



City of Sebastopol

CITY OF SEBASTOPOL CITY COUNCIL**AGENDA ITEM REPORT FOR MEETING OF: October 20, 2026**

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To: Honorable Mayor and City Councilmembers

From: Mary C. Gourley, City Manager

Responsible Department: City Manager's Office

Subject: FY 2026-27 City Council Goals Status Update (as of October 12, 2026)

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RECOMMENDATION(s):

That the City Council receive and file the FY 2026-27 City Council Goals status update as of October 12, 2026.

PROCESS OF AGENDA ITEM:

- If the item remains on the Consent Calendar, no presentation is required, and the item will be approved as part of the Consent Calendar.
- If the item is removed from the Consent Calendar, it will be heard as a regular agenda item and will proceed as follows:
 - a. Presentation by staff
 - b. Council questions and discussion
 - c. Public comment
 - d. Council deliberation and action

EXECUTIVE SUMMARY:

This report provides the City Council with a status update, as of October 12, 2026, on the City Council's one-year goals for Fiscal Year 2026-27 (through June 30, 2027). The goals are organized into six goal areas: Community Vitality; Public Safety; Infrastructure; High Performance Organization; Long-Term Financial Sustainability; and Economic Development. The attached Goals Status Matrix lists each strategy and task with its timeline, responsible department, potential cost, budget status, level of effort and current status notes.

Notable progress includes adoption of the Emergency Operations Plan, completion of the first Pavement Improvement Project, award of four pedestrian crossing projects, an SCTCA funding recommendation of \$3 million for Bodega Avenue Phase 3, installation of electricity for downtown holiday lighting, hiring of an Associate Planner, release of the Cost Allocation Plan RFP, and the addition of the Peanuts/Snoopy sculpture to the Public Arts Committee work plan at the City Council's direction on October 6, 2026. Several items remain unbudgeted or on hold pending staffing or funding, and are identified below for the Council's awareness.

BACKGROUND:

The City Council established its FY 2026-27 one-year goals. For each goal, staff identified the tasks, timeline, responsible department, potential cost to the City budget, whether the item is budgeted, whether Budget Committee review is needed, and the level of staff or consultant effort required.

Staff provides periodic updates so that the City Council and the community can track progress, understand resource constraints, and adjust priorities as needed. Department work plans are scheduled to return to the City Council in January 2027.

This update is informational and is placed on the Consent Calendar. No changes to the adopted goals are proposed at this time.

DISCUSSION:

The following is a summary of key status updates by goal area. Task numbers in parentheses refer to the attached Goals Status Matrix, which contains the complete status of every task.



Goal 1: Community Vitality

- **Holiday décor (1.2.5):** Electricity has been installed on City-owned downtown light poles to serve the holiday tree lighting. Public Works is now working on additional holiday décor.
- **Benches (1.2.4):** Public Works has completed an inventory of existing downtown benches and has started repairs. New benches (approximately \$3,000 each) are not budgeted, and staff is reviewing grant opportunities.
- **Downtown cleanliness (1.2.1):** Public Works has drafted an agreement with the Chamber for installation and maintenance of flower baskets; it is with the Chamber for review. \$20,000 is budgeted for garbage cans, and the City Manager is working with the County to approve \$50,000 from the landfill agreement.
- **Public art (1.1.1, 1.1.2):** The Pomo mural project is budgeted with \$3,000 carried over from FY 2025-26; the Public Arts Committee has formed a subcommittee to carry the project forward and is working to identify a location for the mural.

Goal 2: Public Safety

- **Emergency Operations Plan (2.5.1):** Complete and adopted by the City Council.
- **Emergency training (2.5.2):** City staff have been assigned ICS 100, 200, 700 and 800 training, to be completed by October 29, 2026. Sonoma County Department of Emergency Management is finalizing training for elected officials and will schedule sessions once complete.
- **Police Station/EOC backup generator (2.5.3):** Programmed in the FY 2026-27 CIP (\$370,000); design is underway and the project is scheduled to be released for bid in October.
- **HEART/WCCS reporting (2.2.4, 2.6.2):** A new protocol is in place in which the County, WCCS, HEART and City staff meet monthly to review and validate service statistics. City staff also attend By Name List meetings with these organizations. HEART staff continue to report difficulty with WCCS collaboration and information sharing, and County Department of Health Services staff are working to address these concerns.
- **Patrol staffing and volunteer programs (2.1.1, 2.1.2, 2.2.1):** Expanded foot patrols and volunteer programs depend on the Department being fully staffed and officers fully trained. Staff will return with an update on volunteer programs.
- **Traffic enforcement (2.3.1):** Radar units have been purchased for the two newest patrol vehicles.
- **Speed trailer (2.3.2):** The grant-funded speed trailer continues to be deployed at locations throughout the City and has been well received by residents.
- **Joe Rodota Trail/Laguna vegetation (2.4.1):** Public Works continue to evaluate additional grazing, in-house work with the proposed skid steer, and Laguna Foundation volunteer groups.

Goal 3: Infrastructure

- **Pavement (3.1.1):** The first Pavement Improvement Project was completed in August at a cost of \$365,000. The second project (approximately \$300,000) will be advertised for bid in October, and the remaining project for this budget cycle will be advertised in January.
- **Bodega Avenue Bike Lanes (3.1.3):** SCTCA has recommended that Sebastopol receive \$3 million for Bodega Avenue Phase 3 from the Cycle 2 Plan. The award is expected to become official in February and can be programmed in the FY 2027-28 budget.
- **Pedestrian crossings (3.2.2):** Crossings at Burnett, Keating, Walker and Hutchins have been awarded; Covert is in design; and Johnson is being considered for HSIP grant funding.
- **Sidewalk Repair Program (3.2.1):** The sidewalk ordinance is in draft form. Staff has completed a citywide assessment of major sidewalk displacements and will work with property owners on replacement of adjacent sections.
- **Ives Park ADA Pathway (3.3.3):** Design is complete and the project is being released for bid.
- **Ives Park revisioning (3.3.2):** Rotary is moving forward with its proposed Centennial project for Ives Park, which will be heard by the Planning Commission on October 13, 2026 for a recommendation to the City Council. Public Works will prepare a citywide special event use permit policy.



