



City of Sebastopol

CITY OF SEBASTOPOL CITY COUNCIL

AGENDA ITEM REPORT FOR GOALS WORKSHOP MEETING OF: April 14, 2026

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To: Honorable Mayor and City Councilmembers
From: Interim City Manager
Department: All Departments
Subject: FY 26 27 Goals and Priorities Workshop

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RECOMMENDATIONS: Staff recommends that the City Council:

1. Review the summary of Councilmember priorities and public input received through the 2026 community survey.
2. Provide direction to staff regarding priority initiatives under each of the six adopted Council goals.
3. Confirm, refine, or modify the City Council Goals and Priorities to guide work planning and budget development for FY 2026–27.

PROCESS OF AGENDA ITEM:

- a. Introduction of agenda item by City staff
- b. Questions and discussion from Councilmembers
- c. Open for Public Comment
- d. Council Deliberation and Action

EXECUTIVE SUMMARY: The City Council conducts an annual goal-setting process to establish policy priorities that guide City operations, staff work plans, and budget development.

This report summarizes Councilmember-submitted priorities and public input received through a community survey conducted in early 2026. A total of 236 survey responses were received from residents and community members.

The report provides an overview of:

- Councilmember priority proposals aligned with the six adopted Council goals
- Key themes emerging from the community survey response
- City staff submitted goals
- Status of current FY 2025–26 goals for context on potential carry-over items

Staff recommends that the City Council review the information and provide direction regarding priority initiatives and potential updates to the City’s adopted goals for the upcoming fiscal year.

BACKGROUND: The City of Sebastopol conducts an annual Council goal-setting process to establish priorities that guide staff work plans, budgeting, and resource allocation. In 2025, Council adopted six overarching goals:

- Goal 1:** Community Vitality
- Goal 2:** Public Safety

Goal 3: Infrastructure

Goal 4: High Performance Organization

Goal 5: Long Term Financial Sustainability

Goal 6: Economic Development

As part of the annual review process, Councilmembers were invited to submit priority initiatives aligned with these goals. In addition, the City distributed a community survey to gather public input regarding priorities within the same goal areas. The survey received 236 responses, providing insight into community perspectives and priorities.

DISCUSSION: Staff recommends Council use this information to refine and adopt updated goals for the coming year, balancing Council direction with strong public feedback on traffic/parking, roads, fiscal responsibility, local business support, homelessness/safety, and downtown vitality.

This report summarizes:

1. Councilmember-submitted priorities.
2. Key themes from the 236 public survey responses.
3. City Staff Submitted Priorities
4. Current status of 2025-2026 goals (for context on carry-over items).

A table of combined goals / themes from current goals and priorities (discussion of carry over items); Council goals; public and staff input is attached. The intent is to review line by line proposals/themes and provide direction to staff.

1. COUNCILMEMBER PRIORITIES SUMMARY:

Goal 1: Community Vitality

- Downtown History Walk (bronze plaques or markers); “I ❤️ Sebastopol” week-long event.
- WESCO Urban Multi-Sport Facility (youth soccer/pickleball/basketball) at Youth Annex – shovel-ready
- Volunteer Program with Coordinator
- Charles Schulz Peanuts/Snoopy public art sculpture

Goal 2: Public Safety

- Joe Rodota Trail Corridor Safety – vegetation management, sight-line improvements, blackberry removal
- Increase police foot patrols downtown

Goal 3: Infrastructure

- Desktop feasibility study for Apple Blossom Trail (\$35K);
- Prioritize Laguna Wetlands Preserve care (including possible bathroom upgrade)
- Traffic Ad Hoc Committee.
- Advance Apple Blossom Trail and Gravenstein Trail development (coordinated with downtown street reconfiguration)
- Review cost allocation plan and make necessary adjustments

Goal 4: High Performance Organization

- Establish West County Enhanced Infrastructure Financing District (EIFD) – initial \$20K scoping for legal/financial analysis to fund major capital needs (library/senior center, trails, etc.).
- Strengthen collaborative working relationships between the City and recognized labor unions through proactive communication, transparent processes, and early engagement on operational, budgetary and workforce issues

Goal 5: Long Term Financial Sustainability

- Clean Energy Rate Competitiveness (SCPA 2026 IRP – GeoZone geothermal), GeoZone investment
- Pavement Asset Management (preventive maintenance to avoid higher future costs).
- Review cost allocation plan and make necessary adjustments.
- Review pension/other benefits funding levels.

Goal 6: Economic Development

- Renew Economic Gardening program budget; launch Downtown Business Listening Series + “Downtown Roots” recognition for long-tenured businesses.

Councilmembers also expressed support for continuing work on several previously adopted initiatives, including:

- Road repairs and infrastructure maintenance
- Sewer and water system repairs
- Avoidance of the Builder’s Remedy through compliant housing planning
- Emergency preparedness
- Restoring public trust and transparency
- Maintaining a balanced budget
- Revenue diversification and grant seeking
- Quarterly financial reporting and “Budget at a Glance” public summaries
- Low-cost homelessness solutions
- Community events and holiday decorations
- Pomo cultural recognition and public art
- Local business support programs
- Ives Park improvements

2. PUBLIC INPUT: Public input strongly emphasized practical, near-term actions and fiscal responsibility.

Goal 1 – Community Vitality

- Preserve local character / support small businesses / avoid chain stores (42 responses)
- Traffic, parking, and street configuration concerns (26)
- Infrastructure repairs including roads and sidewalks (20)
- Downtown cleanliness, safety, and homelessness (16)
- Public spaces, parks, arts, and community events (13)

Goal 2 – Public Safety

- Homelessness enforcement / public space management / drug activity concerns (24)
- Traffic enforcement and speed control (22)
- Increased police visibility and community policing (18)
- General satisfaction with current services (17)

Goal 3 – Infrastructure

- Roads, potholes, and repaving (58 responses)
- Parks and public spaces including Ives Park (18)
- Bike infrastructure and trails (14)
- Sidewalks and pedestrian safety (12)
- Water and sewer infrastructure (11)

Goal 4 – High Performance Organization

- Council responsiveness and listening to community input (23)
- Fiscal management and reducing waste (20)
- Staffing levels and filling City vacancies (11)
- Transparency, accountability, and public trust (10)

Goal 5 – Long Term Financial Sustainability

- Balanced budget concerns (32)
- New revenue generation such as tourism taxes (TOT) (28)
- Spending reductions and limiting consultant costs (24)
- Interest in hotel development to increase TOT revenue (18)

Goal 6 – Economic Development

- Strong support for local businesses and limiting chains (42)
- Reuse of vacant commercial spaces (Rite Aid, CVS, etc.) (22)
- Traffic and parking impacts on downtown businesses (20)
- Reduce regulations and streamline permitting (16)
- Tourism promotion and hotel development (15)

3. CITY STAFF SUBMITTED PRIORITIES

Goal 1: Community Vitality

Enhance Sebastopol as a great place to live while preserving its unique character

- 125th Centennial Event
- Public Arts Committee requested monthly meetings

Goal 2: Public Safety

- Strengthen public safety and support first responders
- Prioritize public safety through programs and initiatives that assist the Council, City departments and the community prepare for a major disasters and continue disaster preparedness with a regional approach
- Prioritize volunteer programs to enhance public safety, support the Police Department
- in non-enforcement duties, and improve community relations by engaging in a variety of community service roles.

- Evaluate industry best practices in public safety delivery models and identify potential opportunities to adapt and expand capacities, including a focus on staffing strategies and limiting reliance on overtime
- Traffic enforcement; community policing; walking downtown; walking the plaza and parks routinely; strengthen code enforcement

Goal 3: Infrastructure

Focus: Maintain high-quality infrastructure, facilities, and services by *Planning and providing for future facilities and equipment needs, including assessments of current resources, growth projections, and technological advancements.*

- Review and evaluate impact of Loan Forgiveness for Enterprise Fund to address infrastructure needs
- Advance Project Readiness for Grant and Funding Opportunities
 - Develop a portfolio of projects to at least 50% design across infrastructure sectors.
 - Position the City to compete effectively for state and federal funding by maintaining “shovel-ready” projects.
 - Leverage both internal expertise and specialized consultant support, as appropriate, to efficiently advance design.
- Street Paving
 - Utilize the Pavement Management Program (PMP) as a foundational tool to guide roadway investments.
 - Combined PMP recommendations with the CIP Program, available funding, and community priorities.
- Advance Implementation of the City’s Asset Management System
 - Continue building out and refining asset inventories, including stormwater and roadway systems, and validating legacy data.
 - Integrate work order tracking, maintenance activities, and inspection programs into a unified system.
- Deliver the FY 2026/27 Capital Improvement Program
 - Successfully implement the full suite of programmed CIP projects.
 - Maintain focus on schedule, budget, and quality delivery.
 - Utilize a balanced approach of internal staff and consultant resources to optimize project outcomes.

Goal 4: High Performance Organization

Focus: Improve organizational effectiveness and public trust by *Increasing community engagement, accessibility and transparency with increased communication to build public trust with staff, elected officials, boards, committees, and commissions.*

- Support an environment of transparency, clear public communication, collaboration and teamwork. Enable the City to recruit, train and compete for talent and high-performing employees and ensure institutional knowledge is retained.
- Proactively manage the loss of institutional knowledge by documenting procedures, practices and processes and succession planning efforts including the ability to provide for overlap in critical positions.

- Municipal Code Updates – City Wide
 - Update ordinances and policies to reflect current regulatory requirements, sustainability goals, and operational needs. Items Include but not limited to:
 - Water loss and construction water use
 - Sidewalk maintenance and responsibility
 - Non-functional turf and water efficiency
- Strengthen Development Review Integration with all Departments
 - Reestablish leadership in the development review process to ensure infrastructure consistency and long-term maintainability.
 - Develop clear workflows and coordination protocols across departments.
 - Expand staff capacity and training to increase in-house capability, while continuing to partner with consultants where specialized expertise is needed.

Goal 5: Long-Term Financial Sustainability

Focus: Achieve greater fiscal resilience.

- Review and evaluate reserve policies, including reserve levels and criteria governing the use of reserves. Evaluate the long-term structural balance of revenues and expenditures to maintain a sustainable General Fund
- Invest in technologies that minimize low value-add processes, increase transparency in communications and most efficiently utilize our staff. Commit to continuous improvement in the communication of City financial information through a variety of media acknowledging that the City's professional staff and consultants are obligated to conform to accounting and reporting standards in order to provide balanced financial information that informs policymakers.
- Strive to achieve cost recovery goals for fee-based services
- Reduce City utility costs by assessing and identifying strategies to increase efficiency and sustainability.
- Conduct a comprehensive community engagement effort to build understanding of City services, finances, and budgetary limitations.
- Continue to evaluate the most cost-effective method to provide services at a specified level that provides the City with flexibility in all economic conditions, including the use of contracted services, shared services, and regular and limited-term employees.
- Ensure a fund's fiscal year-end balance estimate is positive.
- Implement efforts for improved business license compliance.

Goal 6: Economic Development

Focus: Support local business growth *by establishing Sebastopol as a welcoming destination for businesses and families with vibrant arts and events in downtown centers and protecting business and residential areas from blight and deterioration and encourage residents and business owners to maintain their properties.*

- Facilitate the development of entitled and proposed hotels to increase local amenities and options for future visitors.
- Explore additional community event offerings and continue sponsoring non profit events.
- Continue streamlining development processes/policies

- Identify and evaluate strategies to support local businesses, including bike racks, use of sidewalks for table service; parklets on selective streets; and selective street closures for events.









4. UPDATE TO CURRENT FY 25 26 CITY COUNCIL GOALS AND PRIORITIES.

Many of the goals adopted for FY 2025–26 remain in progress and may continue into the upcoming fiscal year. These include infrastructure maintenance initiatives, financial management improvements, and ongoing community development programs.

Goal 1: Community Vitality

-  **Labyrinth Teen Memorial restoration:** Completed (spent \$5,726 of \$6,000 budget)
-  **Support community events with sponsorship & fee waivers:** Ongoing – waivers reviewed case-by-case as requests come in
-  **Pomo land acknowledgement & public art:** Completed (language approved and added to website/agendas; mural funded)
-  **Graffiti cleanup downtown:** Ongoing – bi-weekly cleanups continuing as routine Public Works task
-  **Festive/Holiday events & decorations:** Completed for 2025 (Halloween & holiday installations done); beautification to continue next year
-  **Grant writer assistance (student or contract):** Ongoing – staff actively applying for grants; Sonoma State outreach pending













Goal 2: Public Safety

-  **Address homelessness – new county lead agency & ordinances:** In progress / Council consideration
-  **Homelessness resources & WCCS/HEART partnership:** In progress – \$40k approved; HEART worker (Julian Sanchez) onboarded January 2026 and performing well
-  **Emergency backup power for EOC/Police Station:** In progress – feasibility study complete; design underway; full construction planned for FY27
-  **Update Emergency Operations Plan (EOP):** In progress – draft reviewed by County; public feedback and final Council approval targeted for 2026
-  **Update Hazard Mitigation Plan:** In progress – on track for December 2026 deadline (multi-jurisdictional with County)
-  **Community Emergency Response Team (CERT):** Ongoing – included in EOP; PD supportive of county free trainings
-  **Drug enforcement & foot patrols:** Ongoing – 789+ foot patrols completed; Narcan dispenser location under review
-  **Harm reduction / needle exchange discussions:** Ongoing – Narcan placement advancing; vending machine proposal previously reviewed










Goal 3: Infrastructure

-  **Caltrans Sustainable Transportation Grant:** Completed – preferred alternative selected; final plan returning to Planning Commission & Council in April/May 2026
-  **Pothole repairs & street resurfacing:** In progress – grant application submitted; digout list approved; Palm Ave & Strout returning to Council April 21
-  **Flood Resiliency & Wastewater/Sewer Master Plans:** In progress – contracts awarded; GIS work underway; Sewer Master Plan to Council April 21
-  **Calder Creek silt removal (storm drain):** In progress – addressed in Flood Resiliency Plan; lower-cost alternative identified
-  **CUSP Grant for Calder Creek & Ives Park naturalization:** In progress – grant applications submitted
-  **Rotary Centennial Plan / Ives Park revisions:** In progress – Rotary redesigning; Parks Subcommittee formed
-  **Well 4 design & funding:** In progress – RFP completed; design work advancing in 2026
-  **SCTCA / Bodega Ave Bike Lanes funding:** Completed – initial meeting held and revisions submitted
- **II Enhanced Infrastructure Financing District (EIFD):** On hold – paused pending clarity on Measure U funding
-  **ADA walkway in Ives Park:** Programmed for FY27 using Measure M funds
-  **Water Master Plan:** In progress – engineering ongoing
-  **Trench cut ordinance, building replacement schedule, fleet electrification:** Not yet started or early planning stage




Goal 4: High Performance Organization

-  **Staffing assessment & recruitment:** In progress – Public Works Director onboarded; Planning Director recruitment underway
-  **City Council protocols & procedures:** Ongoing – regular review
-  **RFP for HR Management consultant:** In progress
-  **Avoid Builder’s Remedy / Housing Element compliance:** In progress – critical items completed January 2026
-  **Housing Element implementation (ABAG PDA Grant):** In progress – consultant selected; contract expected spring 2026
-  **Replace SMART Gov permitting system:** Under review – evaluating vendor options
-  **Replace CIP tracking software:** Planned for FY27 due to cost
-  **Restoring public trust / transparency:** Ongoing
-  **IT Audit:** In progress – RFP issued; responses under review; completion targeted for June 2026
-  **Improve public communications:** Ongoing
-  **Shared services exploration:** In progress – limited opportunities identified so far
-  **Cross-training of administrative staff:** In progress – Building Department relocated to City Hall; two Admin Techs onboarded




Goal 5: Long Term Financial Sustainability

-  **Balanced budget:** On track – FY25-26 adopted with surplus; monthly Budget Committee meetings established
-  **Quarterly financial reports (General Fund & Enterprise Funds):** Ongoing – regular updates to Budget Committee and Council
-  **Measure U priority tracking:** Ongoing – included in quarterly reports
-  **“Budget at a Glance” publication:** In progress – 4-page version developed and posted on website
-  **Diversify revenue base & façade improvement program:** In progress – potential revival under discussion
-  **Fee increases & Impact/User Fee Study:** In progress – permit fees already raised; RFP for new study in preparation (target June 2026)
-  **Update financial policies (CIRA compliance):** Pending – staff capacity limited
-  **Pursue regional & other grants:** Ongoing – multiple applications submitted
-  **Zoning code streamlining for permitting:** In progress – Planning Commission subcommittee working on housing-related updates

Goal 6: Economic Development

-  **Economic Gardening Program / “Growing Businesses Together”:** In progress – listening session held; first event completed March 26, 2026
-  **Develop Economic Development Strategy:** On hold – waiting for PDA data expected mid-2026
-  **Barlow Hotel permitting:** In progress – Development Agreement approved; building permits expected September 2026

Overall Summary

-  **Completed:** Several high-visibility community projects delivered
-  **In Progress / On Track:** Majority of goals showing solid momentum (infrastructure planning, emergency preparedness, staffing, Housing Element, budget oversight)
-  **On Hold:** EIFD and full Economic Development Strategy
- Most goals are advancing well, with visible results in community vitality and public safety initiatives.

As part of the goal-setting process, the Council may wish to:

- Continue existing priorities
- Modify priorities based on community input
- Add new initiatives proposed by Councilmembers

STAFF ANALYSIS: The Council goal-setting process provides an opportunity to align policy priorities with available financial and staffing resources while responding to community concerns.

Public input indicates strong support for prioritizing infrastructure maintenance, fiscal responsibility, public safety, and local business support.

City staff took all input; merged similar strategies/themes and created the attached table to streamline the process. City Council and community members will have additional opportunity at this meeting to discuss strategies/priorities submitted or to submit additional strategies/priorities.

Staff recommends that the Council focus on a manageable set of priority initiatives that can realistically be advanced during the upcoming fiscal year while maintaining progress on ongoing capital and operational projects. Based on the City Council's direction, staff will prepare a list of priority initiatives to be formally adopted at a future Council meeting.

CITY COUNCIL GOALS / PRIORITIES / GENERAL PLAN CONSISTENCY: The proposed priorities are generally consistent with the goals and policies of the Sebastopol General Plan, including policies related to community vitality, economic development, infrastructure maintenance, environmental stewardship, and public safety.

PUBLIC COMMENT: A public survey was conducted and results of the survey are attached for reference. As of the preparation of this staff report, no further public comments have been received on this item. Any comments received after distribution of the report will be provided to the City Council as supplemental materials. Public comment will also be accepted during the workshop.

COMMUNITY OUTREACH: This item has been noticed and made available for public review in accordance with the Ralph M. Brown Act, at least 72 hours prior to the scheduled meeting.

FISCAL IMPACT: Future goals will have associated budget impacts to be addressed during the FY 2026-27 budget process.

RESTATED RECOMMENDATION

Staff recommends that the City Council review the Councilmember priorities and community input summarized in this report and provide direction regarding updated City Council goals and priority initiatives for the upcoming fiscal year.

OPTIONS

1. Modify the proposed priorities and provide additional direction to staff.
2. Continue the item and request additional analysis or information from staff.

