

CITY OF SEBASTOPOL STRATEGIC PLAN

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MISSION

The City of Sebastopol is committed to maintaining a high quality of life for current and future members of our community, through excellent public service and careful stewardship of its financial, human and natural resources.

VISION

Sebastopol derives its sense of place from its history and role in Sonoma County. Linking the urbanized area of central Sonoma County with the rural western county of large dairy farms and apple orchards, Sebastopol functions as a market center: a town which serves the surrounding region, from Guerneville and the River area, to Graton, Bodega, and Bloomfield. Sebastopol's agricultural heritage and semi-rural surroundings state, "this is a country town".

The community's vision of itself also reflects the surrounding landscape. Atascadero Creek and Ragle Ranch Regional Park mark the City boundaries on the west and the eastern boundary is defined by the scenic wetlands of the Laguna de Santa Rosa. Large expanses of open space, hills and trees frame the manmade environment of streets, residential neighborhoods, parks and community facilities. Sebastopol's residents want to retain its small town feeling and rural character: a safe, friendly and personal environment where neighbors know each other and merchants greet their customers by first names.

The City government is entrusted with the stewardship of the community and its resources in a manner consistent with community priorities. The Strategic Plan constitutes an action plan to focus the City's efforts in service of this vision.

City of Sebastopol
ORGANIZATIONAL IDEALS

CUSTOMER SERVICE

We believe

- *that the City organization's primary reason for existence is to serve the community of Sebastopol.*
- *in active participation by each of us, providing our customers with the best possible service with the financial and physical resources available.*
- *that we must continuously examine, adapt and improve the ways we provide service to our customers.*

WORKING AS A TEAM

We believe

- *that positive working relationships depend on mutual trust.*
- *in behaving in a professional manner, with honesty and integrity, and treating one another with understanding and respect.*
- *in maintaining a positive, open and respectful relationship between the City Council and City staff.*
- *in teamwork, because we understand that successful communication, innovation, creativity and decision-making depend on a group exchange of thoughts and ideas.*
- *in resolving problems and issues as quickly, directly and professionally as possible.*

OPEN AND COMMUNICATIVE WORKPLACE

We believe

- *members of the organization should share information openly and honestly and communicate decisions quickly with supporting rationale.*
- *managers should actively solicit participation and advice of staff before decisions are made, where possible*
- *members of the organization should demonstrate caring for and commitment to each other, to customers, and to the City.*
- *members of the organization should support, encourage and provide each other with frequent feedback, both formally and informally.*

PERSONAL RESPONSIBILITY AND THE WORKING ENVIRONMENT

We believe

- *that our work should be guided by the interests of the organization as a whole*
- *that we must each be responsible for and be accountable to our co-workers, managers and the public, for our personal behavior and the quality of our work.*
- *in helping each other excel in our work by providing the knowledge, information, training and equipment necessary, as resources permit.*
- *in the commitment of all members of the City team to make ours a safe, clean, productive and enjoyable working environment.*

STRATEGIC PLAN GOALS

- 1. Maintain a highly qualified employee work force to provide services that will protect and serve our residents, visitors, property, the environment and other community assets.*
- 2. Maintain and enhance communication among City staff, community , council and other agencies.*
- 3. Enhance the financial viability of the City organization to provide services, build infrastructure and support the local economy.*
- 4. Protect, enhance and restore existing environmental quality.*
- 5. Develop, implement and assess the success of long-range plans for Sebastopol's future.*

GOALS AND OBJECTIVES

GOAL #1 MAINTAIN A HIGHLY QUALIFIED EMPLOYEE WORK FORCE TO PROVIDE SERVICES THAT WILL PROTECT AND SERVE OUR RESIDENTS, VISITORS, PROPERTY, THE ENVIRONMENT AND OTHER COMMUNITY ASSETS.

Objectives

1. *Promote understanding of City policies, procedures and programs within the organization*
2. *Enhance teamwork management system and manager-employee communication. Continue City team-building efforts.*
3. *Improve Council-Staff Communications*
4. *Enhance Customer Service*
5. *Study/Improve efficiency of City operations and staffing/workload levels.*

GOAL #2 MAINTAIN AND ENHANCE COMMUNICATION AMONG STAFF, COMMUNITY, COUNCIL AND OTHER AGENCIES

Objectives

1. *Improve external linkages*
2. *Ensure that the public is informed about City operations, services and programs*
3. *Expand involvement of citizens as volunteers in City projects*

GOAL #3 ENHANCE THE FINANCIAL VIABILITY OF THE CITY ORGANIZATION TO PROVIDE SERVICES, BUILD INFRASTRUCTURE AND SUPPORT THE LOCAL ECONOMY.