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- **Parks and public spaces (3.3.1, 3.3.4):** Public Works is conducting a major cleanup of the Skatepark and Laguna Trails and is refreshing the Adopt-a-Landscape Program. The CUSP grant application for Calder Creek naturalization was not successful.
- **Water, sewer and stormwater (3.4):** The Water Master Plan is complete. The Sewer Master Plan hydraulic model is complete and the plan is expected in spring 2027. The Flood Resiliency Master Plan is nearly complete. The Well 4 monitoring well is complete and design is at 50%. Calder Creek silt removal is in permitting and sediment characterization.
- **Other CIP projects (3.7.1):** The Morris Street Pump Station repair was awarded in July, with construction beginning in September. Zimpher Creek is awaiting Caltrans permits.
- **Trench cut ordinance (3.7.2):** Drafted and scheduled to come to the City Council in October.

Goal 4: High Performance Organization

- **Key vacancies (4.1.1):** An Associate Planner has been hired. Recruitment for the Planning Director remains open until filled, and award of a contract for planning services is anticipated at the November 3 or November 17 City Council meeting.
- **Succession planning and labor relations (4.1.2, 4.3.1):** Staff is updating City policies based on audit recommendations, along with City personnel policies, and is working with Human Resources and legal counsel
- **Transparency and communications (4.2.2, 4.2.3):** Staff is preparing more detailed agenda reports, Frequently Asked Questions documents on specific agenda items, and additional social media outreach, and is reviewing options such as a newsletter, blog and videos.
- **Housing Element compliance (4.5):** ABAG Priority Development Area (PDA) grant efforts are underway, with public outreach wrapping up by mid-November and adoption hearings anticipated in November and December 2026. Proactive Housing Element compliance and streamlined permitting will require adequate staffing and may require limited consultant and City Attorney time.

Goal 5: Long-Term Financial Sustainability

- **Business license compliance (5.1.3):** Staff has been directed to review City processes and develop tools to ensure that businesses operating in the City hold business licenses and that code enforcement is being carried out.
- **Revenue generation (5.1.1, 5.1.2):** Staff is working with the Downtown Association, the Chamber and Sonoma County Tourism on tourism and Transient Occupancy Tax opportunities, including a review of the Façade Improvement Program.
- **Cost Allocation Plan (5.2.1):** An RFP was released in September 2026 for a comprehensive review of indirect cost allocations. Requests for proposals for several contracted services are anticipated later in FY 2026-27.
- **Impact and user fees (5.5.3):** An RFP for a comprehensive update of impact and user fees has been drafted and is in internal review.
- **Grants (5.5.1):** SCTCA has added Planning and Public Works to its new grant information system, and staff is working with regional partners (SCTCA, GSA, RRWA) on grant development, including for Laguna vegetation management.

Goal 6: Economic Development

- **Support for local businesses (6.2.2):** Planning for bike racks, sidewalk dining, parklets and street closures for events can begin under the STG Plan, and staff will seek grant opportunities.

STAFF ANALYSIS:

Progress on the Council's goals continues within existing staffing and budget, but several items are constrained by staffing levels or funding.



Staff will continue to update the matrix. Should the Council wish to discuss specific goals, adjust priorities or timelines, or provide direction to staff, the item may be removed from the Consent Calendar for separate discussion, or the item may be brought back on a future agenda.

CITY COUNCIL GOALS/PRIORITIES AND GENERAL PLAN CONSISTENCY:

This agenda item represents the City Council goals/priorities as follows:

Goal 4: High Performance Organization

Strategy 4.2 – Transparency, Accountability & Public Trust: Increase transparency and accountability (4.2.2) and improve public communications (4.2.3) by regularly reporting to the City Council and the community on progress toward the Council's goals.

General Plan:

Action LU 6c – Implement the policies and actions in the housing element in order to enhance opportunities to provide affordable housing within the community and to accommodate a range of household types, special need populations, and income levels. (4.5.1; 4.5.2)

Action CIR 1e – The Public Works Department shall maintain a systematic pavement management program and identify and prioritize maintenance projects in the City's CIP. (3.1.1; 3.1.2; 3.2.1; 3.2.2)

Action CIR 1h – Use the City's CIP to identify and address deficient areas, such as areas where additional striping, sidewalks, maintenance, and other improvements are needed. (1.2.6; 3.1.1; 3.1.2; 3.2.1; 3.2.2)

Action CIR 1l – Continually seek opportunities to fund maintenance of and improvements to the circulation network, including through active pursuit of a wide range of grant sources. (3.1.3; 3.2.2; 3.3.1)

Action CIR 1s – Coordinate with Caltrans, SCTA, Sonoma County, school districts, and other appropriate entities to coordinate and optimize the use of circulation and mobility resources. (3.1.3; 5.5.2)

Action CIR 2f – Continue to include construction of bicycle and pathway facilities, including pedestrian road crossings and pedestrian pathways, in the City's CIP, prioritizing areas where gaps in the current network need to be filled. (3.2.1; 3.2.2)

Action CIR 2g – Focus on the identification of more Class 1 multi-user trails and Class IV separated bike facilities. In particular, pursue Class 1 or Class IV alternatives to ST 116, 12 and Bodega Avenue. Class II Bike lanes, and sharrows marking to create viable north-south and east-west mobility opportunities for bicyclists and pedestrians of all ages, as identified in the Sebastopol Bicycle and Pedestrian Master Plan. (3.1.3)

Action CSF 1c – Periodically review and update the various City master plans for the provision and/or extension of public services to serve existing and future development. These plans include, but are not limited to, the Water Master Plan, the Sanitary Sewer System Utility Master Plan, the Stormwater Management Plan, and the Capital Improvement Program. (3.1.2; 3.4.1; 3.4.2; 3.4.3; 3.7.1)

Action CSF 1f – Develop and regularly update a comprehensive financing plan to accommodate the construction of master planned infrastructure. (3.1.2; 3.4.2; 3.4.3; 3.5.1; 3.5.2; 3.7.1; 5.3.4; 5.5.5; 5.4.2; 5.4.3; 5.4.4)

Action CSF 2g – When developing trails and paths, consider the access needs of a variety of users, including school-age children, the elderly, and those with disabilities. (3.3.1; 3.3.2; 3.3.3)

Action CFS 2m – Investigate and pursue a diverse range of funding opportunities for parks, trails, and recreation facilities, including but not limited to, grants, joint use/management strategies, user fees, private sector funding, assessment districts, homeowners' associations, non-profit organizations, funding mechanisms for the maintenance of older parks, and management assistance through Federal, State, and regional partnerships. (3.3.3)