ATTACHMENTS

1. Community Survey Summary (236 Responses)
2. Councilmember Priority Submissions

3. FY 2025–26 Council Goals Status Update
4. Merged Strategies/Priorities for City Council Consideration/Direction Tabulation Sheet

Total Survey Responses: 236

Theme Definition	Theme	Timeline Preference	Count	
Support for locally-owned businesses, opposition to chains/formula businesses, preserving Sebastopol's unique identity	Preserve Local Character / Anti-Chain / Small Business	Short-term	42	Goal 1: <i>Community Vitality</i> Top 10
Concerns about traffic flow, parking availability, one-way vs two-way streets, bike lanes, pedestrian safety	Traffic / Parking / Street Configuration	Short-term	26	
Potholes, road repaving, sidewalk repair, deferred maintenance, water/sewer infrastructure	Infrastructure Repair / Roads / Sidewalks	Short-term	20	
Concerns about transients, trash, graffiti, public drug use, making downtown feel safe and welcoming	Downtown Cleanliness / Safety / Homelessness	Short-term	16	
Concerns about rising housing costs, ADUs, density, attracting young families, rent control	Housing Affordability / Development Density	Mid-term	14	
Support for parks, community events, public art, festivals, gathering spaces	Public Spaces / Parks / Events / Arts	Short-term	13	
Specific focus on filling empty commercial buildings, especially Rite Aid, CVS, Redwood Marketplace, Barlow adjacent lot	Vacant Space Reuse / Rite Aid / CVS / Barlow Lot	Mid-term	11	
Tension between catering to tourists vs. serving local residents' needs	Tourism vs. Resident Balance	Short-term	10	
Support for local artists, music venues, cultural events, creative placemaking	Arts / Culture / Creative Economy	Short-term leaning Mid-term	9	
Concerns about city spending, tax rates, consultant costs, budget deficits	Fiscal Concerns / Budget / Tax Rates	Short-term	8	

Theme Definition	Theme	Timeline Preference	Count	
Concerns about unhoused individuals in public spaces, drug use/sales, encampment removal, and linking homelessness to public safety	Homelessness Enforcement / Public Space Management / Drug Activity	Short-term	24	Goal 2: <i>Public Safety</i> Top 10
Calls for stricter enforcement of speeding, red lights, reckless driving; traffic cameras; pedestrian safety at crosswalks	Traffic Enforcement / Speed Control / Traffic Safety	Short-term	22	
Requests for officers on foot/bike, beat cops, visible presence downtown, community engagement beyond emergency response	Police Visibility / Community Policing / Foot Patrols	Short-term leaning Mid-term	18	
Responses indicating satisfaction, "doing well," "keep it up," or that public safety is already adequate	Status Quo / Satisfaction with Current Services	Mixed (Short & Long-term)	17	
Concerns about ambulance/fire response times, EMS access, 911 coverage, rural response, ER/urgent care access	Emergency Response Times / Fire Services / EMS / 911	Short-term leaning Mid-term	14	
Calls for adequate police staffing, funding, chief retention, council respect/support for department	Police Staffing / Funding / Retention / Council Support	Short-term	13	
Specific discussion of bike lanes (pro/con), cyclist safety, bike/pedestrian conflict, dedicated bike routes	Bike Infrastructure / Bike Lane Debate / Cyclist Safety	Mid-term leaning Long-term	11	
Concerns about fire service merger, local control of fire department, transition to Gold Ridge, volunteer reliance	Fire Department Structure / Local Control / Gold Ridge Transition	Short-term leaning Mid-term	9	
Focus on reducing property crime, violent crime rates, theft, shoplifting, holding offenders accountable	Crime Reduction / Accountability / Property Crime Concerns	Short-term	8	
Calls for mental health/substance abuse alternatives to policing, crisis response teams, de-escalation resources	Mental Health / Crisis Response Alternatives / inResponse	Short-term leaning Mid-term	7	

Theme Definition	Theme	Timeline Preference	Count		
Overwhelming focus on road conditions: potholes, repaving, patching vs. full repair, PCI scores, Bodega Hwy, county road coordination	Roads / Street Repair / Potholes / Repaving / PCI	Short-term	58	Goal 3: <i>Infrastructure</i>	
Concerns about park conditions, Ives Park specific improvements (fence, pool, pathways), green space preservation, playgrounds, public gathering areas	Parks / Public Spaces / Ives Park / Gathering Places	Short-term leaning Mid-term	18		
Discussion of bike lanes (pro/con), separated bike routes, Class I trails, Apple Blossom/Gravenstein trails, cyclist-pedestrian safety	Bike Infrastructure / Bike Lanes / Trail Connectivity / Cyclist Safety	Short-term leaning Mid-term	14		
Focus on sidewalk repair, connectivity, tripping hazards, crosswalk signals, pedestrian safety, walkable downtown	Sidewalks / Pedestrian Infrastructure / Crosswalks / Walkability	Short-term	12		
Concerns about aging water/sewer systems, water purity, rate reductions, sewer project costs, inflow/infiltration	Water / Sewer Infrastructure / Utilities / Water Rates	Short-term leaning Mid-term	11		
Debate over one-way vs. two-way streets, traffic calming, bypass routes, gridlock, highway coordination (12/116)	Traffic Flow / Street Configuration / Two-Way Debate / Bypass	Short-term	10		Top 10
Requests for more parking, parking garages, off-street solutions, parking management, access to downtown businesses	Parking Infrastructure / Off-Street Solutions / Downtown Access	Short-term leaning Mid-term	9		
Concerns about infrastructure funding, budget deficits, fee increases, fiscal transparency, CIP implementation	Fiscal Management / Budget / Fees / Transparency Related to Infrastructure	Short-term leaning Mid-term	9		
Discussion of library, senior center, community center conditions, relocation proposals (Rite Aid), facility upgrades	Municipal Buildings / Facilities / Library / Senior Center / Community Center	Mid-term	8		
Concerns about vacant buildings, derelict houses, red-tagging, code enforcement, private property maintenance	Vacant / Derelict Property / Code Enforcement / Building Maintenance	Short-term leaning Mid-term	7		

Theme Definition	Theme	Timeline Preference	Count	
Overwhelming focus on council needing to listen to residents, respect public input (especially on traffic/housing), and reflect community will in decisions	Council Listening / Responsiveness / Public Input	Short-term	23	Goal 4: High Performance Organization Top 10
Concerns about budget deficits, wasteful spending (consultants, studies, pet projects), fiscal responsibility, and tax/fee management	Fiscal Management / Budget / Spending / Waste	Short-term	20	
Responses indicating satisfaction with current organization, "think we do this well," "good," or "maintain the organization"	Status Quo / Satisfaction / "Doing Well"	Mixed (Short & Long-term)	10	
Responses indicating confusion about the goal definition, "not sure what this means," or providing minimal/non-substantive feedback (reflects survey design clarity)	Unclear / Confused / "Don't Know" / Survey Clarity	Mixed (Short, Mid, Long-term)	15	
Calls to hire/permanentize City Manager, fill vacant positions (Planning Director, Admin Services), and address staffing levels	City Manager / Staffing / Vacancies / HR	Short-term leaning Mid-term	11	
Focus on rebuilding public trust, accountability for decisions/staff, transparency in budgeting/process, and closing the feedback loop	Transparency / Accountability / Trust / Communication	Short-term	10	
Specific structural reform proposals: elected mayor, term limits, council expansion, ballot measures for major decisions, meeting process changes	Governance Structure / Reform (Mayor, Term Limits, Ballot)	Mixed (Short & Long-term)	7	
Requests for more town halls, neighborhood outreach, small group discussions, and proactive community engagement beyond council meetings	Community Engagement / Outreach / Town Halls	Short-term leaning Mid-term	6	
Concerns about staff competence, salaries too high, need for audits, firing underperforming staff, and building department user-friendliness	Staff Competency / Performance / Salaries / Audits	Short-term	5	
Specific complaints about hiring consultants, wasting money on studies, and relying on external advice over internal staff/community input	Consultants / Studies / External Advice	Short-term	4	

Theme Definition	Theme	Timeline Preference	Count		
Overwhelming focus on achieving balanced budgets, eliminating deficit spending, living within means, and fiscal responsibility as foundational to all other goals	Budget Balance / Deficit Concerns / Fiscal Discipline	Short-term	32	Goal 5: Long Term Financial Sustainability	
Calls for new revenue streams: hotel/TOT taxes, parking fees, tourist taxes, property tax reform, county revenue share, and tax burden concerns	Revenue Generation / Tax Policy / Tourist Taxes / TOT	Short-term leaning Mid-term	28		
Strong emphasis on reducing wasteful spending, eliminating consultant contracts, cutting "pet projects," and prioritizing essential services	Spending Cuts / Waste Reduction / Consultant Criticism	Short-term	24		
Specific focus on building hotels (Rite Aid/CVS sites), generating TOT revenue, and leveraging tourism for fiscal sustainability	Hotel Development / Lodging Infrastructure / TOT Revenue	Short-term leaning Mid-term	18		
Support for locally-owned businesses as economic drivers, opposition to chains/big box stores, and keeping revenue circulating locally	Local Business Support / Anti-Chain / Small Business Focus	Short-term	14		
Calls for transparent budgeting, public reporting of expenditures, searchable payment databases, and clear communication about fund usage	Fiscal Transparency / Accountability / Budget Reporting	Short-term	12		Top 10
Emphasis on hiring competent City Manager/Finance Director, filling vacancies, and professional leadership to restore fiscal health	City Manager / Staffing / Leadership for Financial Management	Short-term leaning Mid-term	10		
Focus on building rainy-day funds, reserve studies, multi-year planning, and preparing for economic shocks (earthquakes, recessions)	Reserves / Emergency Fund / Long-Term Financial Planning	Mid-term leaning Long-term	9		
Discussion of balancing tourism benefits with resident needs, capturing revenue from day-visitors, and avoiding over-dependence on seasonal tourism	Tourism Balance / Visitor Revenue Strategies / Day-Tourism Fees	Mid-term	8		
Specific concern about water/sewer funds being used for general fund, calls for separate utility district (SUD), and rate accountability	Water/Sewer Fund Transparency / Utility District Spin-Off	Short-term leaning Mid-term	5		

Theme Definition	Theme	Timeline Preference	Count	Goal 6: Economic Development Top 10
Overwhelming focus on supporting locally-owned businesses, opposing chains/big box stores (especially Grocery Outlet), and keeping revenue circulating locally	Local Business Support / Anti-Chain / Small Business Focus	Short-term	42	
Specific focus on filling empty commercial buildings, particularly Rite Aid, CVS, Redwood Marketplace, and reducing vacancy rates	Vacant Space Reuse / Rite Aid / CVS / Building Fill	Short-term leaning Mid-term	22	
Concerns that traffic flow, parking availability, and street configuration (one-way vs. two-way) directly impact business viability and customer access	Traffic / Parking / Infrastructure (Business Impact)	Short-term	20	
Calls to loosen regulations, streamline permitting, reduce fees, and remove bureaucratic hurdles for business owners	Regulations / Permits / Fees / Red Tape	Short-term	16	
Focus on leveraging tourism, building hotels for TOT revenue, and balancing visitor economy with local needs	Tourism / Hotels / TOT / Visitor Revenue	Short-term leaning Mid-term	15	
Concerns about high commercial rents, landlord greed, rent control, and affordability for small businesses to occupy spaces	Rent / Landlord Issues / Commercial Affordability	Mid-term	13	
Calls for clear economic strategy, hiring Business Dev Manager, council accountability, and proactive leadership on economic issues	Council / Strategy / Leadership / Business Dev Manager	Short-term leaning Mid-term	11	
Link between downtown cleanliness, safety (homelessness), and aesthetic appeal to economic success and business attraction	Downtown Vitality / Safety / Cleanliness / Environment	Short-term	9	
Responses indicating satisfaction, confusion about the goal, referring to previous answers, or lacking substantive feedback	Status Quo / Unclear / "See Previous" / Blank	Mixed (Short, Mid, Long-term)	8	
Specific tension or comparison between the Barlow and Downtown areas, calls for better connection, or criticism of Barlow's impact on downtown	Barlow vs. Downtown Dynamics	Mid-term	6	

Theme Definition	Theme	Timeline Preference	Count	Anything Else
Overwhelming focus on council needing to listen to residents, respect public input, rebuild trust, and reflect community will in decisions	Council Listening / Responsiveness / Public Trust	Short-term	22	
Concerns about budget deficits, wasteful spending (consultants, studies, pet projects), fiscal responsibility, and tax/fee management	Fiscal Concerns / Budget / Spending / Waste	Short-term	18	
Concerns about traffic flow, parking availability, one-way vs two-way streets, bike lanes, pedestrian safety, and bypass routes	Traffic / Parking / Street Configuration	Short-term	16	
Concerns about unhoused individuals in public spaces, drug use, encampment removal, downtown cleanliness, and linking homelessness to public safety/economic vitality	Homelessness / Downtown Safety / Cleanliness	Short-term	14	
Support for locally-owned businesses, opposition to chains/big box stores (especially Grocery Outlet), preserving Sebastopol's unique identity	Local Business Support / Anti-Chain / Small-Town Character	Short-term	13	
Concerns about rising housing costs, ADUs, density, attracting young families, rent control, and demographic shifts	Housing Affordability / Development Density / Young Families	Mid-term leaning Long-term	11	
Focus on road repair, potholes, sidewalk maintenance, pedestrian safety, and deferred infrastructure maintenance	Infrastructure / Roads / Potholes / Sidewalks	Short-term	10	
Specific feedback about Ives Park: fence, pool, landscaping, events, creek daylighting, and general park maintenance	Ives Park / Public Spaces / Parks / Trails	Short-term leaning Mid-term	9	
Specific comments about council infighting, egos, meeting demeanor ("miserable"), and organizational culture/drama	Council Behavior / Culture / Drama / Egos	Short-term leaning Long-term	8	
Responses indicating satisfaction, gratitude for council work, love for Sebastopol, or "keep doing what we're doing"	Status Quo / Satisfaction / Gratitude / "Love Sebastopol"	Mixed (Short & Long-term)	8	

Goal 1: Community Vitality

What's on your mind about this goal?	For this goal, what would success look like if achieved?	How soon should the City focus on this?
Too many food venues (restaurants and food trucks) pouring out polluting smoke -- Including the Ives park Wednesday summer music event.	Also the city is letting people burn their wood stoves and fire places causing air pollution. All of this makes life difficult for those of us with asthma. Daily inhalers have a limite to their effectivness and have negative side effects.	Short-term (0-12 months)
Make public spaces clean and safe.	If I went downtown and it were clean and there weren't crazy people screaming or riding skateboards around with nunchucks	Short-term (0-12 months)
Citi Character	Sebastopol would be leading the way in local community driven experiments in education, art, food production, health.	Short-term (0-12 months)
Maintain and enhance public spaces for people to enjoy.	Clean parks and restroom facilities. Thoughtful landscaping.	Short-term (0-12 months)
The roads are very bad. We all know where like everywhere. Our vibrants city is dangerous to bicyclists and adds expense to any cars suspension. There is also defered maintanance on most of our infrastructure. I see that we do a good job on the Arts and Peace, but wonder what we do when the roads become impassable.m	Fix the Streets and Infrastructure to make it a vibrant Community. Get your budget ballanced as it looks like the economic winds seem to be drifting away from money from the State and Federal GOvernment.	Short-term (0-12 months)
Traffic & Parking	2 Way Streets and at least one additional city parking lot that will accommodate all the people driving that need to park in town	Short-term (0-12 months)
The downtown needs cleaned up and maintained as such	A beautiful downtown where transients aren't hanging around constantly. I eat lunch in the square and am constantly faced with homeless men hanging around and behaving in appropriately and/or drunk/high. Paying attention to how the city looks and what attracts visitors to our city should be real top priority of the city council instead of the last. Not allowing properties to continue to be in decline. Pay more attention to how the city looks to be in decline and less time worrying about attracting more people to the city who don't pay taxes or contribute to the tax base.	Short-term (0-12 months)
Preserve rural small town atmosphere.	No large bldg construction.	Short-term (0-12 months)

<p>Sebastopol is a pretty great place to live. I've worked here for 50 years and lived here for 46. Raised kids, participated in important public projects, and care a lot. Right now, there might be some difficult conditions for businesses downtown, but they are not in the purview of the City to rectify. The City should concentrate on things it CAN control.</p>	<p>Attracting new businesses that are attractive to City residents would be a start. Many of us are older. We don't need tattoo parlors, or "lifestyle" gurus. We need basic services, food we can afford, clothing and shoes, etc.</p>	<p>Short-term (0-12 months)</p>
<p>Street cops on the beat like early days. Stop pulling over drivers for minor infractions.</p>	<p>Community pride.</p>	<p>Short-term (0-12 months)</p>
<p>Help support local businesses by enhancing the ability to naturally see them through traffic reconfiguration, parking availability, financial support, etc. Create space for al fresco dining on the sidewalks by reducing street parking and expanding sidewalks for both walking and dining.</p>	<p>A vibrant town with less business turnover, more local use.</p>	<p>Short-term (0-12 months)</p>
<p>Preserve more of unique character. Don't keep throttling the traffic, making it difficult to get anywhere through town, driving away customers for local businesses. Be real that the town is on a freeway. Don't try to slow the traffic down to make it cuter. It doesn't! It will cost us local businesses - and CHARM. When people can easily get where they want and easily park, that's what makes a relaxing day! And don't turn rural Ives Park into a paved urban park, replacing redwood trees with scrawny suburban trees. Yuk!</p>	<p>Fulfill the Sebastopol General Plan dictate of traffic and parking that are NOT rated "F". Stop steamrolling over those standards. Keep out high-volume traffic store chains from downtown, e.g. Grocery Outlet. I feel like I'm watching an episode of how to kill a small charming town! Keep the charm that we have in Ives.</p>	<p>Short-term (0-12 months)</p>
<p>Protect our freedom. Typically increase safety means lose of freedoms</p>	<p>Teach resilience self sustainability seed keeping more community gardens and events</p>	<p>Short-term (0-12 months)</p>
<p>I worry that "preserving it's unique character" will get in the way of making Sebastopol a great place to live. Making the city a wonderful place for young families can't be possible if we are catering to the way things have always been.</p>	<p>Schools that don't close, family friendly businesses making a home here, well paved roads,</p>	<p>Short-term (0-12 months)</p>
<p>kerp 1 way streets</p>	<p>one eay streets</p>	<p>Short-term (0-12 months)</p>

Economic Sustainability and actual public service. Baseline things like roads, parks, infrastructure.	A city with enough revenue to sustain itself, thriving, peopled restaurants, beautiful parks and landscaping, more families and quality of life.	Short-term (0-12 months)
Keeping Sebastopol affordable and able to stay multigenerational and vital	Demographics that reflect cultural and economic diversity	Short-term (0-12 months)
provide better transportation via bus extended hours during high traffic days hours- more regular runs and extended hours. Traffic is so has that walking across town is not pleasant in the exhaust from traffic. small towns should be buzzing with local pedestrians. Also- working towards decent affordable housing for all. Locals are being priced out.	Public parking on the outskirts of town where tourists and out of town residents can park and ride shuttle. possibly near bloomfield road, one park and ride lot near the lagoon, and one on the north entry to town near lucky's. run shuttle every 20-30 minutes for efficiency and to lessen the parking and traffic issue in town. a shuttle once per hour should be going to and from the coast on weekend in high season/ weekends to also less traffic in Sebastopol. This could be in cooperation with the rest of the county.	Short-term (0-12 months)
Maintain the small town character, support local businesses, keep Main St. alive and attractive	No franchises, make Main St. the focus of Sebastopol, not the Barlow. Support of businesses that people want to visit, not tattoo parlors and nail salons and interior decorators. Parking expanded, senior center expanded	Short-term (0-12 months)
Healthy active business focus. Focus on maximizing current partners within the community to continue cultivating the Goals of Sebastopol	Healthier Business's and keeping community dollars within the community vs spending outside	Short-term (0-12 months)
Have community minded gathering places, regular community events and community themed places of interest.	a large green (not cement or asphalt) place in the center of the town. A place that can host a wide array of events. A place with Sebastopol history honored.	Short-term (0-12 months)
Maintain an active community that provides shopping, entertainment and economic growth for the community.	The Community is actively doing much of that now with facilities that people can actively enjoy and predominately local owned businesses.	Short-term (0-12 months)

Support the arts, build class one trails to connect the parks/community with minimal motor vehicle interface. Daylight calder creek and build arts, dining and entertainment along creek in core, daylight to the laguna. Apple blossom trail along it up to the top/school. Gravenstein trail through Laguna would allow biking walking without danger of hwy, much more pleasant and sense of place/peace. Affordable housing is needed for younger residents and service workers, artists...	Vibrant dining, art galleries and viable music venues along daylight creek with a pleasant biking/walking path network to get to and fro.	Short-term (0-12 months)
Bring in businesses to empty building that people will actually shop in.	All buildings open with goods people want and plenty of shoppers in town.	Short-term (0-12 months)
Better balance between tourism and current residents needs.	More focus and support for locals, including aging population. I'm a 44 year resident who lives downtown. I no longer can ride bikes, walk everywhere. I need to be able to drive to the market, etc. When I drive, have to cross Main at Calder or Willow. The plan to reinstitute 2 way traffic concerns me.	Short-term (0-12 months)
Make Sebastopol a place you can shop for your basic needs.	You could buy underwear, everyday clothes, shoes etc without having to drive to another town.	Short-term (0-12 months)
Roads repaved and repainted, sidewalks repaired or installed where there is dirt, pathways at Ives park (trip hazard)	Make Sebastopol safe to drive or walk. Lower the speed limits.	Short-term (0-12 months)
I think we need a community garden and more edible landscaping	A big plot where all are welcome to plant their items and fruit trees put in on our streets and in the park.	Short-term (0-12 months)
How to continue to serve the whole community	Including teens, seniors and ethnic diversity in decision making	Short-term (0-12 months)
Enhancing it as a great place to live, not a place to drive through, is important. I do not want to preserve its current character as a place to drive through.	Downtown would be calm, quiet, and safe. The old, young, and disabled could get around town without stress.	Short-term (0-12 months)