Objectives

1. *Initiate outreach to existing and potential new businesses; support efforts to create new jobs and retain existing jobs*
2. *Enhance services to visitors in Sebastopol*
3. *Review Community Development plan to identify future projects*
4. *Develop standardized, easy-to-follow budget format*
5. *Reduce expenditures where feasible*
6. *Explore opportunities for enhancement of City revenues*

GOAL #4 PROTECT, ENHANCE AND RESTORE EXISTING ENVIRONMENTAL QUALITY.

Objectives

1. *Protect surface and groundwater resources*
2. *Increase and enhance open space in and around City*
3. *Eliminate and/or mitigate known threats to the environment*

GOAL #5 DEVELOP, IMPLEMENT AND ASSESS THE SUCCESS OF LONG-RANGE PLANS FOR SEBASTOPOL'S FUTURE.

Objectives

1. *Evaluate condition of existing capital assets (utility systems, buildings, vehicles/large equipment, information systems, parks*
2. *Develop master plan for asset management within each department*
3. *Prepare implementation plans and budgets for infrastructure maintenance*
4. *Implement the goals, policies and programs in the General Plan, and other City plans and programs*
5. *Complete studies and develop specific plans for unincorporated areas within the City's sphere of influence*
6. *Develop policies and procedures to address sustainability*
7. *Improve and increase opportunities for recreation and cultural activities.*

IMPLEMENTATION ACTIVITIES

GOAL #1

MAINTAIN A HIGHLY QUALIFIED EMPLOYEE WORK FORCE TO PROVIDE SERVICES THAT WILL PROTECT ANDSERVE OUR RESIDENTS VISITORS, PROPERTY, THE ENVIRONMENT AND OTHER COMMUNITY ASSETS,

Objective		Activity
<i>1 - Promote understanding of City policies, procedures and programs within the organization</i>	<i>A</i>	<i>Consolidate City offices and services</i>
	<i>B</i>	<i>Establish City-wide computer network</i>
	<i>C</i>	<i>Encourage and support outside education for staff development</i>
<i>2 - Enhance teamwork management system and manager-employee communication</i>	<i>A</i>	<i>Hold regular informational meetings for all employees</i>
	<i>B</i>	<i>Establish and implement policy and procedures for personnel evaluation</i>
	<i>C</i>	<i>Continue employee service and performance recognition system</i>
	<i>D</i>	<i>Establish practices within departments to improve and promote teamwork</i>
	<i>E</i>	<i>Form inter-departmental teams to develop projects and policies and address problems</i>
<i>3 - Improve Council-Staff Communications</i>	<i>A</i>	<i>Encourage Council members to clarify agenda items with staff in advance of meetings</i>
	<i>B</i>	<i>Inform Council on issues, projects and processes in a timely manner</i>
<i>4 - Enhance Customer Service</i>	<i>A</i>	<i>Evaluate customer service in all departments and make changes where appropriate</i>
	<i>B</i>	<i>Provide training for employees in customer relations</i>
	<i>C</i>	<i>Create a centralized development permit processing center</i>
	<i>D</i>	<i>Create a standardized citizen information form for use by the public to assess customer satisfaction, and make it available in public areas of all City offices.</i>

GOAL #2

MAINTAIN AND ENHANCE COMMUNICATION AMONG STAFF, COMMUNITY, COUNCIL AND OTHER AGENCIES

Objective		Activity
<i>1 - Improve external linkages</i>	<i>A</i>	<i>Post Reports and Documents of General Public Interest on Web Site</i>
	<i>B</i>	<i>Semi-monthly website discussion at Dept. Head meetings</i>
	<i>C</i>	<i>Submit press releases on critical issues</i>
<i>2 - Ensure that the public is informed about City operations, services and programs</i>	<i>A</i>	<i>Encourage staff to communicate with service clubs and other organizations</i>
	<i>B</i>	<i>Provide important City information in English and Spanish</i>
	<i>C</i>	<i>Create City Newsletter for distribution in Utility Billings</i>
	<i>D</i>	<i>Create and distribute informational brochures as needed</i>
	<i>E</i>	<i>Create informational Kiosk in Plaza</i>
<i>3 - Expand involvement of citizens as volunteers in City projects</i>	<i>A</i>	<i>Conduct Study Sessions on selected topics as determined by City Council</i>
	<i>B</i>	<i>Foster positive relationship between public and local government; include public as partners with government in collaborative problem-solving</i>
	<i>C</i>	<i>Enlist volunteers for grant-writing for City projects</i>

GOAL #3

ENHANCE THE FINANCIAL VIABILITY OF THE CITY ORGANIZATION TO PROVIDE SERVICES, BUILD INFRASTRUCTURE AND SUPPORT THE LOCAL ECONOMY

