members of the Government Alliance on Race & Equity (GARE). As members, we saw the importance of building Diversity, Equity, and Inclusion (DEI) infrastructure into City operations. We added a milestone for the Creation of City Wide Diversity, Equity, and Inclusion CORE Team based off of the Government Alliance on Race &

Equity Model. The members of the citywide team will assist in the development of the DEI Consultant RFP. The nomination period for city staff has ended and will team will be appointed before the end of March. The completion date estimate for the RFP and selection of DEI consultant has been pushed out an additional quarter each to allow for a collaborative internal process.

Adoption of Retail Cannabis Ordinance

On November 9, 2016, the Control, Regulate and Tax Adult Use of Marijuana Act, Proposition 64, became law, leading to recreational cannabis sales in California by January 2018. As a result of recreational legalization, local governments may not prohibit adults from growing, using, or transporting cannabis for personal use. Following recreational legalization, companies must be licensed by the local agency to grow, test, or sell cannabis within each jurisdiction. Currently, City of Petaluma regulations only permit specified wholesale cannabis commercial activity, subject to permit. The City would need to adopt new regulations to allow for retail commercial cannabis activity within city limits, and provide for City revenue generation and/or recovery of the City's related administrative costs concerning such activity. This project, the Adoption of Retail Cannabis Ordinance, is the process to allow commercial use of cannabis in Petaluma. Depending on the ultimate scope of the City Council policy direction regarding this project, the staff implementation work may include preparation of new land use regulations governing where retail cannabis activity can occur and subject to what approvals, police power regulations in the City's municipal code addressing any needed public safety and code compliance and enforcement tools required by the program, and administrative regulations guiding ongoing administration of the program.

Description of goal success: Success will be measured by the adoption of a cannabis regulations that successfully implement the City Council's policy direction and create a framework for administering the City's retail cannabis regulations once they are adopted.

Changes in milestones since June 20, 2022 (including notable accomplishments): The City Attorney's Office and the Planning Division have developed a cross-division team to review and discuss milestones identified to achieve this goal. Staff has reviewed the City's current cannabis regulations as well as cannabis regulations of several other jurisdictions, including Santa Rosa, Davis, Fairfield, San Jose, and an exemplar provided by a local stakeholder. The prior City Council directed that staff model Petaluma's regulatory approach on Santa Rosa's adopted regulations, and as a result we have focused particularly on the Santa Rosa regulations. We have prepared an initial draft set of retail cannabis regulations covering business permits and taxes, local permitting requirements, including security provisions, and related land use regulations.

Review of the recent approaches of neighboring jurisdictions to adjust retail cannabis local government revenue generation and cost recovery requirements may be warranted in view of Sonoma County's recent action lowering their cannabis taxes and other local jurisdictions also examining their revenue and cost recovery regulations.

Although the initial milestones did not include local stakeholder conversations or specific Petaluma policy direction, given the range of local regulatory choices involved with retail cannabis, as identified above, the update effort should include this milestone as well as a

potential City Council workshop to receive the public's feedback and provide specific Council direction regarding some of the key policy choices involved in local retail cannabis businesses regulation, including types of permitted business (retail, cultivation, laboratory, delivery, manufacturing), related land use regulations (such as number and location of permitted business types, and potential setbacks from other land uses that may be negatively impacted), revenue and/or cost recovery choices regarding retail cannabis, and finally, permitting and other related City compliance monitoring and administrative efforts

Create Citywide Electrification Plan

The City Council's approval of the Climate Emergency Framework on January 11, 2021, set a goal for the City of Petaluma to become carbon neutral by 2030. The most significant sources of carbon emissions in the City of Petaluma are related to transportation and buildings. As such, reducing carbon emissions in these sectors is critical to the City achieving its carbon neutrality goal. While the City has adopted legislation such as the all-electric code to require that all new construction be designed as all electric and prohibit the expansion of gas infrastructure, Petaluma's existing building stock remains a significant barrier to carbon neutrality.

Description of goal success: A comprehensive electrification plan would create a measurable and deliberate path toward carbon neutrality and include a variety of approaches to achieve the maximum reduction in carbon emissions. A successful electrification plan would identify barriers and propose solutions for electrification that are equitable and measurable toward the overarching goal of carbon neutrality. A successful plan would include a range of strategies to include incentives, education, and regulations accessible to all Petalumans. A successful plan would include funding strategies and both short-term and mid-term actions to begin making progress immediately.