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Action COD 10g – Encourage and support local and non-profit efforts to publicize and educate regarding local history and culture. Key historical resources, groups, and time periods to emphasize may include, but are certainly not limited to: the railroad culture and history; the redwood logging industry; the Pomo Indians and other Native American groups; Mexican and other Latin American immigrants; the Californios; the region's apple farming and processing history; the history and origin of Sebastopol's name; historic Chinatown; and local Japanese-American history. (1.1.1; 1.1.2)

Action CD-2g – Support streetscape and other improvement measures to achieve a walkable, pedestrian-oriented atmosphere in the Downtown. Encourage the use of traffic calming measures, and other streetscape improvements including: gathering points, street furniture, street trees, parkettes, landscaping, and lighting that provide for a vibrant pedestrian-oriented environment that encourages public gathering near commercial uses. (1.2.4; 1.2.6)

Action EV 4c – Encourage festivals and community events that promote an enhanced arts and culture environment. (1.2.5)

Action EV 5e – Through the City's Budget and Capital Improvement Program, ensure that essential services and infrastructure are maintained (3.1.2; 3.7.1)

Action EV 7a – As part of the development of the City budget and annual financial audits, ensure that information is readily available to the public, presented in a user-friendly manner, including text and graphics to describe budget information and multi-year spending trends and forecasts, and encourage the public to review and comment on the City budget and annual audit. (4.2.1; 4.2.2; 4.2.3; 5.4.2; 5.4.3; 5.4.4)

Action EV 7e – Consider open government programs that encourage open and transparent City operations. (4.2.1; 4.2.2; 4.2.3; 4.2.4)

HE Program A-3.4 Workforce Housing Overlay Zone – The City will adopt a Workforce Housing Overlay Program as a market-driven way to integrate housing into areas near jobs and transit. (4.5.2)

HE Program B-1.1 Monitor City Activities and Housing Program Implementation – The City will continue to monitor the implementation of ordinances, codes, policies, and procedures to ensure that they conform with State laws, promote energy conservation, do not pose an unreasonable barrier to housing access, and that they continue to provide reasonable accommodation for people with disabilities. (4.5.1)

PUBLIC COMMENT:

As of the writing of this staff report, the City has not received any public comment. However, if staff receives public comment from interested parties following the publication and distribution of this staff report, such comments will be provided to the City Council as supplemental materials before or at the meeting. In addition, public comments may be offered during the public comment portion of the agenda item.

PUBLIC NOTICE:

This item was noticed in accordance with the Ralph M. Brown Act and was available for public viewing and review at least 72 hours prior to the scheduled meeting date.

FISCAL IMPACT:

There is no fiscal impact associated with receiving this status update. Budgeted items are funded in the FY 2026-27 Operating and Capital Improvement Program budgets as noted in the attached matrix.

RESTATED RECOMMENDATION:

That the City Council receive and file the FY 2026-27 City Council Goals status update as of October 12, 2026.

CITY COUNCIL OPTIONS:

1. Request additional information on specific goals or tasks to be brought back at a future City Council meeting.



ATTACHMENTS:

Attachment 1 – FY 2026-27 City Council Goals Status Matrix (as of October 12, 2026)

APPROVALS:

Department Head Approval: Approval Date: _____

CEQA Determination (Planning): Approval Date: _____

The proposed action is not a project under the California Environmental Quality Act (CEQA)

Administrative Services (Financial) Approval Date: _____

Costs authorized in City Approved Budget: N/A – no cost associated with this action

City Attorney Approval: Approval Date: _____

City Manager Approval: Approval Date: _____

ONE YEAR GOALS THROUGH JUNE 30, 2027									
Goal 1: Community Vitality									
	Strategy/Priority	Task	Timeline	Department Responsibilities	Potential Costs to City Budget	Budgeted/Not Budgeted	Budget Committee Review?	Level of Effort/Number of Staff Time/Consultant Time Needed	Additional Notes
1.1	Public Art & Cultural Enhancements								
1.1.1		Install Charles Schulz Peanuts/Snoopy sculpture (Vice Mayor Maurer coordination, Public Arts Committee)		Vice Mayor Maurer/Public Arts Committee/Planning Department		Not Yet Estimated			Added to Public Arts Committee Work Plan, as directed by City Council at the October 6, 2026 meeting.
1.1.2		Complete Pomo mural project (Carry over \$3000 funding from FY 25-26; request additional funding from Graton Rancheria)		Planning	NA	Budgeted	No	Planning effort low/10 staff hours	Public Arts Committee has created a subcommittee dedicated to carrying this project forward. They are in process of finding a location for the mural.
1.2	Downtown Appearance & Cleanliness								
1.2.1		Maintain downtown cleanliness (garbage cans, flower baskets with Chamber)	Ongoing	Public Works	Included in Operations Budget / Chamber Costs	Budgeted	no		Public Works is working with the Chamber to establish an agreement for installation and maintenance of the proposed flower baskets. PW drafted an agreement and it is with the Chamber for review. \$20,000 budgeted for garbage cans; City Manager working with county to approve \$50,000 from landfill agreement
1.2.2		Graffiti Clean Up (day-to-day operations)	Ongoing	Public Works	Included in Operations Budget	Budgeted	no		Ongoing
1.2.3		Sidewalk Cleaning (day-to-day operations)	Ongoing	Public Works	Included in Operations Budget	Budgeted	no		Ongoing
1.2.4		Install / maintain benches	1yr	Public Works	TBD	Not Budgeted	Yes	40	Public Works is reviewing current grant opportunities to help fund this goal. Benches are approximately \$3k /ea. Public Works will start with an inventory and condition assessment of existing benches. We have inventoried the benches and are starting with repairs.
1.2.5		Organize festive/holiday events (electricity in light poles, window decorations)	6mo	Public Works	\$15k in the budget for downtown beautification / anniversary and \$10k for Tree Lighting/Electricity in Light Poles	Budgeted	no	20	Public Works has obtained pricing to install the electricity to serve the downtown trees. This is currently programmed in the FY27 budget. Electricity has been installed on city owned poles, PW working on additional holiday décor.
1.2.6		Improve safety (sidewalks, crosswalks, increased community policing/visibility)	Ongoing	Public Works / Police	Currently \$1.4 mil programmed in FY27	Budgeted	Yes		Public Works has crosswalk improvements programmed into the FY27 CIP budget with HSIP grant funding. See 3.2.2
1.3	Public Spaces, Parks, Arts & Community Events								
1.3.1		Expand public spaces, parks, arts & events	TBD	Public Works	TBD	Not Yet Estimated			Improvements, part of projects programmed in CIP; Projects Include: XXXXXXXXXXXXX
1.3.2		Plan and execute 125th Centennial (include historical walk and bronze historical markers/plaques)	Ad Hoc Committee Met/Timeline to be presented to Council July/Aug time frame	Ad Hoc Committee/All Departments	TBD	Not Yet Budgeted	Will be presented to budget committee once funding requirements determined		Ad Hoc committee to work with organizations/Item on Hold until New Committee Assignments