Objective		Activity
<i>1 - Initiate outreach to existing and potential new businesses; support efforts to create new jobs and retain existing jobs</i>	A	<i>Work with BOC and Chamber of Commerce to improve outreach materials</i>
	B	<i>Explore opportunities to improve public facilities associated with annexation and development that serve business</i>
	C	<i>Identify and prioritize capital improvement projects that will enhance the local economy</i>
	D	<i>Encourage businesses to make use of rental parking spaces in City lots to free street parking for customers</i>
	E	<i>Support Palm Drive Hospital; appoint liaison to District</i>
<i>2 - Enhance services to visitors in Sebastopol</i>	A	<i>Participate in promotional efforts of community organizations</i>
	B	<i>Advertise local attractions on Web Site</i>
	C	<i>Ensure information about City attractions is available to visitors</i>
	D	<i>Provide directional signage at Plaza to public restrooms at Police Department</i>
<i>3 - Review Community Development plan to identify future projects</i>	A	<i>Identify Community Development Agency projects that encourage business</i>
	B	<i>Analyze financial capacity of Community Development Agency</i>
	C	<i>Develop specific project definitions and implementation schedule</i>
	D	<i>Secure financing</i>
<i>4 - Develop standardized, easy-to-follow budget format</i>	A	<i>Provide monthly revenues and expenditures updates to department heads to assist with budget management</i>
	B	<i>Conduct annual Budget Preview with all interested employees</i>

<i>5 - Reduce Expenditures where feasible</i>	<i>A</i>	<i>Evaluate comparative cost effectiveness of contracting out services</i>
	<i>B</i>	<i>Explore cooperative agreements with other agencies for programs and services</i>
	<i>C</i>	<i>Coordinate purchases of major equipment to include all departments</i>
	<i>D</i>	<i>Perform City-wide energy assessment to identify cost savings</i>
	<i>E</i>	<i>Monitor State budget actions and other circumstances affecting City's operations</i>
	<i>F</i>	<i>Continue use of Community Service Workers from Probation Department</i>
	<i>G</i>	<i>Continue to monitor cost benefits of automating activities such as automated meter reading, etc.</i>
<i>6 - Explore opportunities for enhancement of City revenues</i>	<i>A</i>	<i>Evaluate impact fees and fees charged for City services and adjust as needed</i>
	<i>B</i>	<i>Continue to consult and implement recommendations of Revenue Enhancement Committee</i>
	<i>C</i>	<i>Review Business License Fee</i>
	<i>D</i>	<i>Consider fee for negligence fires and false alarms to fund infrastructure maintenance projects such as Fire Hydrant Replacement Program</i>

GOAL #4**PROTECT, ENHANCE AND RESTORE EXISTING ENVIRONMENTAL QUALITY.**

Objective		Activity
<i>1 - Protect surface and groundwater resources</i>	<i>A</i>	<i>Establish policies and regulations to protect surface water quality through the development and implementation of the Storm Water Management Plan</i>
	<i>B</i>	<i>Encourage land use in and adjacent to City which addresses Water Quality objectives</i>
	<i>C</i>	<i>Enact a Wellhead Protection to protect water supply quality for municipal use in Sebastopol</i>
	<i>D</i>	<i>Establish a Water Conservation Program; advertise existing programs</i>
	<i>E</i>	<i>Expand use of reclaimed water for landscaping and other non-potable uses</i>
	<i>F</i>	<i>Re-consider bio-diesel fuel for City vehicles .</i>
<i>2 - Increase and enhance open space in and around City</i>	<i>A</i>	<i>Work with Open Space District to protect agricultural land/open space surrounding City</i>
	<i>B</i>	<i>Develop new neighborhood park in southern part of City</i>
	<i>C</i>	<i>Develop a voluntary Street Tree Program</i>
	<i>D</i>	<i>Review and update Laguna Park Master Plan and policies</i>
	<i>E</i>	<i>Review and update City programs and policies as part of Comprehensive Zoning Ordinance Update</i> <ul style="list-style-type: none"> • <i>Scenic Open Space Ordinance</i> • <i>Growth Management Ordinance</i> • <i>Consider a Noise Ordinance</i> • <i>Consider a Mobile Home Ordinance</i>
<i>3 - Eliminate and/or mitigate known threats to the environment</i>	<i>A</i>	<i>Explore opportunities for relocation of Village Park MHP</i>
	<i>B</i>	<i>Establish procedure and schedule for regular inspection and cleanup of City-owned open space</i>