Changes in milestones since June 20, 2022 (including notable accomplishments): Given the urgency of the City's carbon neutrality goal within the next seven years, staff has taken a multi-prong approach to both look toward a comprehensive electrification plan but also to look at immediate measures that can be taken to continue moving toward the ultimate goal. Because there are limited (but growing) examples to pull from, staff recognizes that the approach or milestones originally cited may have changed or taken out of sequence as needed to keep the overall process moving forward.

A multi-disciplinary and cross-departmental staff team has come together to meet regularly and discuss both short-term and longer-term measures that can be put into place. As part of that team and smaller groups within that team, the following items have been completed or are in progress:

- Reviewed electrification plans from other jurisdictions (Denver, Berkeley, San Jose)
- Reviewed adopted local legislative efforts from other Bay Area jurisdictions for individual efforts such as reach codes addressing low carbon concrete, panel replacement, requirements for heat pump air conditioning and water heaters, etc.
- Engaged with partners to create the Urban Building Energy Model
- Initiated educational outreach efforts into existing review and processes such educational pop ups in the City's online permitting program

- Established a tracking mechanism in Energov to identify electric appliance permits
- Developing educational resources on City website to publicize existing incentives and rebate programs
- Planning an educational electrification expo for the broader community

Adoption of Tenant Protection Ordinance Package

A range of state and regional tenant protections were enacted in response to the widespread employment disruption and financial distress caused by the COVID-19 pandemic. Sonoma County enacted a county-wide eviction moratorium during the pandemic relying on its powers under the Emergency Services Act. Those county protections expired on September 30, 2022.

The full set of regulations that the Council has directed staff to prepare includes regulations specifying: 1) just causes for termination of tenancies pursuant to the local government regulatory authority established in the Tenant Protection Act, 2) regulations addressing the rights of rental property owners right to withdraw their property from the rental market pursuant to the Ellis Act, and 3) updates to the City's Mobile Home rent control regulations to modernize those regulations in view of recent regulatory updates in neighboring jurisdictions and to ensure that the City's mobile home rent control regulations continue to serve their important affordable housing goals.

In response to Council direction staff prepared a local urgency ordinance in response to Covid-related tenant financial distress and an ordinance addressing just cause tenancy terminations and rental unit withdrawals. The City Council adopted the urgency ordinance on September 12, 2022, including an initial sunset date of March 1, 2023, which the City Council has subsequently extended to July 1, 2023.

The Petaluma tenant protections regulations expand on the Tenant Protection Act just cause protections and require landlords to provide relocations assistance to tenants whose tenancies are terminated for purposes benefitting the landlord such as landlord or family member move ins or withdrawing the property from the rental market. The Petaluma regulations also requiring landlords to give tenants prescribed notice of their rights under the regulations in English, Spanish and the language of the lease, if different, a right to return for tenants whose tenancies were terminated for "no-fault just causes," and other protections, including civil remedies.

Description of goal success: Success will be measured by City Council adoption of rental housing regulations that promote housing stability in Petaluma and increase the Tenant Protection Act protections without discouraging Petaluma property owners from offering their properties for rent and reducing the amount of available rental housing in Petaluma. Success will also include ensuring that the Petaluma regulations are clear to property owners and managers and tenants and receive adequate City administrative support in terms of information and resources regarding landlords and tenants' rights and obligations.

Changes in milestones since June 20, 2022 (including notable accomplishments): The City Council extended the sunset date of the ordinance it adopted on September 12, 2022 to July 1, 2023, to allow staff to gather input and data from stakeholder groups and proposed amendments to the ordinance to better meet the needs of tenants and property owners. Staff conducted

stakeholder meetings on January 25 and 26, 2023 and community workshops on February 1 and 4, 2023 and released a survey on February 14, 2023. A City Council workshop was held on March 6, 2023, so the City Council could receive community and staff feedback on potential options for amendments to the City's rental housing regulations and to provide direction to staff regarding whether the City's regulations should continue in effect and if so whether they should be amended. At the workshop the Council provided staff specific policy direction regarding amendments to the City's regulations and directed staff to return with an amended ordinance and additional information about some remaining policy questions.