VALUES/GOALS FOR DAY-TO-DAY OPERATIONS/ARE CONSIDERED ROUTINE ITEMS INCORPORATED INTO DAY TO DAY OPERATIONS:

1	Support community events with city sponsorship and reduction of fees	City Council has waived fees in current FY
2	Clean up of Graffiti/sidewalks	
3	Land acknowledgement on all city agendas	THIS STATEMENT IS ON ALL AGENDAS

ONE YEAR GOALS THROUGH JUNE 30, 2027									
Goal 2: Public Safety									
Strengthen the public’s safety and improve the quality of life. Includes supporting our first responders (police, fire, public works), responding to emergencies, protecting people, property, and businesses, and engaging in emergency preparedness community outreach, public education and									
	Strategy/Priority	Task	Timeline	Department Responsibilities	Potential Costs to City Budget	Budgeted/Not Budgeted	Budget Committee Review?	Level of Effort/Number of Staff Time/Consultant Time Needed	Additional Notes
2.1	Downtown & Public Space Safety								
2.1.1		Increase public safety patrols downtown (interaction with businesses, walking public spaces such as downtown plaza & Main Street)	Unknown	Police	Unfreezing the frozen officer position would likely be about \$200k	Not budgeted	FY 26 27 Budget does not propose unfreezing of this position	Low	This goal contemplates an increase in proactive patrols. Achieving this level of proactivity will require all currently authorized patrol officer positions to be filled, with those officers fully trained and operating independently (typically within one year of hire, depending on the individual). Police Department is currently reviewing as requested by the City Council information on community service volunteer program which can help to increase community policing. Staff to return in the fall with an update of the volunteer programs as it is estiamted that other than the frozen position the Department should be fullled staffed.
2.1.2		Report back to Council on volunteer programs (Community Service Volunteer program, Horse Mounted Patrol would need to be approved by CIRA)	Staff to return with an udpate	Police	Background cost for all applicants, though would be a reduced background in comparison to other public safety employees, but still a cost nonetheless	Not budgeted	Once a cost is determined, City staff will bring the associated costs to the budget committee.	Significant	Conducting a comprehensive review of all department programs, along with developing updated policies, procedures, and supporting documentation would require a significant investment of staff time that is not currently available. Similarly, planning for and managing recruitment processes associated with program delivery, including selection, onboarding, and assignment of personnel or volunteers, would require dedicated oversight from initial recruitment through implementation and ongoing operations. Providing appropriate training, guidance, and supervision to personnel and volunteers performing these functions would further increase staffing demands. At current staffing levels, the department does not have sufficient capacity to effectively support, manage, and sustain these efforts without impacting core service delivery. Additional staff time or resources would be necessary to undertake these initiatives.
2.2	Homelessness Enforcement								
2.2.1		Increase police foot patrols downtown and engage with homeless individuals	Unknown	Police	Unfrozen position around \$200k	Not budgeted	FY 26 27 Budget does not propose unfreezing of this position.	Low	Officers currently conduct patrols within the scope of their existing responsibilities during each shift. Given current staffing levels and the remaining frozen position, the department is unable to further increase foot patrols or have officers away from their patrol vehicles for extended periods beyond brief intervals. Maintaining immediate availability to respond to priority calls for service is essential. Operating with less officers and not all positions available and filled places constraints on our ability to provide any additional public safety services and program areas. Delays in response due to officers being engaged in foot patrols could expose the department, its personnel, supervisors, and the city to potential and significant liability. With full staffing and appropriate shift overlap, the department would have greater flexibility to deploy additional officers, allowing for expanded patrol strategies such as foot patrols and bicycle patrols, while still ensuring that sufficient units remain in vehicles and ready to respond to calls for service at all times.
2.2.2		Enforce homelessness/public space management and address drug activity	Ongoing	Police	N/A	N/A	None	Low	Staff already perform this function
2.2.3		Develop and enforce ordinance restricting blocking sidewalks/buildings	Unknown	City Attorney/Police	N/A	N/A	None	Low	
2.2.4		Track and report statistics on deliverables of WCCS/HEART services	Ongoing	Police	N/A	Budgeted	\$40,000 in current budget for contract services	Low	This information is tracked by Police Department dispatch in the records management system, as well as by both WCCS and HEART. Reently a new protocol has been put in place and the County, WCCS, HEART, and City staff now meet monthly to review and validate these statistics, which will improve the consistency and reliability of the data going forward.
2.3	Traffic Enforcement & Visibility								