GOAL #5**DEVELOP, IMPLEMENT AND ASSESS THE SUCCESS OF LONG-RANGE PLANS FOR SEBASTOPOL'S FUTURE**

Objective		Activity
<i>1 – Evaluate condition of existing capital assets (utility systems, buildings, vehicles/large equipment, information systems and parks)</i>	<i>A</i>	<i>Establish computer database to support infrastructure management activities</i>
	<i>B</i>	<i>Inventory all systems and equipment assets and evaluate condition</i>
	<i>C</i>	<i>Evaluate future needs based on General Plan, regulatory requirements and depreciation</i>
<i>2 – Develop master plan for asset management within each department</i>	<i>A</i>	<i>Determine future needs and costs for maintenance, replacement and new construction</i>
	<i>B</i>	<i>Evaluate costs and financial impacts of deferred maintenance and replacements</i>
	<i>C</i>	<i>Prioritize needed replacements and repairs (by Department staff)</i>
<i>3 – Prepare implementation plans and budgets for infrastructure maintenance</i>	<i>A</i>	<i>Implement major capital construction projects through Capital Improvement Program</i>
	<i>B</i>	<i>Establish Capital Purchasing Fund for vehicle/equipment maintenance and replacement</i>
	<i>C</i>	<i>Identify potential funding sources for program implementation including ongoing maintenance costs</i>
	<i>D</i>	<i>Seek grants and low interest loans to leverage local dollars</i>
<i>4 – Implement the goals, policies and programs in the General Plan, and other City plans and programs</i>	<i>A</i>	<i>Develop strategy for improvement of traffic circulation on City-wide basis</i>
	<i>B</i>	<i>Work with County to address traffic congestion issues (Countywide Transportation Plan)</i>
	<i>C</i>	<i>Work with State to address traffic congestion on the State Highway</i>
	<i>D</i>	<i>Develop long range plan for safety and aesthetic improvements to City streets</i>

	E	<i>Implement recommendations in Street Smart Sebastopol Study</i>
	F	<i>Work with local school districts and site councils to create a Safe Routes to Schools plan</i>
	G	<i>Improve accessibility on City Streets</i>
	H	<i>Identify needs for update or revision of policies during annual level of service report</i>
	I	<i>Update the Housing Element of the General Plan</i>
	J	<i>Complete intersection improvements on Gravenstein Highway South</i>
	K	<i>Complete the Northeast Area Specific Plan</i>
<i>5 - Complete studies and develop specific plans for unincorporated areas within City's sphere of influence</i>	A	<i>Complete the specific plan for Gravenstein Highway South Study Area, for future incorporation into City</i>
	B	<i>Analyze future utility service needs in sphere versus current sewer treatment capacity</i>
<i>6 - Develop policies and procedures to address sustainability</i>	A	<i>Review housing development standards and policies for sustainability during Housing Element Update</i>
	B	<i>Conduct ongoing review of departmental operations for improved energy efficiency</i>
	C	<i>Participate in waste reduction programs to increase solid waste diversion rate (through SCWMA)</i>
	D	<i>Install solar panels on City buildings</i>
	E	<i>Establish community-wide solar project promotion</i>
	F	<i>Establish Green Building Code</i>
	G	<i>Participate in Cities for Climate Protection Campaign/Greenhouse Gas Inventory</i>
	H	<i>Improve City Vehicle Fuel Use Efficiency</i>
	I	<i>Encourage purchase of locally produced goods in City purchasing policy</i>
	J	<i>Promote economic sustainability of community</i> <ul style="list-style-type: none"> • <i>Assist existing businesses</i> • <i>Build bridges between local government and business community</i> • <i>Help new businesses establish in community</i>
<i>7 - Affordable Housing</i>	A	<i>Identify and secure land for affordable housing projects</i>

	<i>B</i>	<i>Hire consultant or staff position to assist City with development of Housing Program</i>
	<i>C</i>	<i>Create open selection process for choosing affordable housing developers on City-financed projects</i>
	<i>D</i>	<i>Consider a Jobs Impact Fee Ordinance</i>
<i>8 - Develop programs to address the needs of economically disadvantaged and disabled members of the community</i>	<i>A</i>	<i>Consider a Living Wage Ordinance</i>
	<i>B</i>	<i>Consider a Universal Design in Housing Ordinance</i>
	<i>C</i>	<i>Consider a Reasonable Accommodation Ordinance</i>
	<i>D</i>	<i>Increase homeless services in Sebastopol</i>

PLANNING ROLES

City Council

- *Sets overall direction and communicates direction to City Manager*
- *Establishes criteria for successful outcomes*
- *Evaluates and updates Strategic Plan*

City Manager

- *Guides City Council interpretation of the Plan in relation to programs*
- *Interprets Plan to staff and public*

Staff

- *Supports City Manager's implementation of the plan*
- *Identifies and defines implementation activities*
- *Implements projects and programs related to the plan*
- *Provides data/information for evaluation of plan implementation*

POLICIES FOR IMPLEMENTATION

Policies for implementation of the Strategic Plan should ensure that

- *Policies, programs and services are consistent with the goals of the plan.*
- *The City budget reflects the priorities established by the plan.*
- *Implementation efforts are evaluated to assess progress and success.*
- *The Strategic Plan is updated on a regular basis to ensure its continued usefulness.*