<p>Sebastopol's vitality depends on maintaining a healthy balance of local businesses and thoughtful development. Our 2016 General Plan emphasizes supporting existing businesses and avoiding an oversupply of similar uses that could weaken the local economy. With several grocery stores already serving the downtown area, the community should carefully consider whether another grocery store strengthens Sebastopol or simply divides the same customer base. The former Rite Aid site may also present opportunities for uses that provide broader community benefit, such as community space, recreation, or youth programming.</p>	<p>Success would mean maintaining a vibrant local economy with a balanced mix of businesses that serve residents while supporting existing local merchants. Development decisions would align with Sebastopol's General Plan and strengthen the town's unique character rather than oversaturating existing categories of businesses.</p>	<p>Short-term (0-12 months)</p>
<p>I do not think Sebastopol is a "great place to live"</p>	<p>Less traffic, more tolerance for people with conservative views, people are not very friendly - they're self-absorbed. Cost of living is super high.</p>	<p>Short-term (0-12 months)</p>
<p>Agree</p>	<p>Less un housed, less crime</p>	<p>Short-term (0-12 months)</p>
<p>Balancing Sebastopol as a city for residents and not just catering to tourists</p>	<p>This is interwoven with the infrastructure and local business goals -- the city is getting expensive for locals and hard to navigate with traffic and parking during some seasons</p>	<p>Short-term (0-12 months)</p>
<p>no chain stores</p>	<p>no chain stores</p>	<p>Short-term (0-12 months)</p>
<p>Dropping the city shopping tax rate to 9.5/9.0 cents encouraging folks to come here to shop.</p>	<p>Responsiveness towards All the business owners in Sebastopol.</p>	<p>Short-term (0-12 months)</p>
<p>Unify downtown with the Barlow and traffic safety</p>	<p>Instead of a hotel on the downtown sight build a plaza that would serve both business areas. Forget the hotel. I am open to the two traffic idea after hearing the feedback as to the pros and cons of two way. Slowing down the traffic on So Main St. It is like a speedway out of town for some motorists.</p>	<p>Short-term (0-12 months)</p>
<p>I'm pleased to see small improvements like the new trash cans, but the city has a long way to go to enhance the vitality of Sebastopol. The homeless, trash and graffiti are always present and decrease the charm of Sebastopol.</p>	<p>To me success would be a town free of transients, graffiti, trash, abandoned newspaper boxes, flyers on nearly all utility poles, etc.</p>	<p>Short-term (0-12 months)</p>

Sebastopol has the 2nd highest tax rate in California and can barely afford to fund itself. Mismanagement of city funds by council is to blame.	Hire consultants for all funding decisions since the judgement of the people elected is so pathetically and consistently terrible	Short-term (0-12 months)
Sebastopol looks down and out. Too many homeless people and criminal types. Landscaping is bad. Vacancy downtown.	Clean up the streets and get the bums out. Turn the Rite Aid site into a hotel. The town needs a hotel. Turn the empty CVS into a hotel. Tell hotel developers that Sebastopol wants more hotels.	Short-term (0-12 months)
Attract young people	Better balance of young & old people	Short-term (0-12 months)
improving traffic flow for those that are transiting the city by establishing better traffic flow on highway 12 and 116.	smarter traffic signals and coordination with the state that controls these highways.	Short-term (0-12 months)
Fix the roads. The quality of the roads and the traffic congestion on Bodega.	Sebastopol is a great community but the roads are horrible. Fix those and its unique character will be appreciated more by happier people - because we won't be angry from all the potholes.	Short-term (0-12 months)
Fix the roads. Fix the infrastructure. Put as much energy into the pavement as is done for crosswalks.	Find a decent contractor that knows how to repave roads with better quality asphalt. And then hire them.	Short-term (0-12 months)
Work on getting businesses to fill stores where people really can shop in town.	Filled stores	Short-term (0-12 months)
I think "preserving [Sebastopol's] unique character" is a goal that leads mostly to downtown businesses closing because individually-owned businesses can't afford the exorbitant rent and overhead while catering to a very specific and privileged niche.	Open up downtown to more types of businesses. The formula business ban is outdated, classist, and caters to a very small subset of people who favor "character" over things like affordable shopping and food options.	Short-term (0-12 months)
see traffic control		Short-term (0-12 months)
Sebastopol used to be a great place to live - not anymore. For years the city councils have been more concerned about the homeless (and no they are not from Sebastopol) than the taxpaying citizens or the downtown shopkeepers. The unique character of the city is on the chopping block with Condo ADU's approved with no design requirements. We are on the brink of disaster with our 100+ year old sewer pipes and water tanks.	Stop spending so much time on pet projects or getting the city in the middle of issues that don't apply to the safety and security of our tiny city, such as time wasted on chickens and Gaza. The city council had the opportunity to add common sense minimum requirements to the Condo ADU issue and either didn't care or did not understand what was at stake. That issue should be brought back to council. Now that the fire department issues are resolved do nothing until the police are fully funded and the water and sewer issues are taken care of.	Short-term (0-12 months)
Make downtown more walkable/pedestrian friendly	Would love a square similar to healdsburg. Maybe remove parking lot from existing square to make pedestrian friendly	Short-term (0-12 months)

Continue investing in downtown revitalization and businesses to make Sebastopol a destination and promote local economy	Business friendly, improved downtown esthetics, programs to help lease vacant spaces, address better traffic & walkability, increase safety	Short-term (0-12 months)
too much traffic and hard to park downtown	no more grocery stores downtown. This is ridiculous.	Short-term (0-12 months)
Make sure we have traffic safety to run our errands, visiting local purveyors	We can trust traffic rules to prevail in some of the crazy intersections along the downtown area	Short-term (0-12 months)
The town needs a VISION that celebrates what is unique about it today and into the future, holding dear what built it to what it is today	businesses thrive and are supported, people enjoy walking/socializing/shopping/enjoying downtown, tourists feel drawn to the vibrancy of Sebastopol	Short-term (0-12 months)
agree with goal	maintain ,change when needed	Short-term (0-12 months)
Sebastopol has a lot of potential to be a great place, but struggles with downtown vitality due to the conditions of the public realm	a socially and economically thriving community	Short-term (0-12 months)
Increasing revenue to support public safety, public spaces and roads.	Safe clean public spaces and nice roads	Short-term (0-12 months)
Safety, community support	I think just making sure that I'm safe around town. I also think there should be emphasis on maintenance and civic improvement.	Short-term (0-12 months)
Embracing the new influx of residents from Silicon Valley while balancing the quirky character of the old timers	Downtown and Barlow are thriving with visitors and residents while keeping all chains and box stores from those locations.	Short-term (0-12 months)
Focus is well stated	Fewer "formula businesses"	Short-term (0-12 months)
Bring back our fire department!!!!	Having a fire department in town !!!!!	Short-term (0-12 months)
Too many new apartment buildings going up; too much traffic	Stoppage of new apartment buildings, particularly the one replacing the Mormon church	Short-term (0-12 months)
Get rid of bike lanes and have give room to restaurants for put door seating	It would make shopping downtown easier	Short-term (0-12 months)
Not enough fun places to go	More to do in the evenings, including outside	Short-term (0-12 months)
The city could enforce the rules already in place. I.e., signs aren't supposed to be temporary or plastic in nature. Hire a Bus Dev/Chamber of Commerce type person to attract unique businesses to the area.	Tidy storefronts and unique merchants filling the retail spaces. Respect the No Formula Businesses ordinance.	Short-term (0-12 months)
Improve walkability and parking	Improved economic growth	Short-term (0-12 months)

<p>Reduce and limit the amount of business advertisement sign and flags all around town. So many random flags and sign look awful.</p>		<p>Short-term (0-12 months)</p>
<p>Sebastopol from Marin. We are working professionals. For us, the most valuable elements of Sebastopol's identity could/should be: The Arts, Wine Country Lifestyle and California small town charm. Although these qualities are present today, they are only mildly to moderately observable. In many places (with the exception of the Barlow area) these elements are being overshadowed by what appears to be a town in decline, choking on traffic congestion and not family friendly. Enhancing the potential characteristics (art, lifestyle, charm) across the greater town seems to be a low priority and not nearly focused on to the degree that they need to be. In my opinion (and it is shared by many recent/last 10 year, newcomers I know) there seems to be a concerning over focus on applying meager town resources toward low income(and homeless) populations rather than laser focusing on increasing revenues, increasing value and creating jobs. Much of which could be related to making the town much more attractive to tourism. This town MUST increase it's ability to raise revenue to improve infrastructure and it isn't going to get there by way of the property tax receipts from retirees. It will also not get there by allowing visual disrepair to dominate the town center. The visible homelessness within the parks, on main streets at the post office is partly a product of this town's own making. What the town needs is a renewal. Healdsburg is a model for success. Emulate it. In conclusion, the notion of "preserving" a character (that is getting fainter by the year due to neglect) needs to be replaced by by boldly and assertively building a character. Character is in the eye of the beholder. It's not a memory, it's what you can physically see and observe today.</p>	<p>Ordinances that required upkeep and removal of junk in visible puc spaces and along highways leading in and out of the town. A dramatic reduction in traffic on BOTH the main streets and the interior neighbor hood streets which are being overrun by non citizen cut through traffic (much of which does not obey speed limits). No visible homeless in town parks or near businesses. An overall drive to restore the town main areas toward charm, toward arts(be an art capitol) and lifestyle business districts, beautify the parks(they are downtrodden and need more trees and green ares), and away from low income aesthetics. Build on the successful music festivals with robust art, food and other festivals in and around the town center. Get those hotels going. Stop resisting the development of positive art and cultural tourism. Success is when Sebastopol rivals Healdsburg as a destination for art, food, wine country lifestyle and overall happyness. Success is not when Sebastopol is seen as a declining, poverty stricken city at the crossroads between 2 super highways and surrounded by the most beautify region outside of Tuscany, Italy. Sorry to be so direct, but we desperately want to see this town thrive and blossom, and all we seem to spend time on is low income issues , not positive growth.</p>	<p>Short-term (0-12 months)</p>

Part of maintaining character is staying modern and relevant to appeal to visitors and attract younger people to live here to sustain the character.	Reliable power and internet are a must. These are basic needs and it's salt in the wound that we live in such a well-off, prosperous state. Paving and expanding all the main roads like Bodega Hwy all the way out of the city since it leads to so many homes, and is one of the few ways for visitors to access the water. Arterial roads should not damage your vehicle from potholes, and you should need a newer car to sustain them.	Short-term (0-12 months)
no grocery outlet	another local option	Short-term (0-12 months)
Downtown traffic is terrible	Re-establish 2 lanes coming into town on 116	Short-term (0-12 months)
Stop closing traffic lanes for bike paths no one uses. This not Holland	Petaluma hill rd two lanes	Short-term (0-12 months)
Grocery outlet proposal	Keeping the downtown' unique character. Encouraging a place for teens to engage in the community	Short-term (0-12 months)
		Short-term (0-12 months)
Do more to make it easier for young people to live in Sebastopol	Easier to build higher density housing, less red tape, more less expensive places to live (condos, apartments, available to purchase not just rent)	Short-term (0-12 months)
Stop bringing in large ugly businesses that don't support the community. le little Caesar's and grocery outlet. Who is getting they pay off to go against the 2017 plan for the city?	Small businesses only.	Short-term (0-12 months)
Crummy park	Fix up Ives Park	Short-term (0-12 months)
A healthy and happy community is vital for any sucess in anything.	Happy people walking around feeling safe.	Short-term (0-12 months)
Safe, tech free spaces for children; beautification of main streets with plants	Educated community on harms of tech; more teen focused fun	Short-term (0-12 months)
Raise the volume of sales and reduce sales tax rate to the lowest in Sonoma County to inpire persons to shop in Sebastopol.	A robust Sebastopol business community and a city coffer filled with tax revenue.	Short-term (0-12 months)
Some of the gathering spots, such as the town plaza, are uninviting because they are dominate by homeless people.	Families and locals hanging out and mingling here instead of a bunch of transit men with their backpacks.	Short-term (0-12 months)

Sounds good but vague	Route traffic around downtown. Repave most streets due to potholes.	Short-term (0-12 months)
Support the planning departments goals for revising the planning ordinance to improve walk ability support to the design review boards work to revise the sign and ordinance to eliminate digital signage.		Short-term (0-12 months)
Leave the one way traffic in place	Improve and increase walking trails	Short-term (0-12 months)
	That Sebastopol regards its roots as a crossroads, and that it is still and will be so for some time to come, a crossroads town. Sebastopol needs to acknowledge the percentage of commerce generated by non-residents, not just visitors in leisure activity.	Short-term (0-12 months)
No more corporate businesses downtown. Safe walkable crosswalks 1st, especially between downtown and the Barlow and CVS.	More townspeople and tourists willing to hang out.	Short-term (0-12 months)
Make downtown cuter with landscaping. Enlist seniors to help. And as a way to engage with others. Have more events and music	Downtown would be much cuter. More flowers and landscape. Nail salons signage is tacky more events and more appealing	Short-term (0-12 months)
Not enough fun places to go	More to do in the evenings, including outside	Short-term (0-12 months)
Some of the growth or development inn Sebastopol seems too focused on bringing in tourists. I understand seeking customers from outside Sebastopol, but hate to see that happen at the expense of those that live here and try to support local businesses.	Thriving businesses that serve local residents not just catering to tourists.	Short-term (0-12 months)
The Main Street vitality is my primary interest. Absolutely no formula businesses.	Again, no formula businesses. Create a walkable route from the Barlow to Main Street using plantings, signage and a defined sidewalk. More public art including building murals. Hire a dynamite downtown chamber of commerce manager to create more events and create a sense of destination and family fun in a walkable down town. More benches,	Short-term (0-12 months)
create a Youth Bond a new financial instrument for capitalizing initiative of young people with ideas and aspirations yet no capital! a local 'faculty' will walk with them and train	a million dollar bond issue to begin America was founded via Subscription from citizens a Bond	Short-term (0-12 months)

Sebastopol used to be the place where people would slow down and take it easy. Now it's congested with traffic and everyone is racing to something	Reduce all speed limits in residential neighborhoods to 25mph	Short-term (0-12 months)
I am worried about the Grocery Outlet coming to town. Big box stores diminish the character of our unique town. It may also increase traffic congestion and noise.	Finding a use for the empty building that enhances our quality of life, providing necessary services or enhancements to the community.	Short-term (0-12 months)
Local business is what gives Sebastopol its unique character. Support local business.	Adhere to established policy of disallowing chains.	Short-term (0-12 months)
Walking-friendly to encourage more retail sales; further uses of the town square (more scheduled music, fairs, etc.); enlarge square (eliminating adjacent parking	More people circulating; less need for vehicles; level of exciting environment as attraction and actual sales for retail	Short-term (0-12 months)
		Short-term (0-12 months)
Support for local businesses	More attention paid to featuring local businesses, a more vital chamber of commerce, Downtown Association, a way to connect investors with our local businesses	Short-term (0-12 months)
connect Thee Barlow to downtown. Install lighting and walk ways to encourage people to walk between the two areas and eliminate the separation.	wide walkways, good lighting, and welcoming signage between Barlow and Main Street. Build the hotel planned for the empty lot across from thee square.	Short-term (0-12 months)
Develop a park in the area behind Sunridge School at the corner of Evan Avenue and Maytum. I believe this area has already been designated for a possible future park.	Sebastopol needs more green spaces. This could be just a simple park with lots of green space, trees, picnic areas, and play space.	Short-term (0-12 months)
Actively supporting local businesses, farms, and makers in town. Car-free, walkable, and free events for locals to attend.	Locals being able to attend and patronize our neighbor's businesses rather than being outnumbered and bought out by visitors and tourists.	Short-term (0-12 months)

<p>Sebastopol is uniquely positioned in west county with wineries, apple orchards, beautiful views, small town vibe with historical buildings etc. - Part of the attraction is the Patrick's sculptures scattered throughout which give this town more character that clearly appreciates the arts. To increase the vitality of Sebastopol- we should focus on the next generation and young families. There are a lot of senior citizens that do not like change. The two way street is a good effort for change and help traffic. We need to attract tourism to help our small businesses survive. and make sebastopol a place people want to visit year round with vibrant eateries, art, parks, etc. Support local producers (food, wine, craft, design, experiential art). Create more year-round economic anchors (studios, maker spaces, small-scale production hubs). Protect independent businesses from being priced out. Promote agricultural tourism without turning it into Napa-style over-commercialization Invest in public art, installations, and experimental spaces. Support local galleries, performance venues, and festivals. Invest in small public gathering spaces (plazas, pocket parks). the plaza current state is an embarrassment where all the homeless hang out. Doesn't feel comfortable walking there with family.</p>	<p>Downtown has consistent weekday activity driven by locals, not just tourism Independent businesses are opening and staying open, not turning over rapidly There's a strong presence of creative, remote, and small-scale production work. Public art remains experimental, local, and evolving—not overly curated Spaces exist for artists to make, not just sell The town retains its sense of humor, weirdness, and edge. Residents can run errands, meet friends, and access services without driving everywhere Safe, connected bike and pedestrian routes are actually used Public spaces feel active but not crowded. Development projects reflect community input, not just compliance. Less housing developments that are giant and ugly - prefer cottages, small multifamily—without disrupting neighborhood character. Sebastopol avoids becoming a second-home / wealth enclave</p>	<p>Short-term (0-12 months)</p>
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<p>1. Community Vitality: In my understanding, the the remaining 5 listed goals ARE the very foundation of what makes a community vital: safety, economic (development) resilientce and stability; reliable infrastucture to support community safety, interactions, and recreation; and leadership that is trusted and transparent and encourages and invites public engagement and participation. The Goal, as was defined in the April 25 goal setting session, does not include (many of) the foregoing. Instead it includes things that are appearance upkeep based (labyrinth, dark lighting, supporting community activities and festive events, beautification efforts and graffiti removal and landscaping. Of THAT list, I support beautification efforts such as installing flower baskets along Main street and Petaluma Avenue, and along Healdsburg Ave North up to the rise in the road. This would be a welcoming site to people entering the town and a pleasant last image for those leaving. Once installed, these could be maintained by a volunteer beautification committee or undertaking by a local service club etc. Remove the hideous chainlink fence in Ives Park.</p>	<p>Installed flower baskets, an established volunteer system for maintaining. the fence in Ives park removed.</p>	<p>Short-term (0-12 months)</p>
<p>I'm concerned by the phrase "preserving it's unique character." It is often used as an excuse to stop change, especially higher density housing.</p>	<p>To be successfull there would be enough housing of all levels to bring down the high cost to live in Sebastopol.</p>	<p>Mid-term (1-3 years)</p>
<p>Need specific economic development strategies and measure able goals</p>	<p>New locally owned businesses, increased commercial diversity, climbing sales tax receipts</p>	<p>Mid-term (1-3 years)</p>

<p>The huge empty lot next to the Barlow. Please consider doing something there, make it open for families, etc. - other than that ensuring downtown and Barlow businesses thrive, family friendly events, downtown hangout area that's family friendly, beautifying businesses especially the huge concrete bank, restaurants staying open, parks unkept.</p>	<p>Thriving and beautiful downtown and parks</p>	<p>Mid-term (1-3 years)</p>
<p>The lack of parking and the general unfriendliness of traffic along the two blocks of Downtown. The proposed changes to two-way may help, but the city's determination to reduce and eliminate parking shows a serious lack of concern about people with mobility issues. Secondly, I'd like to see the city embrace our identity as a center for arts, letters and music, with more financial support to those items, since they bring visitors.</p>	<p>Parking for disabled individuals would be available close to actual businesses. There would be more public parking lots and more, not fewer spaces along the city's main streets. The city would encourage and financially support art/music and literary events beyond the ones it already acknowledges. How about an annual book fair? What about the letter press How about the pre-pandemic Street Printing festival? Why not consider partnering with the private businesses like Retrograde and Hopmonk who already offer innovative programming? I know we want to be a wine center. Wine goes great with books, art and music.</p>	<p>Mid-term (1-3 years)</p>
<p>ghjk</p>	<p>getting rid of bike lanes</p>	<p>Mid-term (1-3 years)</p>
<p>We lost a lot of businesses during Covid. It would be great to bring in businesses that matter to west county. The Barlow is great but expensive. All the newer businesses are high end and not as family friendly. Even events like the apple blossom fair and Apple fair have gotten so expensive it is too much for a casual weekend outing</p>	<p>I'm neither for nor against big box stores however Sebastopol cannot support itself. We have to go to Rohnert Park or Santa Rosa for basics. So the goal would look like have businesses that can provide essentials and be affordable to the working class families. In addition to the businesses we need to manage traffic and parking which are both difficult right now.</p>	<p>Mid-term (1-3 years)</p>
<p>Strong downtown biz, better parking to go to these biz's</p>	<p>better parking and easing of traffic</p>	<p>Mid-term (1-3 years)</p>
<p>Fill Rite Aid with a bowling alley or skate. Things for kids to do.</p>	<p>Robust use of facilities.</p>	<p>Mid-term (1-3 years)</p>
<p>Traffic</p>	<p>Eliminate one-way lanes and bicycle lanes. We avoid downtown because its impossible to navigate in a car.</p>	<p>Mid-term (1-3 years)</p>