2.3.1		Conduct traffic enforcement and speed control	Ongoing	Police	About \$30k	Not budgeted	This is not budgeted.	Low	Speed enforcement is ongoing and conducted as part of day-to-day operational responsibilities. The department also deploys a grant-funded speed trailer at various locations throughout the city. This trailer has proven to be highly effective and is well received by residents, who frequently request its placement in areas of concern and often report noticeable reductions in vehicle speeds while it is deployed. Radar units have been purchased, to be installed as part of the two most recent patrol vehicle acquisitions, with the intent of training officers on their use and increasing speed enforcement capabilities. Additional radar units are still needed to equip the remaining patrol vehicles; however, cost remains a limiting factor. It is estimated that approximately \$25,000 would be required to fully outfit the fleet with radar units, along with an additional \$6,000 to procure at least two LIDAR devices for targeted speed enforcement in areas where mobile radar is not suitable, or appropriate.
2.3.2		Review radar sign (including possibility of changing colors)	Unknown	Police	N/A	N/A	N/A	Low	The Chief of Police is not inclined to modify the color of the flashing lights on the speed trailer. The lights are only activated when a vehicle is traveling significantly above the posted speed limit and are consistent in color with those used by law enforcement vehicles during traffic stops for similar violations and also similar stationary speed alert equipment throughout the nation. These lights are industry standard and are intentionally designed to serve as a strong visual deterrent to encourage drivers to reduce speed. Public feedback indicates that the trailer has been highly effective in slowing traffic in areas where it is deployed.
2.3.3		Review parking and street configuration for safety		PD/PW/Planning	TBD	Not Yet Estimated	TBD		Coordinate with STG Plan
2.4	Joe Rodota Trail Corridor Safety								
2.4.1		Provide information on City maintenance areas for vegetation management, sight-line improvements, and blackberry removal in the Laguna	6mo	Public Works	\$40k	Budgeted	no	20	Public Works is evaluating the most effective budget approach to address blackberry-related visibility issues. We are coordinating with grazing providers and assessing our ability to complete more of this work in-house with the addition of the skid steer proposed in the FY 27 budget.. If our skid steer is approved, we may be able to complete some of this work in-house, although we also have limited staff capacity. I'm currently researching several options, including Laguna Foundation volunteer groups, grazing, and additional landscaping assistance. We also discussed this with the Regional Water Board today to better understand what activities can be completed without triggering permit or regulatory requirements.
2.5	Emergency Preparedness & Disaster Resilience								
2.5.1		Finalize Emergency Operations Plan (EOP)	Approved by Council	Police	N/A	N/A		Moderate	The Chief of Police has been working diligently on this effort, as part of being assigned the Director of Emergency Management role for the city, which in itself represents a full-time commitment. The EOP is complete at this time and adopted by council.
2.5.2		Conduct trainings for Council, staff, and EOC	Ongoing	Police	N/A	N/A		Moderate	Trainings were organized and scheduled by the Chief of Police in 2025 as part of his responsibilities in the delegated role of Director of Emergency Management. Additional trainings will continue to be scheduled as operational demands permit and as deemed appropriate and necessary. City staff have been assigned ICS 100, 200, 700 & 800 to be completed by October 29th, 2026. Elected officials training is being drafted by the Sonoma County Dept. Emergency Management and is near completion, according to their Director. He will arrange training opportunities once complete.
2.5.3		Install backup generator for EOC/Police Station	1 y	Public Works / Police	\$370k	Budgeted	yes	40	The Police Station backup generator is programmed in the FY27 CIP budget. 1002-25.04. IRR has started the design with the funding from this fiscal year.
2.5.4		Promote CERT trainings and volunteer programs (community service, mounted horse unit)	Unknown	Police	N/A	N/A		Low	CERT does not fall within the responsibility of the Police Department or the City of Sebastopol, as it is a county-run initiative. The responsible county department was contacted previously and advised that they may coordinate and conduct trainings within the city. The Chief of Police also offered use of the police department's training room should they determine it would support their program. The police department does not oversee or have administrative or operational control of the CERT program. With respect to the CSV and other volunteer-based programs, this has been addressed in a separate section above. The ability to support and expand these programs is dependent on the department being fully staffed and personnel being fully trained. Once those operational goals are met, the department will have a more necessary capacity to take on additional program areas and provide appropriate oversight for their development and implementation. Until that time, these programs are not within our bandwidth.
2.6	Longer-Term Public Safety Improvements								

2.6.1		Evaluate best practices in public safety delivery models to reduce overtime; review shared services	Unknown	Police	N/A	N/A		Moderate	Fully staffing the department and unfreezing the remaining position will significantly reduce overtime costs, as officers will no longer need to backfill shifts created by training requirements, sick leave, vacation time, compensatory time, and other routine absences. Absent a number of recent candidates failing background investigations, the department would be fully staffed by the end of 2026, with the exception of the currently frozen position, however, background investigations exist to ensure the city is staffed with the best candidate available. City staff will continue to review shared services .
2.6.2		Continue exploring County-wide homelessness resources and pursue low or no-cost solutions	Unknown	Police	\$40k as currently allocated to WCCS	Budgeted		Low	The Chief of Police has strongly advocated for the continued support and expansion of the HEART program by both the city and the county, citing its demonstrated success. See note above related to HEART/WCCS/County and city staff meeting to ensure correct and validated information is submitted. City staff also attended by Name List meeting with these organizations. HEART staff continue to cite that they have difficulty with WCCS's lack of collaboration and information sharing and the Chief of Police understands that SoCoDHS staff are currently attempting to work through these concerns.
2.6.3		Review Coalition of Housing / Keep County or change lead agencies / non-profits				N/A - Councilmember time attending meetings on Homeless Coalition			
2.6.4		SAFE Program (currently on hold due to costs)	Unknown	Police	Unknown	N/A		Low	SAFE program has advised the Chief of Police that it is not currently accepting additional municipalities due to internal administrative challenges. The program has further indicated that it does not anticipate expanding for approximately one to two years.

ONE YEAR GOALS
THROUGH JUNE 30,
2027
Goal 3:

	Strategy/Priority	Task	Timeline	Department Responsibilities	Potential Costs to City Budget	Budgeted/Not Budgeted	Budget Committee Review?	Level of Effort/Number of Staff Time/Consultant Time Needed	Additional Notes
3.1	Roads, Potholes & Pavement Management								
3.1.1		Address roads, potholes, and repaving using Pavement Management Program (PMP)	Ongoing	Public Works	\$465k	Budgeted	yes	160	Citywide Pavement Improvement Project is programmed in the FY27 CIP Budget. Both of these for a total of \$1,080,000. FY26 Citywide Pavement Program (\$465k) will move forward and is programmed in the next year CIP. FY27 Citywide Pavement Program (\$615k) is programmed as a separate project. The first Pavement Improvement Project was completed in August at a cost of \$365,000. The second project, with an anticipated cost of \$300,000, will be advertised for bid in October. The remaining Pavement Improvement Project for this budget cycle will be advertised for bid in January.
3.1.2		Prepare and implement Capital Improvement Projects based on City needs and community priorities	60mo	Public Works	\$615k	Budgeted	yes	160	Citywide Pavement Improvement Project is programmed in the FY27 CIP Budget. Both of these for a total of \$1,080,000. FY26 Citywide Pavement Program (\$465k) will move forward and is programmed in the next year CIP.
3.1.3		SCTCA Funding Plan Cycle / Bodega Ave Bike Lanes (SCTCA Funding/Plan Cycle 2)	6mo	Public Works	TBD	Not Budgeted	yes	120	SCTCA has recommneded that the City of Sebastopol receive \$3Mil for Bodega Phase 3 from the SCTCA Cycle 2 Plan. This award will be official in February and the grant money can be programmed in the FY27/28 budget cycle.
3.2	Sidewalks, Pedestrian Safety & Bike Infrastructure								
3.2.1		Implement Sidewalk Repair Program	1yr	Public Works	TBD	Budgeted	yes	60	Public Works is working on a sidewalk program and ordinance.Cost will depend on how we structure the program and if we decide to offer a cost share to homeowners asked to replace their sidewalks. Other than that piece, it's just staff time to develop the ordinance and program. The ordinance is in draft form. Staff has completed a citywide assessment of major sidewalk displacements and will undertake a citywide effort to address these locations, while working with homeowners to replace sidewalk sections adjacent to their properties.
3.2.2		Complete crosswalk / pedestrian safety improvements	Ongoing	Public Works / Police		Budgeted	Yes		Public Works has crosswalk improvements programmed into the FY27 CIP budget with HSIP grant funding.
3.2.3		Install / improve bike infrastructure (racks, trails)		Planning/Public Works		Not Budgeted			Integrate improvement projects into CIP from ATP and STG as funding allows.
3.2.4		Complete Apple Blossom Trail desktop feasibility study	6mo	Public Works	\$30k	Not Budgeted	no	20	Public Works will bring the approval of the proposal for the Apple Blossom Trail Feasibility Study back to Council for further direction. This is not moving forward I believe
3.3	Parks & Public Spaces (including Ives Park)								
3.3.1		Make improvements to parks and public spaces	TBD	Public Works	TBD	In CIP			Projects inlcuded in CIP. Public Works is conducting a major cleanup of the Skatepark and Laguna Trails. Staff is also working to refresh and expand the City's Adopt-a-Landscape Program.
3.3.2		Implement Rotary Centennial Plan /revisioning of Ives Park		PW/Planning	N/A	Not Budgeted	no	Low/20 staff hours	Rotary moving forward with proposed project, will be heard at October 13, 2026 Planninh Commission meeting for recommendation to Council; PW to prepare City wide special event use permit policy
3.3.3		Complete ADA walkway Phase 2	60mo	Public Works	\$185k	Budgeted	yes	20	The Ives Park ADA Pathway is programmed into the FY27 CIP Budget. This is in final design and should be released fall.

3.3.4		Secure CUSP Grant for Calder Creek naturalization		PW/Planning	N/A	Budgeted	no	Low/20 staff hours	Resolution for CUSP to apply on May 19 2026 agenda. This grant was unsuccessful.
3.4	Water, Sewer & Stormwater Infrastructure								
3.4.1		Complete Water Master Plan				Complete			Complete
3.4.2		Complete Sewer Master Plan	1yr	Public Works	\$160k	Budgeted	Yes	100	This is programmed in FY27 CIP Budget. Flood Resiliency Master Plan is programmed in both FY26 (\$60k) and FY27 (\$100k) / Sewer Master Plan programmed in both FY26 (\$10k) / and FY27 (\$147k) - The hydraulic model is complete and the plan will be complete in the Spring
3.4.3		Complete Flood Resiliency Master Plan	6mo	Public Works	\$160k	Budgeted	yes	60	This is programmed in FY27 CIP Budget. The Plan is nearly complete, the consultant is working on recommended projects.
3.4.4		Complete Well 4 updates / secure funding	1 yr	Public Works	\$690k	Budgeted	yes	120	This is programmed in FY27 CIP Budget. \$301k is in the FY26 budget and the contract has been awarded, the other \$389k is programmed in FY27 as the 2nd Phase of the Well 4 Design. The monitoring well was completed which is informing the Well 4 design
3.4.5		Perform silt removal from Calder Creek Pipeline	6 mo	Public Works	\$260k	Budgeted	yes	200	This is programmed in FY27 CIP Budget. CIP 0715-26.11: Working on permitting and sediment characterization to determine a disposal location.
3.5	Project Readiness for Grants & Funding								
3.5.1		Advance projects to at least 50% design	1yr	Public Works	\$50k	Budgeted	yes	40	Combined with 3.5.2
3.5.2		Maintain shovel-ready portfolio for state/federal grants	1yr	Public Works		Budgeted	yes	40	Combined with 3.5.1
3.6	Asset Management System Implementation								
3.6.1		Build out asset inventories (stormwater, roadways)	6mo	Public Works	\$20k	Budgeted	no	180	
3.6.2		Integrate work orders, maintenance, and inspections				Budgeted			This budget is built into our FY27 Operational Budgets. We are still considering where to further invest in our current system or start over which may actually be more cost effective and quicker. We descided to start over with CivicPlus. The system is under development
3.7	Capital Improvement Program (CIP) Delivery & Other Infrastructure								Combine with 3.6.1

3.7.1		Successfully deliver full FY 2026/27 CIP projects on schedule and budget	1yr	Public Works	\$6Mil	Budgeted	Yes	TBD	Programmed, FY27 CIP Budget with the exception of Calder Cr grant which would not implement FY. Brief Summary: The approximately \$6 million CIP includes major investments in transportation, utility, stormwater, and facility infrastructure projects throughout the City. Key efforts include pedestrian safety improvements and citywide pavement rehabilitation, sewer and storm drain upgrades, water system reliability projects, flood repair work, and critical facility improvements such as a police station generator and structural assessments of water tanks. Summary Breakdown as follows: \$1.4 Mil in Pedestrian Improvement - Pedestrian Crossings at Burnett, Keating, Walker, Hutchins, Covert, Johnson. Burnett, Keating, Walker, Hutchins is awarded, Covert is in design, Johnson is being considered for HSIP funding. \$1.5 Mil in Citywide Pavement Program - \$0.4Mil spent, \$0.3Mil to be released for bid in fall. \$0.8Mil to be released for bid in Jan. \$0.2 Mil ADA Pathway at Ives - Design complete. To be released for bid in fall. \$0.4 Mil Zimpher Creek Part 1 Construction & Part 2 Design - Working on Caltrans permits \$0.15 Mil Sewer Master Plan - To be completed in the spring \$0.25 Mil Morris St Pump Station Repair - Awarded in July, Construction in Sept \$0.55 Mil Community Ctr Flood Repair - Paused til after winter \$0.25 Mil Calder Storm Drain Sediment Removal - Working on Permits/Sed characterization \$0.39 Mil Well 4 Design - 50% designed, will be complete this FY \$0.33 Mil Seismic & Structural Assessments Water Tanks - Paused due to funding \$0.37 Mil Police Station Generator - To be released for bid in Oct.
3.7.2		Initiate Trench Cut ordinance	6mo	Public Works	NA	Budgeted	no	60	Public Works is researching other agency trench cut ordinances with the goal of brining an ordinance to City Council this fall in advance of the FY27 Citywide Pavement Improvement Project construction NTP. Ordinance drafted, to Council in Oct
3.7.3		Create building component replacement schedule and funding plan	1yr	Public Work	NA	Budgeted	no	40	Combined with 3.6.1 - This is just an asset layer
3.7.4		Develop fleet replacement & electrification plan	1yr	Public Works	TBD	Not Budgeted	yes	60	Public Works to research Electrification Grant Programs. No progress on this.