Regarding the City's mobile home rent control regulations, staff have reviewed the recent amendments to mobile home regulations in neighboring jurisdictions as well as the arbitration order from the 2022 rent arbitration at the Youngstown mobile home park in Petaluma. Staff have also reviewed how other jurisdictions treat the "reasonable rate of return" that mobile home rent control regulations are required to preserve for mobile home park owners. Staff have prepared a working draft of potential amendments to strengthen the City's mobile home rent control regulations. Completion of mobile home rent control updates is the immediate next Council legislative priority of the City Council immediately following the rental housing regulations. Staff anticipates that a workshop with the Council and stakeholders on potential mobile home rent control amendments, and particularly annual rental increase limits, would help the City Council provide mobile home rent control policy direction that can lead to updated regulations tailored to the needs of Petaluma mobile home tenants and property owners. Accordingly, staff recommend that any desired City Council outreach and workshop meetings be factored into the timeline for completion of this project.

Fairgrounds: Outreach Process, Recommendations and Framework for Decision-making

The Petaluma Fairgrounds is a 55-acre, multi-use property located in the heart of town. Through the years, this site has provided a place for fun, learning, special occasions, respite, and refuge during crises, as well as many lasting memories for Petalumans, County residents, and visitors. It is a truly unique place that is loved by so many. The City of Petaluma owns the Fairgrounds property and, for the past 50 years, has leased it to the 4th District Agricultural Association (4th DAA), a branch of the California Department of Food and Agriculture (CDFA). The 4th DAA determines the Fairgrounds property uses, which include the five-day Sonoma-Marín Fair in June and other organizations the 4th DAA subleases to, such as a preschool, elementary school, racetrack, and event spaces.

After multiple lease renewals, the final renewal will expire on December 31st, 2023. The goal, the Fairgrounds - Outreach Process, Recommendations, and Framework for Decision-making, describes the series of milestones on a path forward for the fair and property. On October 24, 2022 Council received the results of the City's public engagement efforts to-date, including a final report from the Fairgrounds Advisory Panel.

Description of goal success: For this year, success will include a new agreement between the 4th DAA and the City that facilitates the annual fair event and any other activities and / or events the 4th DAA chooses to host to fulfill its mission. Additionally, staff will develop a short-term management plan to be presented to Council later this year. The plan will identify how the city

will work with current tenants and address maintenance needs, while longer term master planning occurs with the Petaluma community.

Changes in milestones since June 20, 2022 (including notable accomplishments):

Previous milestones included working with the community to identify a future vision for the fairgrounds property. This was accomplished by facilitating a lottery-selected panel that met over months to develop recommendations about the future of the Fairgrounds property. The community also participated in a survey, a story telling exhibit, and a community workshop. Three studies were also completed which included a soils study, a historic buildings study, and a building conditions assessment. The recommendations from these studies will be included in the short-term property management plan. Now that this first phase of visioning a future of Petaluma's fairgrounds property, we now recommend changing the initiative focus to reflect the work to come – Fairgrounds – property management transition, master planning, and 4th DAA fair support.

Public Safety Facilities Assessment, Including New and Renovated Fire Stations

The Public Safety Facilities Assessment will be used to inform future new construction and renovations to address inadequate police and fire facilities city wide. Fire Station 1 needs seismic upgrades and Stations 1, 2, and 3 no longer meet operational needs for a diverse workforce with crew space lacking. The Police Station similarly is poorly configured to meet the needs of a modern police department with inadequate locker space, showers, meeting, and office space. This project will develop a road map and strategic plan to move our Public Safety facilities into the 21st century.

Description of goal success: Goal success has been identified as the completion of the strategic plan which will identify public safety facility needs and determine costs to make recommended remodels, upgrades, and/or replacements. This plan will assist the City in prioritizing identified needs and determining financial strategies for short- and long-term needs in a phased approach as necessary funding becomes available. Goal success for this item will also include the start of the first phase of construction most likely to include a new centrally located fire headquarters fire station and emergency operations center with drop-in work stations available for police field unit report writing (or other possible joint public safety uses).

Changes in milestones since June 20, 2022 (including notable accomplishments):

- Completed a Police and Fire Department Comprehensive Analysis through CPSM to evaluate current Public Safety Facility location and operational recommendations.
- Presented CPSM recommendations to City Council - completed November 21, 2022
- Currently planning a late April / early May update presentation at a City Council meeting
- Subsequent milestones after completion of the study are TBD pending the results of the study; however, next steps are expected to include commencement of design and planning work for the new fire station / joint EOC building.