Fill in the vacant commercial spaces with family housing and community assets. The Rite Aid space and Redwood Market Space should be family housing. The Redwood Market Place could be developed into family housing with a Library/Community/Senior Center built into the design. The Council needs to be more proactive with landlords and developers.	Zero vacant commercial spaces. Family housing infill in downtown and along 116 at Rite Aid and Redwood Marketplace.	Mid-term (1-3 years)
Staying young and and promoting healthy physical activity choices for all ages	A place to play pickleball in Sebastopol, the #1 sport for all age groups.	Mid-term (1-3 years)
Make the existing Whole Foods a great restaurant location and move the existing Whole Foods to The Rite Aid location for a better parking.	People love to gather in restaurants and then go shopping, locals as well as visitors from other areas.	Mid-term (1-3 years)
Don't let this get in the way of housing downtown and redevelopment. Preservation for the sake of preservation is stagnation. 4 stories is not scary in the downtown core.	More housing downtown. Ives park upgrades. Upgraded civic centers.	Mid-term (1-3 years)
The city is getting overly developed. It has lost its "small town Charn". I am against the proposed hotel owned by Healdsburg Hotel. That space should be a bought and made into a park for the city	Less congestion. That hotel is wrong. Sebastopol is not like Healdsburg	Mid-term (1-3 years)
The vitality of Ives Pool, the Senior Center, the Sebastopol Center for the Arts	The pool's deck would be resurfaced, the pool itself resurfaced and eventually enlarged.	Mid-term (1-3 years)
I think about gathering spaces in public art I also think about supporting our teens with a vibrant team center	Success for the school would mean that opportunities for people to connect or be affordable	Mid-term (1-3 years)
Keep the small town character	Keep doing what we're doing	Mid-term (1-3 years)
Keep the small town character	Keep doing what we're doing	Mid-term (1-3 years)
Economic opportunity	Sebastopol is an accessible place to live and work for moderate income households	Mid-term (1-3 years)
No chain stores, more bike lanes		Mid-term (1-3 years)
Unique Character? You mean radical left and alienate anyone who is different? Yes! Such a great place to live. Only came back to care for my elderly parent.	Accept all people, not cater to a certain demographic.	Mid-term (1-3 years)
		Mid-term (1-3 years)

Stop the gentrification and healdsburgification. No more bourgeois trash. Encourage growth that supports people of all economic situations.	Not a single new wine bar, tasting room, or financial adviser in the downtown.	Mid-term (1-3 years)
it's hard to maintain the community character when so many large developments are in process. Keep supporting arts, farmers market, peace town etc	Slow down the additions. Stop the Valentine proposal- you need to make too many infrastructure changes to make it work (road widening, new lights etc)	Mid-term (1-3 years)
Improving the town square and adding green space to downtown.	A town square that doesn't feel run down. Converting empty lots downtown to mini parks.	Mid-term (1-3 years)
Togetherhness	Maintain support for parks, concerts, community events	Mid-term (1-3 years)
Good goal	Streets and some aspects of parks are on the shabby side. Repair, repave, spruce up, beautify.	Mid-term (1-3 years)
Increase the amount of public art within the City Limits	High quality public sculpture, street/walkway art, and wall murals, including on private property, which could benefit from a tax break.	Mid-term (1-3 years)
Gathering places	outdoor cafés, acoustic music venues (not amplified),	Mid-term (1-3 years)
Following the "locally owned" business ordinance is a good place to start. I hear it touted, but it certainly isn't sustained.	Give current box stores end of lease notices. Whole Foods out of the central plaza, replaced by the likes of Fircrest, Andy's or Community Market. Strong boundary lines on where chain stores can enter- perhaps from Ace Hardware to Roundtable.	Mid-term (1-3 years)
It would be nice to become the best city with resturants, parks, shopping. The place to "go"	Non stop tourism	Mid-term (1-3 years)
Create a "real" town square, support small businesses	More diversity in local businesses, more family-oriented businesses	Mid-term (1-3 years)
Vibrance of Main Street	Businesses and shops that meet community needs on a daily or weekly basis.	Mid-term (1-3 years)
Cultural infrastructure. Sebastopol has creative energy but lacks sustainable venues and gathering spaces. We're losing opportunities to be culturally relevant because we don't have the physical infrastructure or support systems for arts, music, and community programming. The town's character depends on who shows up and what they create - that requires places to do it.	A thriving local arts and cultural scene that isn't dependent on wine tourism. Venues that can sustain themselves. Neighborhood-level connection through regular gatherings and mutual aid networks. Young families choosing to stay because there's something here worth being part of.	Mid-term (1-3 years)

Support business - relax chain store regulations - work closely with the chamber of commerce in a positive manner - add color and art to downtown	All store fronts occupied - help the hotels mover forward - offer a TOT tax holiday if they open by a defined date - more professional murals - support chamber of commerce financially	Mid-term (1-3 years)
Preserve Sebastopol! We have lived here for over 20+ years and we would like to continue to see this committee not give in to more corporate interests. To not fill in every single open space with more houses and density. Address the traffic congestion going through town.	Less traffic congestion, open spaces converted to parks.	Mid-term (1-3 years)
Increase its tax base	Bring more tax revenue	Mid-term (1-3 years)
		Mid-term (1-3 years)
community gathering spaces	sidewalk cafes	Mid-term (1-3 years)
Keep big stores like grocery outlet out. Prioritize cleanliness, safe conditions, events and activities for all ages.	People of all ages out and about in Sebastopol; friendly,	Mid-term (1-3 years)
		Mid-term (1-3 years)
I love that this is a place where I can see neighbors downtown and talk to them. But we are a minority who can afford to live here. Plus this is a car dependent town.	More euro. People in the street drinking coffee or beer, salmon in the Laguna, people riding bikes instead of driving.	Mid-term (1-3 years)
Place people enjoy to live	improve places to enjoy to live	Mid-term (1-3 years)
Continue wonderful events like the apple blossom festival, and make the down town more walkable, engaging	Parklets, outdoor seating areas, improved planting down towh	Mid-term (1-3 years)
		Mid-term (1-3 years)
Has someone actually defined what the "Unique Character" is?	Address vacant businesses in the downtown area, promote walkability between the current thriving commercial areas.	Mid-term (1-3 years)
Free music in the public space	No more NimbyN	Mid-term (1-3 years)
We need to appeal to young families. We are an older community	Community Center and like spaces turned into yours sport arenas- batting cages, volley ball courts. Etc...	Mid-term (1-3 years)
More low income and affordable housing, rent control.	Service workers, nurses, caretakers, teachers and low income families can afford to live here.	Mid-term (1-3 years)
	More Interaction and support for all the diverse cultures in our area	Mid-term (1-3 years)

I have lived in Sebastopol for only 4 years but I see it is losing its sweet hometown appeal encourage more small business, keep out big box stores!	Lots of successful small businesses not having to compete with big bigness	Long-term (3-5 years)
Community vitality would have housing and community buildings like the community cultural center and the senior center in the right aid and Redwood market spaces. Is	Do you have family housing that is built in the Redwood marketplace and Rite Aid location so that families could have easy access to shopping schools and trails. For the downtown to be clean and feel safe.	Long-term (3-5 years)
Bringing businesses to town that people will actually shop in.	Plenty of stores and plenty of parking. No empty stores.	Long-term (3-5 years)
Support local businesses - there are plenty of chain stores and restaurants in surrounding communities. Get rid of some of the chain grocery stores - and encourage the locals. Provide more access and parking to those locals	NO Grocery Outlet, maybe get rid of some of the other chains. Expand parking and widen roads. NOT bike access - this is NOT a biking community! People here are older, some are driving in from rural areas.	Long-term (3-5 years)
n/a	n/a	Long-term (3-5 years)
Traffic is a huge concern. There are possibly two hotels going in downtown, without parking for all the rooms. It is unclear how the guests will be getting there except by car. This will increase traffic. We already had traffic issues and overflow parking in the old rite aide and that is with businesses closed in main steet	Small localized businesses filling Main Street. NOT large chains.	Long-term (3-5 years)
walkability, laguna improvements/expansion, ragle ranch improvements/expansion, economically inclusive small businesses	increase housing density, more front yard businesses, more sidewalks, sidewalk improvements, all crosswalks with crossing button, laguna/ragle ranch trail improvements, connect laguna to joe radota trail, use eminent domain to increase size of laguna wetlands preserve, lobby the county to use eminent domain for ragle ranch, tax breaks for small locally owned front-yard business,	Long-term (3-5 years)
No big box stores or big fast food chains	Keep Sebastopol as a place of moral integrity as a community	Long-term (3-5 years)
As a Black person I do not feel welcome in public spaces	White people and people of color vocalizing and pushing back on racism in our schools, markets, and restaurants	Long-term (3-5 years)
What kinds of businesses do we want and need to support our community?	A balance of businesses that serve our Sebastopol community while also having businesses that support out of town visitors.	Long-term (3-5 years)
Enhance downtown	people shopping downtown, ditching online shopping	Long-term (3-5 years)

Mental health	Space, resources, jobs	Long-term (3-5 years)
		Long-term (3-5 years)
no new construction!!	no added congestion as its hard enough to drive thru town now!!!	Long-term (3-5 years)
Despite it's small footprint CoS has multiple living experiences, with large mid century housing areas, two very traffic heavy CalTrans operated highways, a downtown, the old town and larger, quieter areas on the west side. 'Unique character' is therefore arguably referring to the older architectural areas of the city from a visitor's perspective which have historical context, plus downtown and the Barlow. From a residential perspective CEQA plus certain urbanist factions push hard to cram more high density housing units into the city limits, whether ADU's or new construction. This is going to quickly dissipate the city's 'unique character' if allowed to continue as the city's underground infrastructure, water supply, roads and emergency services are going to be overwhelmed. The city is well know for its green spaces, gardens and sense of space, all of which are now endangered.	Enhancing the City of Sebastopol residential community's vitality requires green canopy spatial preservation of 'a great place to live' with much less focus on urbanization and with a tight grip on new construction architectural appropriateness. Developing downtown as a community and tourist hub is a priority.	Long-term (3-5 years)
Keep big chains out of Sebastopol	Better small town feel	Long-term (3-5 years)
Keep it a special place to live and for visitors/tourists too. Keep businesses local and patronized. More variety of locally owned businesses. Keep streets safe, walkable and in good repair.	Success would include the planning department listening to the responses to populous surveys and input.	Long-term (3-5 years)
Lower priority compared to others	As it currently is but less expensive housing	Long-term (3-5 years)
Less development	Less development	Long-term (3-5 years)
Goal is not making Sebastopol a worse place to live and to negatively affect the quality of life for existing citizenry by effecting changes to only support business and construction projects that over build without support maintance of infrastructure.	Any suggestions to any changes be fully considered from Sebastopol citizens' who are aware of the long term trends that affect Sebastopol.	Long-term (3-5 years)
no chain stores	local businesses get supported	Long-term (3-5 years)

More walkability and protection and further growth of our green spaces	More trees, less large and boldly lit business signs, enhancing our sidewalks	Long-term (3-5 years)
	New small businesses, more affordable housing, city wide events	Long-term (3-5 years)
Stop punishing businesses that want to locate here. It's no wonder the city is on the verge of bankruptcy. You have to encourage businesses why make people go all the way to Santa Rosa to shop at a discount grocery store? This is Nimbyism and hypocrisy.	Welcome new businesses interested in paying taxes here, don't discourage them.	Long-term (3-5 years)
Nice public spaces.	Parks, public squares	Long-term (3-5 years)
Please stop trying to turn Sebastopol into a wine country tourist destination!	Many fewer tourists. Tourism helps a very small % of residents and negatively impacts the rest of us.	Long-term (3-5 years)
With the infill of Sebastopol ready to be built out, it is time to fix the streets and the water and sewer service.	Make a plan prioritize it above the rest of the problems.	Long-term (3-5 years)
Enhance the look	Improve Ives Park with beautiful trees and shrubs. Enhance entry adjacent to SCA.	Long-term (3-5 years)
Do not allow outside chains into town. This includes Grocery Outlet. Do not allow for multi-story hotels or office buildings. Do not allow Sebastopol to become another Healdsburg. It will price out those who grew up here.	Stable local businesses. No year-over-year increase in the number of tourists to town. Families staying in town/the area rather than having to move away due to high housing prices.	Long-term (3-5 years)
Keep it small.	Much like today.	Long-term (3-5 years)
		Long-term (3-5 years)
STOP SPENDING SO MUCH MONEY. We are in debt, I can't run my household this way. Cancel vanity projects.	A balanced budget. We don't have a vital community if you keep taxing us to death.	Long-term (3-5 years)
Support schools, volunteer organizations	Improve travel to and from schools	Long-term (3-5 years)
We need more diverse demographics - more families with school age children. Right now retirees seem to dominate. Schools are closing. Housing is out of reach for most young families.	More affordable housing - rental and home ownership - made possible through a community housing trust. Schools reaching maximum enrollment.	Long-term (3-5 years)
The timing of this survey is premature, I think. AI's use is not yet known, maybe wait a year or so. The budgeting aspect could be "off" of estimates because of current federal government mayhem.		

Revitalize	Wake this city up for the evening rather than putting it to sleep	
This survey is almost impossible to fill out. I have tried several times and keep getting stuck make a survey that is simpler to fill out and you might get some more responses.		
This is too opaque and too subjective to the whims of Council members so I don't see this as a goal at all.		
Keeping our lovely city comfortable and safe for everyone		

Theme Definition	Theme	Timeline	Count
Support for locally-owned businesses, opposition to chains/formula businesses, preserving Sebastopol's unique identity	Preserve Local Character / Anti-Chain / Small Business	Short-term	42
Concerns about traffic flow, parking availability, one-way vs two-way streets, bike lanes, pedestrian safety	Traffic / Parking / Street Configuration	Short-term	26
Potholes, road repaving, sidewalk repair, deferred maintenance, water/sewer infrastructure	Infrastructure Repair / Roads / Sidewalks	Short-term	20
Concerns about transients, trash, graffiti, public drug use, making downtown feel safe and welcoming	Downtown Cleanliness / Safety / Homelessness	Short-term	16
Concerns about rising housing costs, ADUs, density, attracting young families, rent control	Housing Affordability / Development Density	Mid-term	14
Support for parks, community events, public art, festivals, gathering spaces	Public Spaces / Parks / Events / Arts	Short-term	13
Specific focus on filling empty commercial buildings, especially Rite Aid, CVS, Redwood Marketplace, Barlow adjacent lot	Vacant Space Reuse / Rite Aid / CVS / Barlow Lot	Mid-term	11

Tension between catering to tourists vs. serving local residents' needs	Tourism vs. Resident Balance	Short-term	10
Support for local artists, music venues, cultural events, creative placemaking	Arts / Culture / Creative Economy	Short-term leaning Mid-term	9
Concerns about city spending, tax rates, consultant costs, budget deficits	Fiscal Concerns / Budget / Tax Rates	Short-term	8
Specific discussion of bike lanes, cycling safety, pro/con debates	Bike Infrastructure / Bike Lane Debate	Mid-term leaning Long-term	8
Programs and infrastructure for specific age groups: teens, young families, seniors	Youth / Family / Senior Focus	Mid-term	8
Sidewalks, crosswalks, pedestrian safety, walkable downtown	Walkability / Pedestrian Infrastructure	Short-term	7
Specific feedback about Ives Park: fence, pool, landscaping, events, creek	Ives Park Specific Improvements	Mid-term	6
Concerns about welcoming people of color, diverse demographics, inclusive decision-making	Diversity / Inclusion / Racial Equity	Mid-term leaning Long-term	6
Specific discussion of hotel proposals, TOT revenue, lodging needs	Hotel Development / Lodging Debate	Short-term leaning Mid-term	5
Calls for strategic planning, metrics, business development strategy	Economic Strategy / Measurable Goals	Mid-term leaning Long-term	5
Concerns about tacky signs, flags, landscaping, making downtown visually appealing	Visual Aesthetics / Signage / "Cuteness" (<i>Emergent</i>)	Short-term	4
Specific concerns about school closures, youth programs, school-related traffic/safety	Schools / Education Support (<i>Emergent</i>)	Mid-term leaning Long-term	4
Criticism of council decision-making, listening to residents, transparency	Council Process / Governance / Accountability (<i>Emergent</i>)	Short-term	4
Support for community gardens, fruit trees, edible landscaping	Community Garden / Edible Landscaping	Short-term	3
Concerns about mental health resources, social support, crisis response	Mental Health / Social Services	Short-term leaning Long-term	3
Concerns about smoke, pollution, wood stoves, asthma	Air Quality / Environmental Health	Short-term	3
Public transit, park-and-ride, shuttle services	Transportation / Bus / Shuttle	Short-term	3

Specific support for Calder Creek daylighting, Gravenstein/Apple Blossom trails	Creek Daylighting / Trail Projects	Short-term	2
Concerns about freedom, self-sufficiency, community resilience	Personal Freedom / Resilience	Short-term	2
Discussion of police visibility, enforcement approach, community policing	Policing / Safety Approach	Short-term	2
Responses indicating satisfaction with current direction or "keep doing what we're doing"	Status Quo / Satisfaction	Mid-term	2

Goal 2: Public Safety

What's on your mind about this goal?	For this goal, what would success look like if achieved?	How soon should the City focus on this?
There should not be unhoused people living outdoors where the public is. A high % of this population is selling drugs.	The issue should be dealt with instead of being accepted.	Short-term (0-12 months)
We need more police officers, more foot patrols around downtown, the plaza and Ives park.	No crazy homeless people and no drug dealing and no sketchy people hanging out.	Short-term (0-12 months)
Back to 2 way street	1970 street plan	Short-term (0-12 months)
The Sebastopol police are great, kind and helpful.	Safer driving on certain roads, slower on Lynch, and community policing.	Short-term (0-12 months)
Firefighters and police. An ER in town would be great. Part of why I moved here 22 years ago.	Fast response with well trained professionals. This is already the case. Goal is to maintain. My family member with autism has been treated GREAT when interacted with. THANK YOU. For the ER, success would be having it. Significant success would be more urgent care in town.	Short-term (0-12 months)
You can not have a safe city with no adequate fire and safety officers.	Direct money to this issue as when I walk daily from Ragel to Downtown and back I see scary stuff and folks all over the downtown. Joe Redota Trail scares my wife and I see by seeing few pedestrians that I am not the only one.	Short-term (0-12 months)
Necessary to mitigate risks due to climate change.	Fire and flooding resilience.	Short-term (0-12 months)
I am happy with the change to the Sebastopol Fire Department and I believe response time has already improved. I believe it will continue to do so.	I don't have enough interaction with law enforcement to have an opinion.	Short-term (0-12 months)
Sebastopol needs to support an honor. It's police department.	For city council to acknowledge the police department and all their hard work.	Short-term (0-12 months)

	Transients wouldn't be on the corner of the post office, the corner of main street or in the square or at the entrance to Safeway or wandering around city hall and the library, in the lucky's plaza or wandering the streets screaming. This is on a daily basis. It never ends. Having enough police to do this. The homeless liaisons have not improved this situation since they were hired. it's a waste of tax money. No metrics reflect a change in the situation. I'm afraid to walk the Joe rodota trail because of the people living on it. Why does it have to be like this here.	
Fund the police department to be fully staffed.		Short-term (0-12 months)
crack down on homeless	no broken vehicle	Short-term (0-12 months)
I am satisfied with public safety.	N/A	Short-term (0-12 months)
Serious crime is too high.	Violent crime rate(corrected for population) at least equal to other small cities in the county	Short-term (0-12 months)
People speed through between Brookhaven and the elementary school twice a day down Murthy Ace. Almost impossible to get in and out of driveway safely or to cross the street.	Speed bumps or more officers giving tickets so people know it is not ok.	Short-term (0-12 months)
Cops on the street dealing with real problems.	They would know what's going on. Where the fentanyl and heroine is being sold.	Short-term (0-12 months)
See my previous comment	See previous comment	Short-term (0-12 months)
Clear all encampments	Stop allowing "homeless" drug users to live on the streets.	Short-term (0-12 months)
disband city PD	contract police services from SCSO	Short-term (0-12 months)
Teach self defense	Less fear more freedom	Short-term (0-12 months)
I worry about ambulance response times in our rural communities	Better roads, fire prevention	Short-term (0-12 months)
Council needs to support first responders and police officers. There is a lot of suspicion from Council regarding Public Safety officers. Council needs to be more supportive and honor the work of First Responders.	Council giving enough money to the Police Department and being respectful to the Police Department.	Short-term (0-12 months)
Lowering criminal activity	Good those found guilty accountable	Short-term (0-12 months)
people drive dangerously. put in speed cams and red light cams	safe driving	Short-term (0-12 months)