ONE YEAR GOALS THROUGH JUNE 30, 2027									
Goal 4: High Performance Organization									
	Strategy/Priority	Task	Timeline	Department Responsibilities	Potential Costs to City Budget	Budgeted/Not Budgeted	Budget Committee Review?	Level of Effort/Number of Staff Time/Consultant Time Needed	Additional Notes
4.1	Staffing, Recruitment & Institutional Knowledge								
4.1.1		Fill key vacancies (Planning Director, Associate Planner, etc.)		City Manager		Budgeted			Associate Planner Hired; Ongoing open until filled Recruitment for Planning Director; submittal of award of contract for Planning Services (Nov 3rd or 17th CC Meeting for award of contract)
4.1.2		Initiate succession planning, document procedures, and Continuity of Operations Plans		All Departments/Positions		Staff Time			Ongoing update of City policies based upon audit recommendations as well as update to City personnel policies
4.1.3		Continue employee cross-training		All Departments		Budgeted			Ongoing Training
4.2	Transparency, Accountability & Public Trust								
4.2.1		Improve Council responsiveness to community input				Council time respondgn to constituents			
4.2.2		Increase transparency and accountability				Within Budget			Staff working on more detailed agenda reports; Frequency Asked Questions documents on speciic agenda items; additional outreach through social media
4.2.3		Improve public communications				Within Budet			Reviewing additional ways to icrease information to the public such as newsletter; blog; videos
4.2.4		Regain public trust				Within Day to day Operations			Taking accountabilty for actions taken; clear communictaion to the community
4.3	Labor Relations & Internal Collaboration								
4.3.1		Strengthen collaborative relationships with labor unions through proactive communication and early engagement				May require HR and Labor Negotiator			Working with HR and Legal
4.4	Policies, Codes & Procedures Updates								
4.4.1		Update Municipal Code (water use, sidewalks, turf, etc.)	1yr	Public Works	NA	Budgeted	no	80	Draft trenching, sidewalk, and pretreatment ordinances are under review and will be brought to Council for consideration. Staff is also developing updates to the Water Loss Control Code.
4.4.2		Complete City Council Protocols Handbook				Within Staff Time			Ongoing
4.4.3		Strengthen development review integration across departments	1yr	Public Works	NA	Budgeted	no	40	These hours will be billed to Development Projects.
4.5	Avoid Builder’s Remedy; Compliance with Housing Element								

4.5.1		Ensure proactive Housing Element compliance and streamlined permitting		Planning	up to \$37,500	(mostly) Budgeted	yes	high/120+ staff hours. Consultant may be needed.	This item requires both adequate staffing and the ability to direct staff time to streamlined permit processing. Some outside services may be needed depending on the expertise of individual staff. Could be mostly absorbed by a fully staffed department with minimal consultant time, but would require additional City Attorney time and may require limited consultant time.
4.5.2		Secure ABAG Priority Development Grant		Planning	see discussion	Budgeted	no	medium/30 staff hours	Grant efforts are underway, with public outreach wrapping up by mid-November. Adoption hearings are anticipated for November and December 2026.
4.5.3		Avoid triggering builder’s remedy		Planning/All	N/A	Budgeted	no	low	level of effort for this item alone is low for 26/27; see 4.5.1 above which is where the work is for 26/27 and 27/28
4.6	Technology, Software & Shared Services								
4.6.1		Evaluate replacement of SMART Gov / CIP software		Building, Planning, CM		No budget- Remaining with current software for now			Staff working with Smart Gov on ways to improve the system; based upon staff review; City will reconduct RFP for software vendor
4.6.2		Explore shared services (e.g., with Cloverdale, Cotati)				Within Salary Savings			Working with other Cities on shared services for Code Enforcement

VALUES/GOALS FOR DAY-TO-DAY OPERATIONS/ARE CONSIDERED ROUTINE ITEMS INCORPORATED INTO DAY TO DAY OPERATIONS:

1	Achieving staffing/ Program targets that match best standards and efficiency/operational staffing efficiencies/baseline budgets/performance management
2	Restoring public trust
3	Improve Public Communications
4	Cross Training of Administrative Staff/Actions from Class and Comp Study and Staffing Assessment

ONE YEAR GOALS THROUGH JUNE 30, 2027									
Goal 5: Long Term Financial Sustainability									
Achieving Greater Fiscal Resilience and Long Term Fiscal Sustainability									
	Strategy/Priority	Task	Timeline	Department Responsibilities	Potential Costs to City Budget	Budgeted/Not Budgeted	Budget Committee Review?	Level of Effort/Number of Staff Time/Consultant Time Needed	Additional Notes
5.1	Revenue Generation & Diversification								
5.1.1		Develop new revenue streams (tourism / TOT)		CM/Planning		Work with Downtown Association; Chamber and Sonoma County Tourism			Planning could assist with implementation of certain programs from the 1997 EDS related to TOT. Review of Façade Improvement Program
5.1.2		Support hotel development (Barlow Hotel)		Planning/Building	N/A	Budgeted	no	low	Costs expected to be absorbed by planning or funded by deposit account
5.1.3		Improve business license compliance & code enforcement		Building/Administrative Services		Budgeted for Staff Time	no	low	City staff has been instructed to review city processes and provide tools to ensure the City businesses have business licenses as well as ensuring we are conducting code enforcement
5.2	Cost Control & Efficiency								
5.2.1		Implement spending reductions: o Limit consultant costs o Review cost allocation plan o Achieve cost recovery for fees o Review and reduce City utility costs		All		Not Budgeted	no	medium	Cost Allocation Plan RFP was released in September 2026 to support a comprehensive review of indirect cost allocations. Staff continues to evaluate opportunities for cost recovery, review consultant expenditures during contract renewals, and identify operational efficiencies where feasible. Requests for proposals for several contracted services are anticipated later in FY 2026-27.
5.3	Pension, Reserves & Financial Policies								
5.3.1		Review pension/benefits funding (Receive CalPERS Presentation + 115 Trust Presentation)	June 2027	Administrative Services		Budgeted	Yes	on-going	Administrative Services continues to monitor CalPERS unfunded liabilities and employer contribution rates. Staff anticipates future presentations regarding pension funding strategies during budget hearing, including updates related to the Section 115 Trust.
5.3.2		Evaluate reserve policies		Administrative Services		Budgeted for Staff Time	Yes	on-going	Reserve policies are reviewed each year as part of the budget process and broader discussions regarding the City's financial stability and long-term planning.
5.3.3		Update financial policies to meet CIRA		Administrative Services		Budgeted for Staff Time	n/a	on-going	Financial policies continue to be reviewed as part of ongoing financial management and budget administration activities. Future updates will be implemented as operational needs and regulatory requirements warrant.