Integrated Pest Management Plan: Sustainable Land Management Best Practices and Comprehensive Community Outreach Program

Integrated Pest Management (IPM) is defined in Title 7 of the US Code as “a sustainable approach to managing pests by combining biological, cultural, physical, and chemical tools in a

way that minimizes economic, health, and environmental risks.” A common feature of recent IPM implementation is to adopt best practices that integrate more restorative land maintenance strategies and decrease dependency on chemical pest control methods. As a full-service city, staff are responsible for managing and maintaining a broad range of public facilities and community spaces including but not limited to city streets and frontages, parks and urban centers, public safety buildings, waste treatment facilities, a municipal airport, and a marina. To ensure the updated IPM is successfully implemented, it is critical that the methods and practices identified to control unwanted pests prioritize public safety, available resources, transparency, and the flexibility to adjust practices to effectively manage and maintain safety and operations. The work to analyze existing conditions and integrate industry best practices in an update to the existing IPM Plan is underway and when adopted will guide all pest control activities related to City facilities and operations. City staff is working closely with IPM consultants to provide recommendations in an updated IPM plan which will include community feedback as well as input received from the Recreation, Music, and Parks Commission prior to presenting to the Council for consideration.

Description of goal success: City operations have largely shifted away from maintenance techniques that rely on chemical mitigation strategies and in 2017, the city implemented a ban on the use of glyphosate in all city parks and public facilities. The aim in updating the city’s existing IPM is to both provide staff with the tools and training to integrate industry best practices for responsibly managing public grounds as well as provide a framework for the community to better understand what methods of pest management are being applied throughout the city and to what effect. The city remains committed to minimizing the use of chemical means including synthetic and non-organic pesticides, in any form of an updated policy. At the end of the IPM Plan development process, the City will have a safe and sustainable plan based upon best practices and engaged and informed public input for a plan that is transparent as to City practices, protects the health of our community and reflects our communities’ values as stewards of the environment.

Changes in milestones since June 20, 2022 (including notable accomplishments):

With the assistance of the City’s consultant, Blankinship and Associates, staff facilitated multiple stakeholder listening sessions, developed a baseline report of pest management conducted by the City and its contractors, and developed a draft IPM policy. The draft was presented to the Recreation, Music, and Parks Commission on January 18, 2023 and February 15, 2023. The Commission established an ad hoc subcommittee which would examine the plan and several areas of focus in greater detail.

Though the project has been delayed to provide additional deliberation and consideration at the Recreation, Music, and Parks Commission, staff expects the policy will be presented to the Council for consideration prior to the end of the current fiscal year. A notable accomplishment made clear through the City’s consultant, Blankinship and Associates, efforts to provide a baseline of current City practices, is that the City already has significant experience using alternatives to synthetic pesticides, including several years of mainly organic pesticide use and mechanical controls (e.g. string trimmers). Adoption of an IPM policy will formalize a framework for greater transparency and reporting on City practices and protocols for pest management.

Adoption of Tree Preservation Ordinance and Update City Policies and Procedures

Trees have multiple positive benefits related to providing wildlife habitat, sequestering carbon to help mitigate climate change, reducing the heat-island effect, and increasing property values through beautification. Petaluma's existing tree ordinance has not been updated to realize the increased benefit of enhanced tree protection. The updated tree preservation ordinance would update internal processes and permitting related to tree removal, update provisions for tree maintenance, planting in the public right of way, and update standard provisions for all entitlements and land use permitting.

Description of goal success: A comprehensive update of the City's approach, procedures, and regulations to prioritize the protection of existing trees, expand the tree canopy, and recognize the importance of trees as part of the City's overall climate goals. It is imperative that this effort include revisions to all aspects of the City's tree regulations and procedures to ensure that we are maximizing our efforts, creating clear guidance, and looking at tree planting and preservation on both private and public properties.

Changes in milestones since June 20, 2022 (including notable accomplishments): Staff has worked with the staff liaison from the Tree Advisory Committee to collect all materials that the TAC has compiled to support this effort. Additionally, staff has collected all resources from Petaluma Releaf. From that library of information staff has created a workplan for completion of this goal and has met with a representative from the TAC to discuss approach, milestones, and opportunities for collaboration with the TAC throughout the process.