Based on available data, Sebastopol has the highest recorded property crime rate per 1,000 residents (22.63) in Sonoma County, closely followed by Santa Rosa (22.35). While Santa Rosa has a higher total volume of crime due to its larger population, Sebastopol's smaller population results in a higher per capita rate. Wikipedia Wikipedia +2 Key crime data for Sonoma County cities: Sebastopol: 22.63 property crimes per 1,000 residents. Santa Rosa: 22.35 property crimes per 1,000 residents.	Having the lowest rate in Sonoma county. Stop coddling junkies and mentally unstable people that contribute zero to the town.	Short-term (0-12 months)
My concern is the lack of mental health, substance abuse service alternatives for our police to utilize.	use or creation of a service such as inResponse	Short-term (0-12 months)
We are a safe town. Too much money goes to police and fire already.	Status quo	Short-term (0-12 months)
Get police out of cars and patrolling on foot all over town.	More visibility and fewer problems around town.	Short-term (0-12 months)
The wicker response to an emergency the better.	Quicker response to emergency.	Short-term (0-12 months)
I don't believe there is a public safety issue other than racist attacks and definitely no reason for sirens to go screaming down Main Street every 10 minutes	Bring down the volume or stop with the sirens altogether	Short-term (0-12 months)
Make it easier for women to report assaults	Everyone feels safe	Short-term (0-12 months)
Appropriate coverage of law enforcement and fire departments	Seeing the officers engaging with citizens and more presence in neighborhoods	Short-term (0-12 months)
Very important to improve the safety of our roads. We are a terribly unsafe place for anyone not protected by thousands of pounds of steel and airbags.	The old, young, and disabled would be able to move around town without stress or danger.	Short-term (0-12 months)
Transients and public drug use.	Emphasis on removing this through engagement with community.	Short-term (0-12 months)
I think this is a great goal.	I think our new Police Chief is doing a great job. If this was achieved, people would actively support law enforcement.	Short-term (0-12 months)
In town fire station, more police visibility	Same as above	Short-term (0-12 months)
safer traffic and crosswalks	not so many pedestrian accidents	Short-term (0-12 months)
Enough police officers to respond to Crime ie. Thefts at Safeway. The high schoolers make it Scary to shop at Safeway if you are an elder.	Safety all over town would increase.	Short-term (0-12 months)

More enforcement of speed limits on Main Street. Ticket loud exhaust vehicles, particularly at night. If necessary, create excessive exhaust noise laws.	Drivers respect speed limits, fewer accidents. More peaceful city.	Short-term (0-12 months)
Traffic safety first and less bike lanes. Hardly used in the downtown. A place where I feel safe walking and slow down vehicle traffic.	Hopefully residents and visitors would find it more appealing to spend more time downtown.	Short-term (0-12 months)
Traffic is terrible	Police should enforce speed limits, red light and stop sign runners	Short-term (0-12 months)
I'd like to see more of a focus on public safety. the town square is frequently populated by people with mental illness and/or addiction issues. On almost any day you can observe drug use and and drug sales in our downtown. Our police are usually invisible. I spend everyday in downtown Sebastopol and I can go for weeks without ever seeing an SPD officer. the roads through town often resemble a drag strip with extremely loud cars driving at high speeds. This occurs every day yet our police do nothing about it. We have transients roaming our streets yelling and threatening residents. This occurs daily. The citizens of Sebastopol deserve better from our law enforcement.	Succes would be a town that doesn't feel like we're living in a wild west movie where criminals run amok and the police are powerless to do anything about it.	Short-term (0-12 months)
Traffic is terrible	Police should enforce speed limits, red light and stop sign runners	Short-term (0-12 months)
Community presence youth programs	Programs, youth involvement	Short-term (0-12 months)
Public safety has a bloated budget for what they achieve. Police fail to arrest and provide evidence for convictions	Defund the police and fund the community. Housing healthcare and food aid keeps people from committing crimes	Short-term (0-12 months)
Sebastopol has a hard time keeping their Police Chiefs. Either figure out how to retain good cops or contract out to the sheriff's office. I like the current Chief. I read the police logs and there is a lot of bad stuff that happens. Don't let the Chief go. It seems that Council always gets into fights with the Police Chiefs and they leave which is bad for residents.	Keep the current Chief. More funding for police. Shut down Elderberry Commons. Reduce homeless population.	Short-term (0-12 months)
Pedestrian safety	Fewer pedestrian injuries	Short-term (0-12 months)

Start ticketing people driving recklessly , blocking intersections and vehicles stopped in a cross walk. I am 1000% supportive of our safety officers.	Not sure	Short-term (0-12 months)
stronger enforcement of traffic laws speeding is a huge problem.	traffic cameras to support local police efforts	Short-term (0-12 months)
		Short-term (0-12 months)
Get violent homeless people out of the square	Have more police watch or cameras	Short-term (0-12 months)
The 2025 citizen survey identified public safety (police, fire service) as the number one community priority. We have the highest crime rate in Sonoma County, massive homeless servicing challenges that take up enormous amounts of time and money plus significant traffic management issues. The city has successfully transitioned fire service to Gold Ridge and we currently have a very community minded police chief so we are in reasonable shape for the basics.	The state/county must take much more responsibility for funding homeless services. The city budget cannot cover the costs in time and money for the endless problems, whether police or public works. We need clear disaster preparedness planning.	Short-term (0-12 months)
Get police out of their cars and visibly walking around town	Seeing police on Main St, in the Barlow, and at Safeway when school is out.	Short-term (0-12 months)
It is unfortunate for the taxpaying citizens that the police have to spend half their time on the homeless. The police should be fully funded at all times.	The police are fully funded and given what they need.	Short-term (0-12 months)
Seems safe	Keep it up	Short-term (0-12 months)
decrease overuse of fire dept, first responder "over response" to non emergency calls	donot send entire fire truck/numerous personnel to a "repeat caller" address-i.e. some one has fallen (again) with no injury, caregiver requesting help to "get person back to bed. Save costs of unnecessary "trips"	Short-term (0-12 months)
I think first responders have been great at their jobs, but often cannot do much. Clean up and remove homeless / loiters	Remove homeless and encampments around town. There are a lot off of Joe Rodota Trail. These public spaces should be safe and inviting for the tax paying residents, not free housing	Short-term (0-12 months)
Fire planning - fire response	adequate fire prevention and protection	Short-term (0-12 months)
agree	you are doing it well	Short-term (0-12 months)
Support	Maintain adequate staffing for Police Department; collaborate with new fire service provider	Short-term (0-12 months)

<p>This is a number one priority and has been for many years. We need to have continuity with police staffing. Lately, Council seems at odds with the Chief, which is not good. The Council has driven out two prior Chiefs, which leaves citizens vulnerable to gaps in training and knowledge. Sebastopol should contract with the Sheriff's office if the current Chief moves to another position.</p>	<p>Having a functioning police department that was fully staffed with a Chief that remains in place for at least 5 years or contracting with the Sheriff's Office so the individual views of Council Members do not hinder public safety staffing and continuity. Council Members are rude and disrespectful to Sebastopol's Police Department. In addition, there should be the same surveillance rules that are used by the County.</p>	<p>Short-term (0-12 months)</p>
<p>It would be nice to have an emergency room, make cross walk lights brighter. Many cars don't stop. Patrol High School road more often. Too many people speed down that street while school is in session.</p>	<p>brighter lights, better traffic patrol</p>	<p>Short-term (0-12 months)</p>
<p>Continuing to bolster safety w/in City Limits, especially for pedestrians.</p>	<p>Step up patrols of speeders entering/exiting downtown in excess of speed limits</p>	<p>Short-term (0-12 months)</p>
<p>Maybe more police and patrols?</p>	<p>More security without having an ICE state</p>	<p>Short-term (0-12 months)</p>
	<p>Clean Sebastopol of the homeless trash</p>	<p>Short-term (0-12 months)</p>
<p>Warm downtown up with lighting, energy. Attract small businesses that attract all generations</p>	<p>More patrons coming out, staying out and enjoying a warm and inviting atmosphere</p>	<p>Short-term (0-12 months)</p>
<p>Don't change our traffic flow keep roads the same!!!! It would be a waste of money and would make it more dangerous for pedestrians</p>	<p>Keeping traffic flow the same</p>	<p>Short-term (0-12 months)</p>
<p>Too dense a population will make public safety harder to enforce. Big building projects are ugly and use up precious open space.</p>	<p>Don't build more apartment buildings and use up precious open space.</p>	<p>Short-term (0-12 months)</p>
<p>Bike lanes are a joke</p>	<p>Get rid of bike lanes</p>	<p>Short-term (0-12 months)</p>
<p>Road conditions and bike/pedestrian safety</p>	<p>Well maintained streets and sidewalks, slower speeds for cars</p>	<p>Short-term (0-12 months)</p>
<p>There is a bike lane but people ride their bikes on the sidewalks. The older people will get hurt.</p>	<p>Citations would be handed out for riding bikes on sidewalks.</p>	<p>Short-term (0-12 months)</p>
<p>Making sure the police and fire depts are taken care of.</p>	<p>A safer and better place to live</p>	<p>Short-term (0-12 months)</p>
<p>Any increase in funding should go to firefighters and EMTs. I don't see the need to increase support to police. Has there been an uptick in crime? Our nickname is PeaceTown.</p>	<p>Trimming or removing all trees, scrub and brush from power lines until they can be put underground. Widening all the roads and removing curves so emergency vehicles can better access homes.</p>	<p>Short-term (0-12 months)</p>

Pedestrian Safety	Too many cars are blowing through the metered crosswalks after the light has started flashing. Need cops siting on some of those crosswalks and ticketing if need be so the word gets out that it will not be tolerated. I understand non lighted crosswalks being easily missed but the lighted ones there should be no excuse for a motorist ignoring and going through them.	Short-term (0-12 months)
Emergency preparedness at the neighborhood level. Fire, earthquake, and grid failure are real risks here. First responders matter, but community resilience means neighbors knowing each other and having plans before emergency services arrive. Neighborhood-level POD networks could be part of the city's safety strategy.	Every neighborhood has an active preparedness network. Residents know their neighbors. Clear communication channels exist that don't depend on internet or cell service.	Short-term (0-12 months)
	Clean Sebastopol of the homeless trash	Short-term (0-12 months)
Make pedestrians a priority - flashing yellow is good - flashing red is misunderstood -	Replace flashing red crossings with flashing yellow	Short-term (0-12 months)
		Short-term (0-12 months)
Pot holes and unsafe road conditions, homelessness	Sebastopol is praised for its innovative approach to homelessness and has no vacant positions in the public safety/first responders departments.	Short-term (0-12 months)
Better enforcement of speed limits. Better side paths for walkers, rather than forcing us to walk on streets where drivers are reckless and dangerous.	Safety for pedestrians.	Short-term (0-12 months)
Better, safer bike lanes	Bike riders could get anywhere within the city limits on a bike, safe safely and quickly	Short-term (0-12 months)
People need to feel safe in order to walk around town and enjoy our sweet town	People walking around and enjoying the town	Short-term (0-12 months)
Opportunities for the broader community to be trained in an array of climate resilience best practices	750 community leaders - teens and adults - trained in resilience and disaster preparedness with a strengthened network of responders	Short-term (0-12 months)
As a BH&O RESIDENT I experience very positive 1st responders crossing 116 at the 2 major intersection with those 1 block long trucks and thru traffic during weekends and commuter times freaks me out.	Many older folks would feel more relaxed.	Short-term (0-12 months)

No traffic enforcement. People speed and run red lights. Where are they	Less crazy drivers , less speeding	Short-term (0-12 months)
Road conditions and bike/pedestrian safety	Well maintained streets and sidewalks, slower speeds for cars	Short-term (0-12 months)
Safety of people and property.	minimal crime incidents, fast response to 911	Short-term (0-12 months)
Retain one-way streets: South Main and Petaluma Ave.	Access to homes and business driveways is safe and efficient with wide 2-lane streets. If changed to 2-way traffic on each street, ALL traffic must come to a halt when a car backs into or out of a driveway.	Short-term (0-12 months)
How about Sebastopol police officers that walk the beat to get the town to get to know them.		Short-term (0-12 months)
	Opportunities for the public to meet the police firefighters; tours of police station and fire house	Short-term (0-12 months)
Improving cell phone service in the South Jewel St. area. During power outages it gets really bad.	Knowing that in an emergency we can get help.	Short-term (0-12 months)
Cars and trucks drive way too fast on Main Street especially at 4:00-6:00	Main Street traffic calming should be implemented as soon as possible.	Short-term (0-12 months)
Provide beat cops, especially around known problem areas, like in front of Safeway where too many teens hang out and		Short-term (0-12 months)
I'd like to know about the time spent on different kinds of calls by police and fire	A yearly graph present to the city council with trend lines	Short-term (0-12 months)
We're doing a good job with this		Short-term (0-12 months)
Since the incident at Safeway with teens harassing and attacking women, I am concerned about shopping there alone.	Teens need a free, safe, and engaging place to gather after school. What about the Rite Aid building?	Short-term (0-12 months)
Public safety and supporting first responders should always be top of mind.	Continued, ongoing support.	Short-term (0-12 months)
Visible police presence (officer on foot visiting the downtown area as a friendly reminder of service; includes Safeway during peak teenage hours)	Realistic perception that the police is actively involved with community as a resource and literally included with residents and visitors	Short-term (0-12 months)
Do not allow boomers who are off their medication's to protest and stop traffic on Main Street	This would be accomplished with a Republican governor, Chad Bianco, who I'm voting for	Short-term (0-12 months)

<p>Make sure component parts are working together-e.g fire, police, ambulance.</p>	<p>Seamless response to safety issues.</p>	<p>Short-term (0-12 months)</p>
<p>Many streets in Sebastopol are in dangerous condition and could cause accidents.</p>	<p>Repave the streets that are in the worst condition.</p>	<p>Short-term (0-12 months)</p>
<p>Power lines are in dire need of maintenance. West Sonoma County has numerous lines that are compromised from leaning tree limbs onto public roads. Incredibly unsafe.</p>	<p>Address these issues ASAP before summer fire season.</p>	<p>Short-term (0-12 months)</p>

<p>of the officers, dragged and homeless out of our small town. We cannot give away free food at the library and narcan distribution - this is enabling and attracting these types of people. I was very disappointed the city council backtracked on their decision when they got some heat. Do not feed stray cats or they will not leave. People with drug addictions need rehab services, narcan is a bandaid. The square plaza often has vagrants around which is highly unattractive and feels unsafe to walk. We do not want this to turn into the Tenderloin San Francisco or San Rafael when we have young families moving here and Senior citizens are also at risk. When I read the police calls email - there are often complaints of people yelling in the streets. This mental health increase is going to make our community suffer, scare families and tourist away. People will not visit or spend money and this hurts us all. Get the homeless out of Sebastopol NOW! We need more safe sidewalks and crosswalks for families. There are so many people who walk down Huntley adjacent to Florence and people speed down that street with no stop signs and no sidewalks. There are two schools in close proximity and the drivers are speeding and there is no where safe to walk. We need more sidewalks and cross walks with signals. The police should be out giving tickets to speeders and people who do not stop at stop signs. My family has nearly been run over a handful of times mostly be elderly drivers speeding. We need the police patrolling and even revoking more licenses. DUIs, etc. Make our streets safer and clean them up. there are many cars that are parked around sebastopol that never move. Often times I see campers by Libby Park where people use the bathrooms to freshen up. This is next to a school. We need to clean up our</p>	<p>Not seeing homeless in the downtown square and around. Seeing police officers more visibly, more sidewalks, crosswalks with lights and slowing down traffic on the streets. Less seniors driving that should not be driving. More regular DUI checkpoints overall.</p>	<p>Short-term (0-12 months)</p>
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Increase police visibility throughout town to 1) reduce speeding/enforce speed laws by increasing police roving patrol or stationary monitoring of speeds along these roads. (speeds are out of control on Main and Healdsburg north with too many slammed brakes and close calls) and 2) increase public engagement with police officers by establishing a foot patrol through town, the town square and Ives Park (this will increase trust and confidence that the community is being watched over, and instill safety to our visitors). Enforce zero public drug use laws.	Increased presence of officers downtown at least three days a week, including one weekend day (this could be scheduled when stats show highest probability for effective engagement). Visible presence of speed monitoring during at least 2 morning and afternoon commute times, and at least one week end day afternoon. Reduced public use of illegal drugs.	Short-term (0-12 months)
Study out-sourcing police services	A public report and fiscal analysis	Mid-term (1-3 years)
Ensure adequate staffing for fire and police staff to cover all 911 calls within 5 minutes	911 calls answered quickly. Create a lift-assist team if it would save the city \$	Mid-term (1-3 years)
Accessibility for bike riding around town would be helpful. We don't have much of a shoulder let alone a bike lane. It would also be helpful to have bike lockers to store bikes if you ride into town and want to go into a local business to shop.	Wider shoulders with a lane for bikers and bike lockers downtown to store bikes while shopping.	Mid-term (1-3 years)
Local police and fire are an important part of the community. Make sure they are visible, enforcing laws and society. We do NOT want to turn into a city full of e-bike and e-scooter chaos, unsafe roads, etc.	Visible law enforcement as part of the community.	Mid-term (1-3 years)
Make downtown more walkable and inviting.	More parking off street.	Mid-term (1-3 years)
Make the first responders visible, in the view all the time, get to have the citizens know them.	They would be at events to mingle with everyone.	Mid-term (1-3 years)
Reducing the biggest danger we actually face: car dependence	Bringing back viable public transit options	Mid-term (1-3 years)
Keep ICE out of the community. Take aggressive stance on remaining a peace town. Listen to women affected by Soft Medicine and other predatory business owners.	No ICE or Flock cameras. Bicycle Police.	Mid-term (1-3 years)
Medical care locally	5 more local physicians	Mid-term (1-3 years)

leave bike lanes. they provide way to get out of car in traffic and will be more used as ebike become more populat. bike should be encouraged	no dead people exiting their cars, and bikes replace cars and goblwarming is set back.	Mid-term (1-3 years)
Restart Citizen's Academy. I had a WONDERFUL experience when I attended some years ago. Emergency preparedness days? Maybe even Practice evacuation drills?	other than "us vs. them" feeling that is unfortunately prevalent with citizens when relating to SPD. More feet on the street. Really appreciate a smile and wave, rather than stony faces not engaging at all, as officer drives by. Makes such a difference.	Mid-term (1-3 years)
Fix roads so EMS can easily make it across town (fix potholes). Help homeless	Open another space like horizon shine for homeless parking that is out of site from tourist, and partners with programs to get people who want help with their addiction and mental health immediately support.	Mid-term (1-3 years)
Add more police officers.	Better control for theft, drug use, homelessness, speeding in town and being able to handle calls in town.	Mid-term (1-3 years)
Sebastopol feels like a pretty safe place to me.	people feel safe as they go about their lives and know the city will be able to respond promptly in an emergency	Mid-term (1-3 years)
Seems like lots of money has gone to this already		Mid-term (1-3 years)
Pedestrian and bike safety downtown	Decrease in both total number and severity of pedestrian and bike related accidents in city	Mid-term (1-3 years)

<p>Families are concerned if not scared by the many wandering vagrant men around the town. We highly support the police department, and think they need more resources. Another major failing of over focus on low income issue as opposed to raising revenues. Same goes for the fire department. Police should be visibly seen and part of the community at all times. They need to be seen at schools. There should police on mountain bikes. The town is nearly crippled by traffic .. and many commercial and other vehicles break speed limits through the interior neighborhood streets. Solution to multiple problems : use traffic cameras and issue automated citations (used in many towns, cities in the US and Europe). Raise money by catching speeders that cause unsafe streets. Give the money to the police and fire department. In general, the main streets in the town are highly intimidating because of traffic. And once the 2 way streets are in place(I support this) .. there will be a new problem with unsafe cut through traffic. Get ahead of the problem and raise revenue by catching the offenders.</p>	<p>stated above. Time for th town to modernize traffic control and use this income (plus more from increasing business revenues from tourism) to increase financial resources in the police and fire dept. Increase the police budget, increase the staff and cover more of the town. Let's be honest, there are a lot of desperate people starting to live in the woods, in campers and other places visible walking around Sebastopol. Many show up from places like Santa Rosa. St Vincent de Paul in San Rapheal caused a huge influx of new homeless to that town as they began providing food and more. It was a magnet not a solution.</p>	<p>Mid-term (1-3 years)</p>
<p>We have a very good Police Chief, and the merger with Gold Ridge seems to have been a success</p>	<p>Updated police cars, the old ones are a joke</p>	<p>Mid-term (1-3 years)</p>
	<p>Increased capacity and support for emergency management work as a part of public safety.</p>	<p>Mid-term (1-3 years)</p>
		<p>Mid-term (1-3 years)</p>
<p>Figure out how to get our fire department back. Spending a little more money for a fire department dedicated to the city of Sebastopol just makes sense</p>	<p>City control of the Sebastopol Fire Department</p>	<p>Mid-term (1-3 years)</p>
<p>show appreciation of police, fire people</p>	<p>a special day honoring them</p>	<p>Mid-term (1-3 years)</p>
<p>I feel that Sebastopol is quite safe, but anything that can be done to support first responders is good.</p>	<p>Sebastopol is pretty successful here already.</p>	<p>Mid-term (1-3 years)</p>
<p>Ask first responders for what they want.</p>	<p>First responders feel supported.</p>	<p>Mid-term (1-3 years)</p>
		<p>Mid-term (1-3 years)</p>