5.3.4		Evaluate long-term structural balance; present Five-year Forecasts yearly		Administrative Services		Budgeted for Staff Time	Yes	on-going	Five-year financial projections continue to be developed and refined as part of annual budget development and long-range financial planning efforts. Forecast assumptions are being updated to reflect current economic and operational conditions.
5.3.5		Conduct yearly Review of Measure U Funds		Administrative Services		Budgeted for Staff Time	Yes	on-going	Annual review and reporting of Measure U revenues and expenditures remain ongoing and are incorporated into budget and financial reporting processes.
5.4	Financial Transparency & Community Engagement								
5.4.1		Invest in technologies (Open Gov, easy financial reports)		Administrative Services		Not Budgeted	no	low	Technology solutions that enhance financial reporting and public transparency remain an important objective. Available platforms and reporting tools will continue to be evaluated as staffing resources, budget considerations, and organizational priorities allow.
5.4.2		Conduct comprehensive community engagement on finances/budget	Monthly	Administrative Services		Budgeted for Staff Time	yes	on-going	Public Budget Committee meetings, City Council budget discussions, and quarterly financial reporting continue to provide opportunities for community engagement and financial transparency.
5.4.3		Produce quarterly financial reports	Quarterly	Administrative Services		Budgeted for Staff Time	High	on-going	Quarterly financial reports continue to be prepared and presented to the Budget Committee and City Council to improve financial transparency and provide regular updates on revenues, expenditures, and fund performance.
5.4.4		Create Budget at a Glance document	Annually	Administrative Services		Budgeted for Staff Time	High	on-going	Staff continues to develop budget summary materials and visual aids intended to improve public understanding of City finances and budget priorities.
5.5	Grants & Service Delivery Optimization								
5.5.1		Pursue regional grants (possible grant writer RFP)		Planning, PW		Not Budgeted			SCTCA has added Planning and PW to new grant info system which will assist us in identifying and applying for grants. Working with regional partners to identify grants to the Laguna/veg management. Working with regional groups (SCTCA/GSA/RRWA) on grant development.
5.5.2		Evaluate cost-effective service methods (contracted/shared services, limited-term staff)		All Departments		Ongoing/would utilize vacancy savings			Working with surrounding cities on shared resources; looking at revisions to office hours for utilities
5.5.3		Update impact/user fees		Finance/Planning/ Building		impact fee study partially budgeted	High	on-going	An RFP for a comprehensive review and update of impact fees and user fees has been drafted and is currently undergoing internal review. The study will help evaluate cost recovery and ensure fees remain aligned with service delivery costs.

VALUES/GOALS FOR DAY-TO-DAY OPERATIONS/ARE CONSIDERED ROUTINE ITEMS INCORPORATED INTO DAY TO DAY OPERATIONS:

1	Quarterly Financial report/annual long term budget reductions/Provide s Quarterly Reports	a. General Fund: A quarterly update is an essential tool for monitoring and managing the financial health of an organization. It provides a snapshot of the financial performance over the past three months, allowing City Council to assess progress, identify trends, and make informed decisions.
		b. Enterprise Fund: A quarterly update is an essential tool for monitoring and managing the financial health of an organization. It provides a snapshot of the financial performance over the past three months comparing with the water rate study model, allowing City Council to assess progress, identify trends, and make informed decisions.
		c. TRUST FUND - 115
2	Measure U Priority Resolution reviewed during Budget Process	Incorporated into the budget process.
3	Publish Reports on Budget Illustrating Budget (Budget at a	Update Yearly Budget at a Glance

ONE YEAR GOALS THROUGH JUNE 30, 2027									
Goal 6: Economic Development									
	Strategy/Priority	Task	Timeline	Department Responsibilities	Potential Costs to City Budget	Budgeted/Not Budgeted	Budget Committee Review?	Level of Effort/Number of Staff Time/Consultant Time Needed	Additional Notes
6.1	Support Local Businesses & Vacant Spaces								
6.1.1		Reuse vacant commercial spaces (Rite Aid, CVS, etc.)		Planning	up to \$20k	Not Budgeted	yes	Depends on approach. If added to PDA Grant work, low-medium staff time absorbed within budget, but about \$20k addition to PDA grant funding to include this work.	Adding \$ to existing PDA grant funds could expand the project scope to ID key sites and develop strategies and appropriate zoning changes to facilitate development. Consider façade grant program?
6.1.2		Economic Gardening program		Planning		Not Budgeted			
6.1.3		Conduct Downtown Business Listening Series		Planning		Not Budgeted			
6.1.4		Launch “Downtown Roots” recognition program		Planning/Administrative Services/O		Not Budgeted		Ongoing	Recognized milestone businesses
6.2	Business-Friendly Policies								
6.2.1		Reduce regulations and streamline permitting (zoning code review)		Planning	Consultant cost \$0 up to \$12,000 IF NEEDED (depends on staff strengths)	Mostly Budgeted	yes	medium/50 staff hours/consultant may be needed depending on staff abilities. At a minimum, 12 hours of PD oversight would be required whether provided by staff or consultant	Underway, but staff hours needed. With FT staff, hours can be absorbed but would need to be prioritized. Budget provided is if a consultant is needed.
6.2.2		Support local businesses (bike racks, sidewalk dining, parklets, street closures for events)		PW/Planning	N/A	Mostly Budgeted	yes		Planning for this work can initiate under the STG Plan; staff will seek out grant opportunities.
6.3	Develop Economic Development Strategy								
6.3.1		Create overall Economic Development Strategy (on hold until new Planning Director is hired – coordinate with Chamber and Sonoma County Tourism)		Planning	on hold	Not Budgeted	no		This work has been initiated with the PDA Grant, data collection and economic analysis are included in the scope to support the coming EDS when a Planning Director is hired.