Staff has also collaborated with neighboring communities to ensure that efficiencies can be gained across jurisdictional boundaries. This year, Sonoma County led by its Regional Climate Protection Agency (RCPA) has taken a regional approach to update local tree preservation policies. This shift has provided a higher level of collaboration between local jurisdictions wanting a more regional and data-driven approach to preserve its tree resources. The new resources will support Petaluma's approach to updating its tree preservation policies.

Historic Trestle Reconstruction

Petaluma's historic trestle is located along the southwest bank of the Turning Basin in downtown Petaluma. While significant hurdles exist, the vision is to transform the structure into a prized, iconic riverfront gathering place and active transportation hub for our community.

In 2013, the California Coastal Commission provided a grant to help the City develop engineering plans and specifications for rehabilitating the structure. The project was put on hold because construction costs exceeded available funding resources and external funding sources would need to be identified and secured, all during a deep recession and very challenging economic conditions.

With continued support from City Council and the community, the project was revisited and reviewed in FY 21/22 with exploration of potential phasing and alternative structural solutions. Current efforts are focused on refining and updating the 2013 plans, specifications, permits, and

cost estimates to make the project fully shovel-ready, which enhances grant funding prospects and eligibility.

The Trestle is owned by Sonoma-Marin Area Rail Transit (SMART), and the land below the structure is owned by the California State Lands Commission (leased to SMART). A key issue to resolve relates to who will own – and maintain – the Trestle into the future.

Major milestones include: environmental assessment; determining ownership/acquisition models; engaging stakeholders to collaborate on the vision for the site and securing funding for construction; design; and project implementation. This will be a multi-year project.

Description of goal success: Reviving the historic trestle will breathe new life into the downtown area and will revitalize the Petaluma River Turning Basin Area. A successful project involves surgical restoration and rehabilitation of the existing structure to the maximum extent possible, while also incorporating pedestrian and bicycle facilities through the historic downtown and providing a functional, aesthetically pleasing, and desirable community space on the riverfront. The project must also be constructable and financially viable – both in terms of construction costs and long-term maintenance/lifecycle costs.

Changes in milestones since June 20, 2022 (including notable accomplishments):

Staff has successfully reengaged with previous studies, plans, and design documents, and continues to move forward with critical research and analysis work that will inform design, ownership, and construction. To that end, collaboration with stakeholders, engineers, and scientists is and will be ongoing.

Staff continues to actively pursue the following key milestones: (1) evaluation of the current condition of the structure to inform design alternatives and costs for rehabilitation; (2) research of environmental and regulatory issues to determine necessary permits and construction schedules; (3) exploration of viable ownership options for the structure and the underlying lands; and (4) ongoing pursuit of funding for a project of this magnitude and complexity.

Since the structure is over 100 years old, knowing the condition and strength of each timber element is critically important. As such, evaluation and assessment by experts in timber science is essential so that structural engineers know the percentage of timber members requiring replacement or repair. For members that are in good condition, engineers must know the species, grade, and strength, as well as the projected life expectancy. The results of this work will inform: (1) design and construction (without this data, the structural engineers have to make extra conservative assumptions); (2) permitting and regulatory requirements; (3) ownership risk/liability issues; and (4) updated cost estimates (again, conservative assumptions in design increase costs). Lastly, there are new seismic requirements that need to be considered and evaluated since the 2013 plans were developed.

A Phase 1 field assessment was conducted by timber scientists in December and a more detailed Phase 2 assessment is planned for the 4th quarter of this fiscal year. The timber scientists and their 4-6 person crew of technicians will be crawling all around and under the structure for 2 weeks as they evaluate the species, grade, and condition of nearly every single timber member.

Safe Mobility and Community Connectivity (aka Safe Streets)

The Safe Mobility and Community Connectivity (Safe Streets) Goal is a citywide initiative that strives to provide safe, well-maintained streets, sidewalks, and pathways that enhance accessibility and encourage and support active transportation, well-being, and community vitality.

Description of goal success: This is an ongoing initiative where success is measured each year in terms of the number of projects that implement safety, quality, and condition improvements to streets, sidewalks, and bicycle facilities. Besides integration with major street improvement projects, this includes projects and programs that incorporate traffic calming, quick-builds, sidewalk and bicycle facility gap closures, corridor greening, and accessibility improvements throughout the city. Quick-build projects are reversible and adjustable safety improvements that can be installed relatively quickly as compared to traditional “hard” construction methods.