Feel safe	Keep safe like it is now.	Mid-term (1-3 years)
no suggestions		Mid-term (1-3 years)
Definitely support citizen focused emergency response training. In a disaster it is we, the citizens, who can help out. Self reliance is the foundation of a stable citizenry.	Sponsor and support local emergency response training through Meet Your Neighbors.	Mid-term (1-3 years)
		Mid-term (1-3 years)
Safe places to walk, bike	Sidewalk, bike lane on Ragle Road	Mid-term (1-3 years)
Road safety for pedestrians and bicyclists	Reduce speed limits	Mid-term (1-3 years)
Making sure the transition to Goldridge Fire Department serves us well. Adressing the homeless issue. Police respond to disturbances, but nothing happens.	City Council watchdog for fire services. Creating a navigation center for homeless individuals and emergency temporary housing with services. Priority to working homeless families.	Mid-term (1-3 years)
Sebastopol Police, EMTs and Firefighters are fabulous. Continued support and recognition that reliance on volunteers can be problematic.	Well staffed organizations with plenty of young folks to replace those facing retirement.	Mid-term (1-3 years)
This is always a priority but I am not aware of this being an issue.	Response times stay good, community continues to respect it's first responders	Long-term (3-5 years)
Make fire fighters and police a number 1 priority.	A good number of paid employees 24/7	Long-term (3-5 years)
I think our Public Safety infrastructure is in pretty capable hands. Gold Ridge has experience and longevity in the larger community and should do a good job for us, for Fire Services. I'm impressed with our new chief of Police, who seems dedicated, and intelligent. Let it ride.	Let it ride, we might be close on this one. If things go sideways, be prepared to reconsider.	Long-term (3-5 years)
Not a lot. Seems perty safe to me.	Really not sure	Long-term (3-5 years)
More interaction with first responders in community activities so that they get to know us and us them in non emergency situations- like beat cops. The friendly neighborhood officer.	Community interaction (like beat cops) so that we get to know our first responders and they us during non emergencies.	Long-term (3-5 years)
Defund the police	Reallocate police department funding toward social services, community programs, and alternative public safety initiatives. That includes crisis response teams, community members trained in de-escalation and conflict mediation, and investments in affordable housing, homeless services, substance abuse treatment, youth mentorship, and job programs.	Long-term (3-5 years)

Officers walking or riding their bikes around town. Good visibility and community connection.	Have an officer engaged with public at street level on foot or bike whenever possible	Long-term (3-5 years)
Traffic seems to be an issue. this is a long term and expensive issue to resolve	easier routes in downtown, including parking issues.	Long-term (3-5 years)
all good		Long-term (3-5 years)
Demilitarize the cops.	Barnie Fife.	Long-term (3-5 years)
Lots of sirens lately, is that cuz Gold Ridge is coming from far away? Policing seems on track. Maybe get the CHP to give tickets on 116 and slow traffic	slower traffic (which will probably come fast once the unwanted 2way downtown streets are enacted)	Long-term (3-5 years)
Feels pretty safe here already.		Long-term (3-5 years)
Very important	The town would feel like it did 10 years ago.	Long-term (3-5 years)
Manage the influx of populations imported by various housing projects to manage traffic, real community bonding to form long range commitment that is not commercially motivated.	Less theft, fewer car break ins, less shoplifting from local stores, more traffic control of speeders, less harassment of people walking in town from aggressive youth and unhoused people.	Long-term (3-5 years)
we are already doing great	continue to be a city where chairs can be left outside a restaurant overnight unchained, and the postoffice lobby is open 24/7	Long-term (3-5 years)
bypass for 116	Llano Road or some such	Long-term (3-5 years)
Supporting and growing our ability to remove unstable people from our streets.	Continuing our efforts to get support to homeless populations while more effectively removing threats from dangerous people in our communities.	Long-term (3-5 years)
This is always good but as more housing gets built this will become more of a concern.	I think it's already good	Long-term (3-5 years)
Dedicated bike lanes off the main road all thru town and to Cotati. None of this sharing the road with agro cars and debris. Free up room for first responders to move about.	Bring back a train to the Russian River from Cotati up Hwy 116. Maore parking on the outskirts of town, making it more people friendly. Pocket parks for businesses!	Long-term (3-5 years)
use sonoma county sheriff	maybe no sebastopol police - too much money for the services rendered	Long-term (3-5 years)
Increase number of first responders	More dedicated fire fighters	Long-term (3-5 years)
		Long-term (3-5 years)
It's great. Don't focus too much on safety. Boomers take up too much oxygen with their reliance on safety.	Spend less money on it.	Long-term (3-5 years)

	I feel very safe in Sebastopol. More of the same.	Long-term (3-5 years)
Create better traffic patterns. Renew discussions of two bypass routes.	Less traffic daily.	Long-term (3-5 years)
		Long-term (3-5 years)
Merge the Sebastopol Police with the County.	Crime would go down and would work in tandem with the Sheriff in the Unincorporated areas, with the SO seeing the whole picture. Sebastopol has a poor police department, and the money will dry up with the economic collapse on the horizon.	Long-term (3-5 years)
Economize	A balanced budget	Long-term (3-5 years)
I'm ok with this.	NA	
This is the bottom of Maslow's pyramid and should always be a priority no matter what survey, goal setting, priorities, year it is...every year ongoing not a special call out of a potential goal.		
I think Sebastopol does enough		
Doing a good job		
It's fine as is.		
We have enough. All those unused bike lanes and a ton of lights and crosswalks		
I think we are already doing a good job		

Theme Definition	Theme	Timeline	Count
Concerns about unhoused individuals in public spaces, drug use/sales, encampment removal, and linking homelessness to public safety	Homelessness Enforcement / Public Space Management / Drug Activity	Short-term	24

<p>Calls for stricter enforcement of speeding, red lights, reckless driving; traffic cameras; pedestrian safety at crosswalks</p>	<p>Traffic Enforcement / Speed Control / Traffic Safety</p>	<p>Short-term</p>	<p>22</p>
<p>Requests for officers on foot/bike, beat cops, visible presence downtown, community engagement beyond emergency response</p>	<p>Police Visibility / Community Policing / Foot Patrols</p>	<p>Short-term leaning Mid-term</p>	<p>18</p>
<p>Responses indicating satisfaction, "doing well," "keep it up," or that public safety is already adequate</p>	<p>Status Quo / Satisfaction with Current Services</p>	<p>Mixed (Short & Long-term)</p>	<p>17</p>
<p>Concerns about ambulance/fire response times, EMS access, 911 coverage, rural response, ER/urgent care access</p>	<p>Emergency Response Times / Fire Services / EMS / 911</p>	<p>Short-term leaning Mid-term</p>	<p>14</p>
<p>Calls for adequate police staffing, funding, chief retention, council respect/support for department</p>	<p>Police Staffing / Funding / Retention / Council Support</p>	<p>Short-term</p>	<p>13</p>
<p>Specific discussion of bike lanes (pro/con), cyclist safety, bike/pedestrian conflict, dedicated bike routes</p>	<p>Bike Infrastructure / Bike Lane Debate / Cyclist Safety</p>	<p>Mid-term leaning Long-term</p>	<p>11</p>
<p>Concerns about fire service merger, local control of fire department, transition to Gold Ridge, volunteer reliance</p>	<p>Fire Department Structure / Local Control / Gold Ridge Transition</p>	<p>Short-term leaning Mid-term</p>	<p>9</p>
<p>Focus on reducing property crime, violent crime rates, theft, shoplifting, holding offenders accountable</p>	<p>Crime Reduction / Accountability / Property Crime Concerns</p>	<p>Short-term</p>	<p>8</p>

<p>Calls for mental health/substance abuse alternatives to policing, crisis response teams, de-escalation resources</p>	<p>Mental Health / Crisis Response Alternatives / inResponse</p>	<p>Short-term leaning Mid-term</p>	<p>7</p>
<p>Specific focus on pedestrian injuries, crosswalk enforcement, flashing signals, walkable downtown</p>	<p>Pedestrian Safety / Crosswalks / Walkability</p>	<p>Short-term</p>	<p>7</p>
<p>Discussions of disbanding SPD, contracting with Sheriff, defunding, police reform, structural changes</p>	<p>Police Department Structure / Reform / Contracting / Defund</p>	<p>Mixed (Short & Long-term)</p>	<p>6</p>
<p>Specific debate about one-way vs two-way streets, bypass routes, traffic flow changes, street design</p>	<p>Traffic Configuration / Street Layout / Bypass / One-Way Debate</p>	<p>Short-term leaning Long-term</p>	<p>6</p>
<p>Calls for council to publicly support, fund, and respect police/fire; concerns about council-chief relations</p>	<p>Council Support for First Responders / Governance</p>	<p>Short-term</p>	<p>5</p>
<p>Focus on neighborhood preparedness, disaster planning, climate resilience training, Citizen's Academy</p>	<p>Community Emergency Preparedness / Climate Resilience / Training</p>	<p>Short-term leaning Mid-term</p>	<p>5</p>
<p>Concerns about teen harassment, need for safe youth gathering spaces, after-school programming</p>	<p>Youth Safety / Teen Behavior / After-School Programs</p>	<p>Short-term</p>	<p>4</p>
<p>Specific concern that poor road conditions (potholes, narrow roads) impede EMS/fire response</p>	<p>Infrastructure for Emergency Access / Road Conditions (<i>Emergent</i>)</p>	<p>Short-term</p>	<p>4</p>

Calls to publicly honor, appreciate, and support morale of police/fire/EMS personnel	First Responder Appreciation / Recognition / Morale (<i>Emergent</i>)	Mid-term	4
Specific mention of keeping ICE out, maintaining Peace Town designation, related policy concerns	Immigration Policy / Peace Town / ICE Concerns (<i>Emergent</i>)	Mid-term	2
Focus on making it easier for women to report assaults, feeling safe in public	Sexual Assault Reporting / Women's Safety	Short-term	2
Calls for local emergency room, more physicians, urgent care access	Medical Care Access / Local Physicians / ER	Mid-term	2
Concern that increased density/housing projects strain public safety resources	Development Density / Housing Projects Impact on Safety	Long-term	2
Concerns about public safety spending, budget allocation, "bloated budget," economizing	Budget Concerns / Fiscal Management Related to Public Safety	Mixed (Short & Long-term)	3
Concern about racist attacks, equity in policing approach	Racial Equity / Policing Concerns	Short-term	1
Suggestion to teach self-defense as public safety strategy	Personal Safety Education / Self-Defense	Short-term	1

Request for public reporting on police/fire call types, time allocation, trend data	Transparency / Data Reporting / Call Analytics	Short-term	1
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Goal 3: Infrastructure

What's on your mind about this goal?	For this goal, what would success look like if achieved?	How soon should the City focus on this?
Roads - the roads are in terrible shape, some of the worse in the Bay Area	Fix the roads	Short-term (0-12 months)
City is doing well	Stop lights by plaza confusing	Short-term (0-12 months)
Schools, parks and businesses, public services. Invest in kids sports.	Not sure about grocery outlet. Reconsider that. Focus on the downtown plaza and parks and the library.	Short-term (0-12 months)
Repair the streets, especially the city side of Fircrest Ave. keep the water clean and the streets swept weekly.	Less bumps and potholes	Short-term (0-12 months)
Sebastopol has some of the worst roads in Sonoma County	Fix the roads before you keep building bike paths	Short-term (0-12 months)
Fix the streets and water and sewer.	Smooth sailing on my bike.	Short-term (0-12 months)
Ives Park needs to be repaired. The rotary has a beautiful plan for Ives Park and it is fully funded the city should support that.	The fence in Ives Park needs to be replaced. We need to have better connecting sidewalks and sidewalks. Need to be repaired.	Short-term (0-12 months)
Repair our roads and make more parking. Fewer bicycle lanes.	Good roads, ample parking.	Short-term (0-12 months)
Some of the streets are in terrible repair, fix the potholes the cracks, the sinkholes, and some of the stop signs are obstructed by trees.	Repave the streets trim, all trees that are obstructing traffic signs	Short-term (0-12 months)
Fix the roads! Fix the water infrastructure. Reduce the water rates, they're ridiculous. Stop worrying about the library, it's owned by the county. Act like you care about these items and stop with the pet projects. spending money on a labyrinth isn't something that benefits all the tax paying citizens of the city. we don't need soccer fields or parties. Just fix what our taxes are meant for.	Smooth roads, lower water rates, no frivolous spending on projects not benefiting everyone. Billing customers appropriately and not forgetting to bill people like what came to light recently.	Short-term (0-12 months)
fix the streets	no potholes	Short-term (0-12 months)
I think Sebastopol has been doing a pretty good job of this.	Na	Short-term (0-12 months)
Need more information.	Be more informed	Short-term (0-12 months)
Maintain police dept and public services like road maintenance	Low turnover in each dept	Short-term (0-12 months)

In the time since the Streets study was done 6 more streets went from poor to very poor (0 useful life left)	City ideas not have the worst PCI score in the county. An actual plan incorporates water sewer repairs and has financing.	Short-term (0-12 months)
Our roads are HORRIBLE. Focus on road repair. Right now, the city is focused on spending a fortune on bike access for a tiny number of people. This is ridiculous - this is not a biking community. Focus on better roads, better traffic flow, safety for pedestrians, and repair existing roads.	Focus on the needs of the vast majority of this community, improve roads, improve traffic flow, NO BIKE LANES - this just destroys everything for 99.9% of the community.	Short-term (0-12 months)
Public Infrastructure has been neglected for the past 10 years or so. Time to get on it. Water and sewer systems, and streets are all deteriorating.	Get serious about implementing the Capital Improvement Plan.	Short-term (0-12 months)
Concentrate on bringing civil servants into the public eye.	Citizens who can recognize the city's organization	Short-term (0-12 months)
paved streets instead of pothole patchwork	already started	Short-term (0-12 months)
Potholes	Incentivize schools and childcare to attract young families	Short-term (0-12 months)
Sebastopol needs to fix its roads and sidewalks. The Council needs to help Ives and should approve the Rotary Plan for Ives Park. The Rotary Plan is fully funded. When is the City going to replace the fence in Ives?	For roads to move from "Poor Condition" to "Good Condition" through road repair. To fix sidewalks so they are not tripping hazards and to connect sidewalks so there aren't gaps for pedestrians.	Short-term (0-12 months)
one way streets. build safe and separate bike lanes	if we had one way streets and safe bicycle infrastructure	Short-term (0-12 months)
I'd like the city to be able to intervene when houses in Sebastopol sit vacant with utilities cut off for months or years. I'd like no derelict houses in Sebastopol	The house on my block would be red tagged and the owners would be required to sell or care for it	Short-term (0-12 months)
See first answer- More public transportation and safe and health walking areas . working normal hours does not allow for public transportation use, nor can one work in Santa Rosa or other local towns while using bus. the hours are too limited and do not go to the south side of town very often	more busses more often for those who work out of town, and in town during service hours	Short-term (0-12 months)

<p>I am completely against building on every square inch in the town. Particulary the last open space we have now (where the hotel project is proposed) so that the infrasture would include open space. Grass, park beches, trees, walking paths, gardens. Upgrade, moderize and improve places where people gather. Like the Gazebo, tha ball parks, the playgrounds.</p>	<p>A glorious huge open space (instead of a hotel) where people can gather, visit and meet. Act on it immediately and have it last forever.</p>	<p>Short-term (0-12 months)</p>
<p>Give us more safe bike options</p>	<p>Bike routes separated from highways that allow us to get around without danger</p>	<p>Short-term (0-12 months)</p>
<p>Upgrade our parks. And keep up on water sewer and roads.</p>	<p>See above.</p>	<p>Short-term (0-12 months)</p>
<p>Class I bike trail network to reduce traffic and pedestrian fatalities. Continuous sidewalks on south end of town. Local power COOP to ditch PG&E.</p>	<p>A bikeable community with increased ridership, 20%+ shift for in town trips to move modes to cycling.</p>	<p>Short-term (0-12 months)</p>
<p>Making local traffic patterns support local need1s. Not creating new goals based on diminishing local support infrastructure. Also, maintaining local infrastructure. Sidewalks that are buckled, paths in parks that are uneven or broken, make walking more hazardous. Also, any new businesses needs for parking be assessed.</p>	<p>If the two way traffic plan is implemented, the ability to cross or turn on to the main arteries south of Hwy. 12 must be addressed. Right now the traffic is stopped by lights at Hwy. 12 for Main going south and by the light at Lynch going north on Petaluma to allow some breaks. At busy times you have to rely on the kindness of strangers. Also, the Bodega Avenue clogs coming into town are a problem. It seems to have recently (since the merger of services) to have driven the EMT vehicle to drive through local neighborhoods with siren blaring. Also, better planning than what created CVS traffic problem. Trying to leave the parking lot in any direction into the current traffic pattern is difficult, especially going north. Every pattern seems to want you to go east...to leave town. Allowing that to be built in that location was not good infrastructure planning. Also, repairing sidewalks in downtown area, paths in public parks. As to parking, the former riteaid parking lot has taken some of the pressure off but, depending on what goes in, parking will issues will return. We already see people parking all day in neighborhoods and walking downtown to work.</p>	<p>Short-term (0-12 months)</p>

Encourage new businesses in long empty spaces, develop new downtown parking and continue to upgrade playgrounds	More vibrant business, better access to downtown and more enjoyment of parks	Short-term (0-12 months)
Our infrastructure needs to be oriented towards safe living in town, not fast driving through it.	Lanes would be narrow, parking would be greatly reduced and charged for, sidewalks and protected cycling infrastructure would abound.	Short-term (0-12 months)
The city currently has very limited hotel capacity, which limits overnight visitors and the spending they bring to local businesses. Addressing lodging needs while maintaining a balanced mix of businesses would strengthen community vitality and better align with the General Plan.	Additional hotel zoning and faster approval.	Short-term (0-12 months)
Salaries for some city staff too high for city of this size	Raise and salary increases should not be left to city council. Should have more taxpayer involvement or better checks and balances.	Short-term (0-12 months)
Pot holes on streets	Safe streets throughout town	Short-term (0-12 months)
Ives Park could be a gem, and it's got a dumb layout, boring landscape and aging infrastructure. The town plaza same.	Study other cities' nicer parks and spruce up our green spaces. More bicycle access, lanes and parking/racks	Short-term (0-12 months)
bad roads.	Let the community members nominate roads to repair and if they don't get chosen an explanation as to why and what action could happen. Also it would be nice if the people could have a experiment and see what two way road changes would do it they were temporary and just set up with cones	Short-term (0-12 months)
The shape of the streets	The streets would be resurfaced	Short-term (0-12 months)
N/A	N/A	Short-term (0-12 months)
Streets are in terrible condition	Fix potholes	Short-term (0-12 months)
Our streets and sidewalks are in terrible shape and need to be repaired asap.	Success would be driving on streets such as Palm Ave without bruising your kidneys.	Short-term (0-12 months)
Streets are in terrible condition	Fix potholes	Short-term (0-12 months)
Safe spaces, family centers	Soft medicine, rite aid utilized	Short-term (0-12 months)

The streets and parks are in poor condition. It's a small city but since Sebastopol councils keep throwing all the money at police and "volunteer" fire departments the state of the public land is embarrassing. The water system is obviously crucial and of course neglected to the point of near failing	Defund the police and fund the community	Short-term (0-12 months)
The town looks bad. Bad sidewalks, minimal planting, weeds, messed up roads. Fix it up.	Fixed roads, smooth sidewalks, beautiful parks with lots of flowers and trees. No trash on the streets. Clean windows downtown.	Short-term (0-12 months)
Improve roads		Short-term (0-12 months)
fix the roads!	drivable streets!	Short-term (0-12 months)
		Short-term (0-12 months)
Road quality	Pave Bodega Hwy in the city, reconfigure the roads so the keep clear doesn't take as much space (except by fire stations) work with schools to find alternative pick up locations so there is not as much traffic on roads at school pick up.	Short-term (0-12 months)
Fix the roads. I've stopped driving through town because it's destroying my alignment. There are so many potholes it's ridiculous.	Repave Bodega Highway from Main Street to Watertrough. Stop saying it's outside city limits. It's not. It's not Sonoma County that should do it. It's the city of Sebastopol.	Short-term (0-12 months)
We need a YMCA in the previous CVS location.	A space that supports a healthy, connected community through activities across all ages. Including an indoor pool.	Short-term (0-12 months)
The infrastructure is falling apart. The sewers are just about ready to start spewing sewage through the holes in the streets, the water is questionably safe as the tanks are old, and our roads are the worst in the county. The public works people are trying to keep up but it's like shoveling sand against the tide. Again, instead of taking care of infrastructure (which should be one of the top 3 issues of a city) the city councils of the past and present have put other less important issues before this.	Stop stealing money, illegally, from rate payers to use in the general fund and use it ONLY for water and sewer because that's the LAW. Put energy to water and sewer, police, and roads before doing almost anything else.	Short-term (0-12 months)
repair roads	roads are repaired-pot holes fixed	Short-term (0-12 months)

Library could use a facelift, same with public parks. Turn Main street to a two way or find ways to divert traffic out of downtown so downtown is pedestrian friendly, not a constant traffic jam with loud cars		Short-term (0-12 months)
potholes	fewer potholes	Short-term (0-12 months)
Roads, Roads, Roads- potholes, potholes, potholes - FIX THE ROADS as a priority PLEASE!	Fewer tires we need to replace on our cars. Every road should be like Kennedy Rd.	Short-term (0-12 months)
The aging infrastructure in town.	Visible improvements to the quality of our streets, upgrades to the community center and the pool. Instead we patch the streets, replace single beams in buildings, and spend money on realigning our one way streets.	Short-term (0-12 months)
streets are not in great shape, although biking and pedestrian infrastructure are often worse. I want the city to prioritize biking and walking with less emphasis on vehicular transportation	more people would bike and walk on their daily movement through town	Short-term (0-12 months)
Sebastopol has a terrible and huge road issue. Roads are terrible, some of the worst in the Bay Area. Roads need to be fixed. In addition, the Planning Commission keeps talking about walkability and bikeability and there are two great projects - The Apple Blossom Trail and Gravenstein Trail - yet, these are not being pursued even though they have a ton of community support. The two-way street concept is completely idiotic and will create huge traffic jams and green house gasses and was not supported by the majority of the people. Why does Council and the Planning Commission refuse to listen to the public. They want separate bike/walking trails and they don't want two way streets downtown.	Fix the roads, support the Gravenstein and Apple Blossom Trail, support the Rotary Ives Project. Get rid of the Planning Commission as they just seem like ego maniacs who want to force their ideas on the City even though most people do not support them. No one wants Creek Naturalization in Ives and no one wants two way streets downtown. Listen to the people who live in Sebastopol.	Short-term (0-12 months)
Streets & restrooms need work	Better maintained streets & improved public restrooms	Short-term (0-12 months)
Better roads, better maintenance of brush and fire hazards, attention to traffic issues.		Short-term (0-12 months)
Stop putting off what is essential to the best functioning of this small town	Consistent follow through. Spending out tax dollars how they are meant to be spent. Like a business should, reinvesting!	Short-term (0-12 months)

Bring back our fire department	Having a fire department in town	Short-term (0-12 months)
The sewage infrastructure project is too expensive. Composting toilets are cheaper and much more water saving.	Legalize composting toilets.	Short-term (0-12 months)
Finish paving and maintain all county roads. Use a contractor who will do the job right- with fog lines and consistent edges. More shoulders for other forms of transport	Roads would be safer and not so car-centric	Short-term (0-12 months)
Roads should be a number one priority		Short-term (0-12 months)
Improve street maintenance, insure high quality water supply for the future, continue with excellent public works department	Streets that are safe to drive on (I know this is being done now), perhaps an additional water well to replace the one taken out of service years ago.	Short-term (0-12 months)
Improving roads and sidewalks	Replacing major neighborhood thoroughfares and upgrading Ives parks. This would give families another great reason to come into town and support local businesses.	Short-term (0-12 months)
Traffic flow, gridlock. I always avoid downtown	Less waiting time at lights, less gridlock	Short-term (0-12 months)
Take action on Ives park modifications focusing on serving PEOPLE - have a long term plan for city hall using the maintenance yard on Morris street	Expanding and enhancing area around the Ives stage - maybe undergrounding a portion of the stream in that area. Discuss a possible design for city hall on Morris street with incremental future additions for the community center and senior center	Short-term (0-12 months)
		Short-term (0-12 months)
		Short-term (0-12 months)
		Short-term (0-12 months)
1. Better side paths for walkers, rather than forcing us to walk on streets where drivers are reckless and dangerous. 2. Road pavement rehabilitation rather than just re-filling pot-holes over and over.	1. Safer side walks or paths. 2. Pavement rehabilitation.	Short-term (0-12 months)
I don't agree with two way streets		Short-term (0-12 months)
Very important, better parking away from the main street	The roads would be smooth and parking would be easy, but not necessarily encouraged.	Short-term (0-12 months)

It seems like the city is unable to maintain the park and greenspaces that we have. Planting areas are often weedy and full of litter, making them unattractive. Also, some of the main street sidewalks are really dirty. It makes me not want to go downtown.	Well-maintained planting areas, clean sidewalks, a place that looks cared for instead of shabby.	Short-term (0-12 months)
Roads need improvement. Traffic management so that highways don't interfere with downtown traffic.	Smooth roads. Smooth traffic flow.	Short-term (0-12 months)
This should be the city Council's number one goal. Sebastopol's infrastructure is crumbling beneath our feet and needs immediate restoration work. We should stop spending our time, energy, attention, and money on needless studies for projects that will never come to fruition. Instead, we need to be focusing on fixing our city water system, sewer system, and roads.	A city that can survive the next 100 years.	Short-term (0-12 months)
Cleaner sidewalks in downtown. Power washing every 2 to three months.		Short-term (0-12 months)
More bicycle and pedestrian infrastructure!	A European cycle city	Short-term (0-12 months)
Sebastopol is a crossroads town	The ideal is that Sebastopol embraces its role as a crossroads town. Those of us who pass through daily find pleasure in the charm of a thriving welcoming small town as we travel along our way	Short-term (0-12 months)
Roads are a disaster, many are. Strout street is terrifying.	Better roads.	Short-term (0-12 months)
street repair, sewer, water	repave all damaged roads, increase maintenance budget to	Short-term (0-12 months)
For starters, stop defunding already existing services, like the Senior Center!		Short-term (0-12 months)
I'd like to understand the costs and priorities of the PW department	reporting on goals and accomplishments on a regular basis that is easy to find	Short-term (0-12 months)
We really need a full time, 24-hour emergency clinic in town. Access is now closed on weekends.		Short-term (0-12 months)
the most pressing infrastructure change needed is traffic abatement.	The timeline that the city has to develop the 2way street program should be accelerated. Six years (or whatever the plan was) is far too long.	Short-term (0-12 months)
Maintain status quo	Maintain status quo	Short-term (0-12 months)

Creation of more identified large parking areas with emphasis upon use (signage, publicity, word of mouth); a sense of there is a here, HERE. I think that a rejuvenated town square would encourage identification that we are an active, vibrant and welcoming city.	Enhancement and additional use of town square.	Short-term (0-12 months)
Road safety: fix Bodega Highway as it crosses Atascadero Creek. The numerous potholes and bumps are a hazard.	New paving on both sides of the bridge at Atascadero Creek.	Short-term (0-12 months)
The state of our roads and sidewalks are abysmal! Firstly its a safety issue for both pedestrians and cars. Secondly it just looks terrible and signifies a struggling city and is not an attractive look if you want to attract more visitors.	All the sidewalks in residential and downtown areas would be repaired. Roads would be resurfaced and all potholes eliminated.	Short-term (0-12 months)
Pot holes, sick trees	Continue to repair roads, remove mistletoe from trees or remove the trees before they die	Short-term (0-12 months)
Roads	Significant improvements in road maintenance on county roads	Short-term (0-12 months)
make sure then cross walk signs all work along Main St and Healdsburgg ave		Short-term (0-12 months)
Power lines being in the way, see prior comment.	Fix em before they come down!	Short-term (0-12 months)
More support for the senior citizens who live in town	Support the senior center and do not change streets back to 2 way and get rid of parking areas downtown	Short-term (0-12 months)
Well functioning and safe facilities and services.	Continued provision of support for infrastructure.	Short-term (0-12 months)
Lifecycle Asset Management (Not Reactive Fixes). When you drive in certain cities, you can see your tax dollars at work. The roads are paved without potholes, the landscaping is manicured and maintained, the buildings get inspected regularly and meet all code. The smog building on main street has had a ramshackled roof for as long as I can remember. This should not be allowed in any town - it is unsafe and the business should be closed until it's fixed. We need to upgrade our facilities - everything is dated and needs some modernization without losing charm. Need to improve and be proactive or disaster resources - flooding, fires, power outages, etc.	When you drive into this town, you do not see ramshackled buildings / roofs (Smog station), junk cars, boats that never move and littering our streets and parks. There are sidewalks paved for busy pedestrian streets that also has schools (Huntley St).	Short-term (0-12 months)

Repair the roads. They are disaster. It makes getting around town difficult and dangerous.	Paving instead of patching.	Short-term (0-12 months)
Keep up with inflation. Increase fees by small amounts yearly instead of waiting and having a bit hit.	The budget is balanced while addressing all infrastructure needs.	Mid-term (1-3 years)
The city needs to not have a budget deficit so that basic services, infrastructure, and roads can be kept up, with a solid emergency fund.	A budget that can cover basic needs.	Mid-term (1-3 years)
Create list of projects and initiatives to enhance commercial core experiences published list	A published list of projects with private incentives	Mid-term (1-3 years)
Supports all goals.	When stretched to extremes our infrastructure continues to ably support achieving all goals.	Mid-term (1-3 years)
Sebastopol needs a moratorium on infrastructures and traffic improvement	Moratorium on infrastructure	Mid-term (1-3 years)
Many sidewalks are very old, cracked, nonexistent and dangerous for many.	Sidewalks repaired.	Mid-term (1-3 years)
Roads	As previously mentioned, allow traffic to flow again.	Mid-term (1-3 years)
revitalize Ives Park Pool	invest in the swimming pool	Mid-term (1-3 years)
Parking garage instead of a a hotel	Better parking available	Mid-term (1-3 years)
Roads. Our roads should be stellar	Smooth roads throughout Sebastopol	Mid-term (1-3 years)
Get rid of franchises, limit nail salons and tattoo parlors, have support for small businesses that truly support our community. funding and parking for the senior center.	A charming downtown like Petaluma, lots of parking and walking and great shops and restaurants	Mid-term (1-3 years)
We have plenty of grocery stores. People can go to Santa Rosa or Rohnert Park if they need something from a grocery outlet.	I would like to see the facilities that are vacant become places to gather for health and vitality for all ages	Mid-term (1-3 years)
The city is not even maintaining its garbage cans in the street. For months two garbage cans are broken in the HopMonk parking lot also how can the city increase housing with failing infrastructure sewer and water	Don't build more housing with failing infrastructure.	Mid-term (1-3 years)
Fix the roads and remove bike lanes. Add another lane for traffic on Petaluma and Healdsburg Avenues	Smooth roads, moving traffic and more parking	Mid-term (1-3 years)

This is necessary for quality of life.	Roads need to be improved. I appreciate the focus on bike lanes but feel like that is catering to the very few. Making the streets through downtown two way is ridiculous, especially if the study says its going to increase traffic.	Mid-term (1-3 years)
quality	better architecture	Mid-term (1-3 years)
After # 5, this should be the top priority. Building and Maintaining our infrastructure is the original and main purpose of government.	Paved streets, maintenance/repairs to sewer system.	Mid-term (1-3 years)
More library support	Programs designed to bring together people from all walks of life including seniors, children, homeless	Mid-term (1-3 years)
Municipal buildings around Sebastopol are piecemeal. The fire district has bought the Ceres building. The Library and Senior Center are jewels right where they are. Move City offices somewhere and let the Library take over the City Hall space. I'm not sure how the Sr. Center can grow. Move to the Rite Aid building. I am not in favor of Grocery Outlet and would love to see the city acquire that property.	Rite Aid used for city purposes/senior center	Mid-term (1-3 years)
n/a	n/a	Mid-term (1-3 years)
Repair streets	Smoother, quieter roads	Mid-term (1-3 years)
reducing Potholes. The numerous mysteriously vanishing sidewalks.	Tires to not be in danger when driving around town. Through routes for pedestrians be more consistent and not chopped up.	Mid-term (1-3 years)
We don't have 'high-quality infrastructure, facilities, and services' - we have roads that are graded 'very poor', old and degraded sewer systems, leaky storm drains that are also blocked with silt and a water supply system that relies on pumping water uphill to two reservoirs.	Upgrading core infrastructure should be an extremely high priority and strong efforts should be made to find funding at federal, state and county level. A strong argument can be made that any CEQA housing new build requirements should be underpinned with infrastructure grants before we can proceed as we appear to be maxed out. Our roads are in a shocking state that also shocks the pipes underground as vehicles pass over them. All the core city infrastructure needs major work.	Mid-term (1-3 years)
Fix the roads and sidewalks	No pot holes or raised walkways	Mid-term (1-3 years)
Ives park looks terrible and doesn't have to. Families and senior use that park.	Pave the pathways. Improve the fences next to Calder creek. That would help the Art Center's allure	Mid-term (1-3 years)

Make sure we have groceries, pharmacies, etc. within reach	No one has to go out of the area to obtain essentials	Mid-term (1-3 years)
Good	Work towards pro-active maintenance of critical infrastructure--streets, water, sewer; enhance level of maintenance for existing buildings; ensure adequate and responsive public services staffing	Mid-term (1-3 years)
This should be on-going proactive maintenance rather than waiting for things to fail. Fix the street surfaces with long lasting repairs rather than wasting time and money patching every year. Add pickleball courts to the park system.	streets with potholes would be fully repaired rather than patched. Pickleball courts are important for fitness for all, especially seniors.	Mid-term (1-3 years)
It's a tall order, but keep streets well paved.	Fewer potholes and deteriorating pavement	Mid-term (1-3 years)
The infrastructure is mess. Think about the majority of people's needs, not the one person or small group that needs attention	Better parking	Mid-term (1-3 years)
get rid of the horrible concrete channel which is falling apart on Calder creek in Ives park	demolish the concrete and restore the creek	Mid-term (1-3 years)
Transit	Transit running often during the day and evening to north bay cities and SF	Mid-term (1-3 years)
Inadequate public spacex	New improved library, senior center, and community center (not in the flood zone), decent meeting space for Council	Mid-term (1-3 years)
The water purity and infrastructure seems poor and outdated. A shuttle to drive the low income inhabitants to low cost grocery stores that don't fit Sebastopol's characteristics.	Drill a new more modern well and/or clean up/dismantle the old well. Obtain a USDA/State grant combination at no cost to the city. Get beams and bring in volunteer tree drivers for the grocery commuters.	Mid-term (1-3 years)
Needs work. Have a more centralized location for facilities and services	Better organization and staffing for city services	Mid-term (1-3 years)
Forcing PGE to modernize the grid and placing power lines underground. Public bathrooms downtown and at the Barlow are needed. Businesses being encouraged to stay open later to encourage commerce and to give residents and visitors options after 7pm.	Reliable power and internet	Mid-term (1-3 years)

Areas with buried cable cannot get access to Sonic because Xfinity has a lock on them.	Look into legislation to make it that Xfinity has to share the underground cable so we can have competition. For example my neighborhood on Gwendolyn Pl the cable is buried and I believe solely owned by Xfinity and because of that Sonic cannot access to lay their line. Thus we pay more for Xfinity because there is no competition. An neighbor on Litchfield has a choice between Sonic and Xfinity and thus cheaper options.	Mid-term (1-3 years)
Water resilience and internet connectivity. Both are critical infrastructure that determine whether Sebastopol can weather the next decade.	Reliable broadband that isn't dependent on a single provider. Water systems that account for drought cycles.	Mid-term (1-3 years)
More fiscal transparency	A quarterly or yearly report	Mid-term (1-3 years)
Potholes and unsafe road conditions, clean public facilities	Public parks and bathrooms are clean and well kept, roads are safe for pedestrians, bicyclists, and cars.	Mid-term (1-3 years)
	Dyer Road needs paving desperately, and Graton Road needs no-dumping sign	Mid-term (1-3 years)
Inadequate public spaces	New improved library, senior center, and community center (not in the flood zone), decent meeting space for Council	Mid-term (1-3 years)
Seems our streets are the most in need of upkeep. Other infrastructure may need ongoing maintenance. Our streets need major repairs.	Roads that are redone rather than just patched up indefinitely.	Mid-term (1-3 years)
Improve the facilities	Improve the facilities	Mid-term (1-3 years)
		Mid-term (1-3 years)
supporting city owned buildings as well as encouraging private landlords to maintain their buildings	Fully functioning and well maintained buildings especially in the downtown area	Mid-term (1-3 years)
Reduce Heat Island effects, provide shade and canopies	Tree survey	Mid-term (1-3 years)
Many of our streets need repair. More public bathrooms. More water conservation on public properties.	Continue street repair schedule with goal to make lasting improvements, not temporary fixes. Replace lawns at all government and public service facilities.	Mid-term (1-3 years)

<p>Trail projects and creek restoration projects should not be top of the list UNLESS they can be fully funded with mostly outside funds and only in equal priority to real city infrastructure needs. I am a huge proponent of both having worked in that field for 38 years, but real service infrastructure is much more important in Sebastopol (perhaps trails and creeks should fall under the Community Vitality goal...). TOP priority should be road resurfacing – our roads are in horrible shape. You have a list and survey of the conditions of the roads in town and have identified which are not currently eligible for your patch program since they require whole resurfacing. Start with that list to DEVELOP a PLAN for funding road resurfacing. We have the highest tax rate in the state and must prioritize the tax increase for this type of infrastructure. Resurfacing would do many things including reducing dust and dirt from erosion caused by tire wear, reduce the noise of tires on rutted roads, and present a renewed feel to the city. (Personally because I live there) I like to see Highway 116 fully repaved at least from covert lane through down town.</p>	<p>A detailed plan/outline for approaching this work including what fund sources might be available, who the partners would need to be (jurisdictional and or sphere of influence) and a plan for lobbying the necessary entities in Sacto and the County to emphasize our needs if the current high taxes in town can't cover it.</p>	<p>Mid-term (1-3 years)</p>
<p>traffic & evacuation routes</p>	<p>Breakthrough solutions that might seem radical right now. We need a robust outreach program to discuss real numbers (tourists, residents, commute, and evacuation). We need to work with county and state partners to get adequate roadways for all of our needs.</p>	<p>Long-term (3-5 years)</p>
<p>Library.</p>	<p>Fantastic, beautiful library. But keep the landscaping exactly how it is the landscaping is perfect.</p>	<p>Long-term (3-5 years)</p>
<p>Fix the cracked, uneven, broken sidewalks and improve as many of the city streets as you can given obvious financial restrictions.</p>	<p>Safe walking areas, safe driving areas that would welcome visitors without fear that they break an axle.</p>	<p>Long-term (3-5 years)</p>
<p>There is very little in the way of mental health adjunctive services such as peer run sites for people to go.</p>	<p>A peer run service for people who need extra support in their day with mental health and advocacy.</p>	<p>Long-term (3-5 years)</p>

We seem pretty structured.	No ideas	Long-term (3-5 years)
I hear old sewer system needs addressing	Education	Long-term (3-5 years)
What's on my mind is that the city is going to be bankrupt within 3-4 years. This one isn't solvable because you wasted tax payer money on inane projects, most of which were harmful to revenue. Duh.	You declaring bankruptcy is probably the only hope given you are so anti-revenue with your policies.	Long-term (3-5 years)
Public recreation center, more sidewalks, more crosswalk lights/signals, SMART connection, park expansion, burbank farm improvement, museum improvements,	Build a rec center, increased requirements for sidewalks on new builds and/or new owners, start with adding crossing lights to every existing crosswalk and build more, trail improvements so that parks are useable in wet season, expand parks and trails (eminent domain) so that hikers can spend more time there, separate farm from museum, replace current Western Sonoma County Historical Society leadership, expand experiment farm park (eminent domain), lobby for Santa Rosa to Sebastopol SMART connection for distant future.	Long-term (3-5 years)
Traffic in downtown town	New ideas for mitigation of jammed up traffic downtown	Long-term (3-5 years)
Facilities are getting outdated. Need to start to slush fund money and/or invest to build out new public facilities and/or gathering spots	More active facilities for youth/young adults	Long-term (3-5 years)
The country roads are trashed and potholes all throughout town	Getting our back roads cleaned up	Long-term (3-5 years)
Some streets need repaving, not just repeated patching. Thinking of Fannen between Petaluma and Main for instance.	Less jarring streets, reduced patching costs.	Long-term (3-5 years)
Fix roads	Good roads	Long-term (3-5 years)
You can afford a lot more of this if you stop wasting so much money on cops.		Long-term (3-5 years)
Find more off street parking for downtown. Get out of housing business esp. for homeless, IMPROVE ROADS.	Driving on smooth surfaces, better walkability if an off mainstream parking shifted cars from Main Street.	Long-term (3-5 years)
Keep roads and water in order	Well maintained roads	Long-term (3-5 years)
Downtown bypass	Future plans and campaigning to develop a bypass road/highway to Sebastopol downtown--address this w/ proper agencies(CalTrans, County, et al).	Long-term (3-5 years)

Stop wasting money	The town would look like it did 10 years ago	Long-term (3-5 years)
Road quality	Decrease in pothole and poor road reports	Long-term (3-5 years)
Make asphalt paving safe, maintain roads, fix ruts and pot holes-- general road maintance since roads in town are in bad shape.	I would like to walk across the road in front of my house without twisting my ankles in the fissures and ruts! It's getting personal!	Long-term (3-5 years)
Protect our schools from losing their neighborhood connections by consolidating.	Keep our elementary schools small	Long-term (3-5 years)
road repair	better roads	Long-term (3-5 years)
		Long-term (3-5 years)
Potholes	Figuring out a longer term solution to maintaining roads. Not quick/temporary fixes	Long-term (3-5 years)
Fix Sewer and Streets and Water Supply.	Clean water, bikes safe for bikes and pedestrians, and clean water and a good sanitation system as Sebastopol becomes built out over the next 10 years. It will need more capacity with ADUs and Apartments.	Long-term (3-5 years)
With the well being redesigned I think we're in good shape	Fill pots holes and install sidewalks in all residential neighborhoods. Strengthen relations with Sonoma county to care for those roads in county areas	Long-term (3-5 years)
Fox broken stuff to lower cost due to inflow and infiltration of water to sewer. Fox potholes.	Lower cost over long-run.	Long-term (3-5 years)
Use resources wisely to maintain what6 we have. Nothing new	Same as before	Long-term (3-5 years)
We're doing good here.		