This priority represents a general philosophy and methodology for how the City plans and improves mobility and community connectivity. This priority integrates well with the City’s climate action goals by creating safe, calm transportation facilities that encourage and facilitate mode shift to active transportation.

Changes in milestones since June 20, 2022 (including notable accomplishments): All street improvement projects are carefully vetted for implementation of safe street elements, and pilot projects and quick-builds are being installed for evaluation and monitoring.

Staff has been working with the Pedestrian Bicycle Advisory Committee (PBAC) and collaborating with community stakeholders, such as our schools and Safe Streets Petaluma, to develop the elements of our Safe Streets program.

The City Council adopted the Sonoma County Vision Zero Action Plan, the Local Road Safety Plan, and hosted a Crosstown Connector workshop. Efforts continue to develop a Petaluma-specific Vision Zero plan, for which PBAC has appointed an ad hoc committee. Building upon the hallmark goals of the Sonoma County Vision Zero Action Plan the PBAC ad hoc committee has developed preliminary recommendations for Petaluma to become a leader in Vision Zero implementation with the following priorities:

1. Identify opportunities to reduce speed limits in accordance with Assembly Bill 43 (which is expected to take effect in July 2024)
2. Comprehensive education about Vision Zero with community partners
3. Implement low-cost quick-build projects
4. Close gaps in bicycle and pedestrian networks (facilities for all ages and abilities)
5. Update City’s street design Standards
6. Implement Rapid Response (data collection, analysis towards Vision Zero published on City website)

Other Goals & Priorities for Consideration

In addition to the top 10 goals, the following topics of importance will likely require staff attention in the current and upcoming fiscal year:

- Second SMART Station
- Floating Solar design and installation
- General Plan, CAAP, Housing Element
- Funding Facility Upgrades
- Open Space acquisitions, including Cavanagh, Cedar Grove, English Hill/La Cresta Ridge
- Labor Negotiations
- Appropriations Requests and Grant Applications
- Parking Regulations
- Charter Amendments
- Landscape Assessment District overhaul
- Utility Rate Study
- Homekey Round 3
- Downtown SMART Parcel Planning
- FY 24 Operating and Capital Budget (100+ Capital Improvement Projects)
- Legislative Efforts to achieve consistency with State Housing Legislation (ADU, Density Bonus, SB 9, etc.)
- Objective Design Standards
- Floodplain and Sea Level Rise Modeling & Analysis

PUBLIC OUTREACH

This discussion is a continuation of ongoing community dialogue that has been ongoing since 2019. It is also informed by ongoing community dialogue as we work with each of our committees, commissions and boards, and our community during the implementation of each policy, program, and / or project included in these goals and priorities. Also this agenda item appeared on the City's tentative agenda document on February 27, 2023 which was a publicly-noticed meeting.

COUNCIL GOAL ALIGNMENT

This item is facilitating the Council's goal-setting process for FY23 and FY24.

SUSTAINABILITY EFFORT/ CLIMATE ACTION

Petaluma's City Council goals and priorities ensures that Petaluma is a City that works for everyone in the community while maintaining 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.

Climate impact will be considered within each of these goals and priorities. Additionally, there are four goals that specifically focus on climate initiatives that will help Petaluma achieve

climate goals: Adoption of Tree Preservation Ordinance and Update City Policies and Procedures, Safe Mobility and Community Connectivity (aka Safe Streets), Integrated Pest Management Plan: Sustainable Land Management Best Practices and Comprehensive Community Outreach Program, and Create a Citywide Electrification Plan.

ENVIRONMENTAL REVIEW

Conducting a workshop on goals and priorities is not a “project” within the meaning of Section 15378 of the California Environmental Quality Act (CEQA) Guidelines, because it will not result in any direct or indirect impacts to the environment. Any action to implement the goals and priorities that are adopted by Council will have their own analysis for compliance with CEQA.

FINANCIAL IMPACTS

While this action, in and of itself, does not have a direct financial impact, the associated work identified in these goals and priorities will have significant budget impacts that will need to be considered when reviewing the upcoming Fiscal Year 2023/24 budget that will be presented to the Council in May of this year.

ATTACHMENTS

1. Updated Milestones and Timelines