<p>Compare Sebastopol to any town in Marin, Healdsburg, Sonoma, other towns. It seem far behind and outdated in infrastructure. Past choices on roads, sidewalk areas and much more has led to a really uneven and sometimes baffling hodgepodge of semi complete areas of the town. It seems more the result of an attitude then a plan. Our road has no sidewalks in some spots, partial sidewalks in other spots. It has places that desperately need stop signs or speed bumps. It is at times unsafe for pedestrians. We have seniors, children, handicapped neighbors that need to contend with the patchwork. All of which costs money .. the problems all lead back to seeming lack of business and city planning expertise, vision or will to take action(raise taxes, creative business support) the past few decades. ..</p>	<p>Replace leadership in the building department. Start over. Raise revenues, repair, restore and resource departments properly</p>	
<p>No comments</p>		
<p>Encourage taxpaying businesses to locate here, rather than having vacant storefronts.</p>		
<p>The community center is falling apart, do something</p>	<p>Remodel the community center</p>	

Theme Definition	Theme	Timeline	Count
<p>Overwhelming focus on road conditions: potholes, repaving, patching vs. full repair, PCI scores, Bodega Hwy, county road coordination</p>	<p>Roads / Street Repair / Potholes / Repaving / PCI</p>	<p>Short-term</p>	<p>58</p>

Concerns about park conditions, Ives Park specific improvements (fence, pool, pathways), green space preservation, playgrounds, public gathering areas	Parks / Public Spaces / Ives Park / Gathering Places	Short-term leaning Mid-term	18
Discussion of bike lanes (pro/con), separated bike routes, Class I trails, Apple Blossom/Gravenstein trails, cyclist-pedestrian safety	Bike Infrastructure / Bike Lanes / Trail Connectivity / Cyclist Safety	Short-term leaning Mid-term	14
Focus on sidewalk repair, connectivity, tripping hazards, crosswalk signals, pedestrian safety, walkable downtown	Sidewalks / Pedestrian Infrastructure / Crosswalks / Walkability	Short-term	12
Concerns about aging water/sewer systems, water purity, rate reductions, sewer project costs, inflow/infiltration	Water / Sewer Infrastructure / Utilities / Water Rates	Short-term leaning Mid-term	11
Debate over one-way vs. two-way streets, traffic calming, bypass routes, gridlock, highway coordination (12/116)	Traffic Flow / Street Configuration / Two-Way Debate / Bypass	Short-term	10
Requests for more parking, parking garages, off-street solutions, parking management, access to downtown businesses	Parking Infrastructure / Off-Street Solutions / Downtown Access	Short-term leaning Mid-term	9
Concerns about infrastructure funding, budget deficits, fee increases, fiscal transparency, CIP implementation	Fiscal Management / Budget / Fees / Transparency Related to Infrastructure	Short-term leaning Mid-term	9
Discussion of library, senior center, community center conditions, relocation proposals (Rite Aid), facility upgrades	Municipal Buildings / Facilities / Library / Senior Center / Community Center	Mid-term	8
Concerns about vacant buildings, derelict houses, red-tagging, code enforcement, private property maintenance	Vacant / Derelict Property / Code Enforcement / Building Maintenance	Short-term leaning Mid-term	7
Responses indicating satisfaction with current infrastructure, "maintain status quo," or no specific recommendations	Status Quo / Satisfaction / "Doing Well" / No Changes Needed	Mixed (Short & Long-term)	7
Calls for expanded bus hours, shuttle services, park-and-ride, SMART connection, regional transit coordination	Public Transportation / Bus Service / Shuttle / Regional Transit	Mid-term	5
Concerns about power line safety, PG&E modernization, internet competition (Sonic/Xfinity), broadband reliability	Utilities / Energy / Internet / Power Grid / Broadband	Mid-term	5
Mentions of heat island reduction, tree surveys, composting toilets, drought-resilient water systems, climate adaptation	Environmental / Climate Resilience / Heat Island / Tree Canopy	Mid-term leaning Long-term	4

Specific concern that poor road conditions impede EMS/fire response; evacuation route planning; emergency vehicle access	Emergency Access / Evacuation Routes / Road Conditions for First Responders <i>(Emergent)</i>	Short-term	4
Calls for proactive (not reactive) infrastructure maintenance, lifecycle planning, PCI tracking, multi-year capital planning	Proactive Maintenance / Lifecycle Asset Management / Long-Term Planning <i>(Emergent)</i>	Mid-term leaning Long-term	4
Concerns about weedy planters, dirty sidewalks, trash, litter, landscaping upkeep distinct from major infrastructure repair	Visual Aesthetics / Cleanliness of Public Spaces / Landscaping Maintenance <i>(Emergent)</i>	Short-term	4
Discussion of limited hotel capacity, lodging needs, TOT revenue, hotel zoning, balancing tourism with infrastructure	Hotel / Lodging Infrastructure / Tourism Capacity	Short-term leaning Mid-term	3
Specific focus on facilities for age groups: playgrounds, pickleball courts, senior center, youth sports infrastructure	Youth / Family / Senior Facilities / Programming Infrastructure	Mid-term	3
Requests for published infrastructure project lists, prioritization frameworks, public reporting on PW department goals	Strategic Planning / Published Project Lists / Prioritization Framework	Mid-term leaning Long-term	3

Goal 4: High Performance Organization

What's on your mind about this goal?	For this goal, what would success look like if achieved?	How soon should the City focus on this?
Make the goals manageable so that people will want to fill these positions.	Meegings should not go over aloted time.	Short-term (0-12 months)
Council focus on public safety, infrastructure and practical solutions.	Council stop spending time and money on ideas and programs that have no relevance to the majority of the population. Council focus on public safety, keeping downtown clean, getting homeless people out of public spaces and getting new fence in lves.	Short-term (0-12 months)
Hire a city manager	Professional leadership with a vision	Short-term (0-12 months)
Council not in touch with community	Talk to the citizens not just the loud voices	Short-term (0-12 months)
Financial instability leading to mistrust	Ensuring our city is financially sound, not charging residents arbitrary fees (sewage) to help cover the cost of poorly used funds by city officials.	Short-term (0-12 months)
Why did we spend all the cal trans grant money and still not come up with a plan for downtown?	Being more decisive, while not wasting money	Short-term (0-12 months)
When I see the public works I see many more hands than seems needed. How about you audit your finances at the Center for the Arts, and why we need folks making bank more than a basic police officer or fire fighter. And at a deficit to boot.	Become professional and straighten out this mess. Been here since 1985 and Sebastopol is like Otis Elevator, that is supposed to go up and down. Our town is always going down.	Short-term (0-12 months)
Hear public's needs and opinions	The Will of the people will be reflected the actions of the city Council	Short-term (0-12 months)
Fill existing vacant positions like city manager.	The city would respond rapidly and comprehensively to residents' need without overloading one person who is working two jobs.	Short-term (0-12 months)
I'm not certain	I'm not certain	Short-term (0-12 months)
Council seems like they have more niche interest and don't seem to be connected to the needs of the town. We did a community survey a year and a half ago that said people, prioritize roads, and public safety	Fix the roads and support the police.	Short-term (0-12 months)
City Council will actually listen to citizens advice.	Shorter meetings and feed back to letters.	Short-term (0-12 months)

The finance dept. doesn't seem to know what they're doing. Competent employees who are held accountable. Why can't the city employ competent financial people?!	Stop increasing the pay of incompetent employees and start holding people accountable for the jobs they've been hired for.	Short-term (0-12 months)
there is no accountanibilit at City Hall	firing staff that screw up and don't do their jobs well	Short-term (0-12 months)
N/A	More Low income housing	Short-term (0-12 months)
Reach out to the community, not just a small number of highly organized people. The vast majority of this community doesn't WANT bike lanes, they want traffic flowing better, roads fixed, and parking for the downtown businesses.	Skip the bike lanes and listen to the majority of the community.	Short-term (0-12 months)
Get a real City Manager. Fill the vacant Planning Department Director position. Get an Administrative Services Director who knows how to do it. This department has been dysfunctional for more than 10 years.	A real City Manager would know better how to manage a City Council that is basically composed of the "most popular community volunteers". Their intent is good, but they should not be steering the ship. That's what a competent, experienced manager would be doing. Probably the last one tried to do it and got fired for his efforts.	Short-term (0-12 months)
Stop doing stupid things like spending money on reversing the one lane roads.	Zen and more money to be used on important stuff	Short-term (0-12 months)
n/a	n/a	Short-term (0-12 months)
Sorry, but I think Ana Kwong is not the right person for that role. We need accuracy and valuing what's special about this city. And its people. Including volunteers.	Better staffing. Smarter planning, including roads and buildings.	Short-term (0-12 months)
Desnt make sense	Idk	Short-term (0-12 months)
I'm dying to know if Little Caesars was an accident or intentional	If it was intentional, change the rules to make it easier for businesses instead of spending time and money "investigating" to keep a vocal minority happy. If it was an accident, upgrade your systems for transparency and organization	Short-term (0-12 months)
Council needs to listen to residents and business owners. Council gets distracted by a lot of issues that don't have anything to do with Sebastopol. Council doesn't listen to residents like with the two way streets. The majority of people don't want two way streets.	Council not make decisions because of their personal belief system or politics but for the benefit of residents and business owners. Stop wasting time and money on things like Narcan Boxes and Two Way Roads. Just fix the roads.	Short-term (0-12 months)

the voice of the people was ignored in putting in 2 way streets that onlt a few wanted	if the people were listenex to instead of wealthy developers and the chaberon of commerce	Short-term (0-12 months)
This would require the city council to actually listen to the 100s of tax payers when we voice the obvious about revenue losing policies and wasteful pet projects that none of asked for. If you only treated tax payers even half as good as you treat outside agitators, special interest consultants and druggie, mentally unsound freeloaders we'd be rubbing our eyes in welcomed disbelief.	Focussing on revenue producing policies and actually listening to tax payers. What a novel concept.	Short-term (0-12 months)
I'd like our city council to fund the community center	You started kicking in for the cummonity center again	Short-term (0-12 months)
This is accomplished by focusing on other goals and having tangible results in those areas.	You will know at election	Short-term (0-12 months)
City Controller reports	Every City Controller should be required to have a public, searchable database of payments. See the Los Angeles Controller for an example.	Short-term (0-12 months)
We don't need a bigger or better city hall, We need better vision and accountability.	A city council that was really responsive and active to the needs and character of our town	Short-term (0-12 months)
This is not in my area of knowledge.	I am the wrong one to ask this.	Short-term (0-12 months)
Not exactly sure what you mean by this. Seems like the city is pretty efficiently run already.	Image of our city council regionally is terrible. Do better to be proactive and have civil debates and l let go of pet issues and focus on the whole.	Short-term (0-12 months)
Wasting time again on traffic changing Sebastool back to two lane instead of one way. That was studied to death already. IRS a waste of energy and most likely won't improve anything	Stop the process	Short-term (0-12 months)
City could improve digital security and help train the community on preventing scams.	No more city hacks or ransoms.	Short-term (0-12 months)
Listen to your citizens.	Collaboration with citizens	Short-term (0-12 months)

Again, more focus on needs of locals, wealthy and not so wealthy. We do not need to become a little Healdsburg to succeed.	Allow and encourage businesses that meet local needs. Encourage traffic systems that allow for local traffic patterns as much tourist traffic. Encouraging/allowing businesses that meet local needs. Right now we have to leave town to buy many basic items (socks and underwear, for example) because our businesses are focused on tourist and elitist stores. Assessing local needs and balancing them with tourism and outside financial involvement in our planning.	Short-term (0-12 months)
I agree	People are more involved and feel good about what's happening in our town	Short-term (0-12 months)
Trust can increase if Sebastopol is financially healthy.	Public infrastructure would be less expensive per person if we built less for drivers and more for people with higher density housing. Sebastopol would then be financially healthy.	Short-term (0-12 months)
There seems to be a long-standing lack of trust between the community and city leadership, which surfaces even in this survey. For example, it is unclear how this survey was communicated to residents. Additionally, events like Little Caesars Pizza and the surprise announcement regarding Grocery Outlet joining our business community have contributed to community concern and confusion.	City leadership that listens to the community and is available to input while adding more communication to local events that affect us all.	Short-term (0-12 months)
City government seems to be flailing. Recent things (Little Caesars - I'm not even opposed to Little Caesars) have been missed without any seeming accountability	Government employees would actually be held accountable.	Short-term (0-12 months)
More community involvement in decisions	City council members would be more transparent.	Short-term (0-12 months)
I think that many items really need to be on the ballot instead of being decided by the city council	ballot measures on all ballots that are of interest to the community. Stop using expensive and ineffective consultants. High school students would often do the work much better	Short-term (0-12 months)
i don't know what this means	idk	Short-term (0-12 months)
A big Sebastopol party with potluck, music, and people from all walks of life.	The homeless population would feel comfortable attending	Short-term (0-12 months)
N/A	N/A	Short-term (0-12 months)

<p>City Council has in general performed well in a vital but somewhat thankless task. However, the disparity between public comments and Council votes on the ongoing redesign of the downtown streets concerns me. Council members most vital role is to represent the public in its entirety, for representative democracy to function. I am concerned Council members are taking activist roles, albeit with good intentions, but are going against the majority of citizens by reducing traffic capacity through the downtown.</p>	<p>City Council members demonstrate that their first priority is acting as democratic representatives of all citizens. Putting any downtown street changes up for popular vote on a regular ballot, prior to implementation, would demonstrate their commitment to full democracy.</p>	<p>Short-term (0-12 months)</p>
<p>Since I try to stay informed, I really don't have a comment for this goal. The Sebastopol Times a an asset to the community for their local articles to keep us informed.</p>	<p>More citizen awareness. Not sure about the city government if that is part of the organization issue.</p>	<p>Short-term (0-12 months)</p>
<p>City council should be more open to residents opinions. Just because we elected them doesn't mean they can make decisions regardless of public opinions expressed at council meetings. Changing from Recology to Sonoma Recovery was more difficult and expensive for our businesses. Council decided otherwise. Also the move back to 2 way streets is a total waste of money and don't make anything better!</p>	<p>Council members should be open to change minds based on new information and public opinion</p>	<p>Short-term (0-12 months)</p>
<p>The City Council frequently does not listen to the desires of the people when it comes to issues like the return to two way streets, accessory dwelling units, and homeless shelters</p>	<p>Success would look like a city government that is more interested in the basics of governance such as public safety, infrastructure, economic vitality, etc instead of pursuing things that the residents don't want.</p>	<p>Short-term (0-12 months)</p>
<p>City council should be more open to residents opinions. Just because we elected them doesn't mean they can make decisions regardless of public opinions expressed at council meetings. Changing from Recology to Sonoma Recovery was more difficult and expensive for our businesses. Council decided otherwise. Also the move back to 2 way streets is a total waste of money and don't make anything better!</p>	<p>Council members should be open to change minds based on new information and public opinion</p>	<p>Short-term (0-12 months)</p>

Since the city council is always majority white people who are desperate to stroke their ego and flex power hire consultant firms for all decisions	Decisions could be made that actually make sense are grounded in reality that help the public instead of benefitting a few white people	Short-term (0-12 months)
The City seems like it is failing. There is no City Manager. Council makes bad decisions like 2 Way Streets. Council doesn't get a hotel to fill in the huge vacant spaces. Council seems to be bad at retaining employees like Police and Fire.	The City would have nice streets, a hotel downtown and would be safe.	Short-term (0-12 months)
		Short-term (0-12 months)
Don't trust the city management or council	Actually do for the people of this town. Listening to us. Stop spending money we don't have.	Short-term (0-12 months)
Interact with community members about issues	More opportunities for small group discussions	Short-term (0-12 months)
City council and police seem to be hiding	Get them out to talk to people, like Sundays in the park. They need to Listen and speak so we know them and trust them	Short-term (0-12 months)
From what I see and hear, there is a huge issue of public trust in this city. People are upset that the city council's have such power and know so little about what they are doing. People are really upset about the planning commission having such an "interesting" hold over the city council by voting for 2 way streets when the public was overwhelmingly against it. It is questionable that the city is being run fiscally appropriately.	I'm not sure there could be success with this issue unless the staff reports are more specific so the council knows exactly what they are voting on. There should be more discussion about the important issues for instance with the Condo ADU's there was almost no discussion for something that really impacts the uniqueness of the city and the property values. At the meeting following the Condo ADU vote, one council member actually said, "I didn't know we voted for that". And that about says it all.	Short-term (0-12 months)
Transparency and Tough Decisions	No back room dealings, reasoning for decisions explained, and don't push issues down the line.	Short-term (0-12 months)
always	happy and grateful community	Short-term (0-12 months)
the fact we have not had a city manager for over a year, or a fully functioning planning department for 2 years is problematic. City staff vacancies must be filled by competent people	The city would be fully staffed by people who are qualified to do their jobs and able to communicate progress with the community	Short-term (0-12 months)

<p>Council needs to listen to the people who live in Sebastopol and not take up all these niche issues that are brought to Council by nonprofits that are just trying to promote their single issue causes. Sebastopol has gotten stuck with a lot of bad policies and programs like Elderberry and Gravenstein Commons because Council got suckered by some slick talkers like Hopkins and Tibbetts. Council needs to stop playing the fool for hucksters that use the City's resources without reimbursement.</p>	<p>Council make practical and economically viable decisions.</p>	<p>Short-term (0-12 months)</p>
<p>Keep asking for public input on initiatives, such as two way streets, but then take the input into account when making decisions rather than choosing the least popular option.</p>	<p>I'd feel like I actually have some input into my community. Right now there is little trust.</p>	<p>Short-term (0-12 months)</p>
<p>Lots of issues in this area as administration & city council have public trust issues</p>	<p>Better fiscal management</p>	<p>Short-term (0-12 months)</p>
<p>Hmm, (not all) but the majority of city council becomes more relatable</p>	<p>Success would mean this group of city servants makes a concerted effort to actually care, rather than just playing a power-trip role and looking absolutely miserable at CC meetings</p>	<p>Short-term (0-12 months)</p>
<p>Keep our fire department</p>	<p>Prioritize public safety by keeping a fire department using our tax payer dollars to keep us safe instead of wasting our money on changing traffic flow which would make our town unusable.</p>	<p>Short-term (0-12 months)</p>
<p>Anticipate financial needs sooner. Think outside the box for money savings, such as legging composting toilets.</p>	<p>Council is open to innovative ideas to save money</p>	<p>Short-term (0-12 months)</p>
<p>Inadequate staffing</p>	<p>All positions filled, especially DPW and City Manager</p>	<p>Short-term (0-12 months)</p>

<p>Bring the money back that was set aside for the retirement funds and plan for retirement funding over a longer period so the funds can be used for city needs now. Money grabs to set aside funds for retirement versus using an investment strategy over time would increase public trust. The financial presentations should provide real data. The explanations for line items don't convey a sense of accuracy. Stop allowing formula businesses into the retail spaces downtown. Halt new low income housing projects. There are more per capita in Sebastopol than most or all other cities in Sonoma County. It's imbalanced with the characteristics desired.</p>	<p>Sales taxes wouldn't be 10%, the financials would show a surplus and the public would have confidence in the financial information presented at meetings.</p>	<p>Short-term (0-12 months)</p>
<p>Improved city website. More transparency on how budget is being used /where funding is going, new businesses coming in. Ensure any corruption and bribery is reported and criminalized</p>	<p>No more chain store surprises. Support small businesses, walkability, parking.</p>	<p>Short-term (0-12 months)</p>
<p>More town halls in specific neighborhoods for outreach and feedback</p>	<p>Council members get to know each neighborhood and the specific requests for these areas. With a plan to implement to</p>	<p>Short-term (0-12 months)</p>
<p>term limits for council members</p>	<p>The best person for the job and if they fail, vote in new ones</p>	<p>Short-term (0-12 months)</p>

<p>This town seems very disorganized and not very data driven. Only recently have we seen an attempt to use surveys like this to understand citizen sentiment. The council needs to listen to commissioned experts. The town needs to better use and understand analytics. The town does not communicate effectively with the citizenry. To do so it needs to greatly increase ways that citizens can access analytics about the town and ways to give feedback 24/7. Surveys like this need to happen more often and there should be a dedicated online hub for 24/7 community discourse about the town. It's 2026. The few people that show up for council meeting are often the most engaged .. but they are a tiny fraction of the amount of people that would actually provide feedback if there were a central web home for all citizens.</p>	<p>A robust, contemporary social media hub is created and a campaign across the town to use it.</p>	<p>Short-term (0-12 months)</p>
<p>Appoint Mary Gourley as the permanent City Manager</p>	<p>Appoint Mary Gourley as the permanent City Manager</p>	<p>Short-term (0-12 months)</p>
<p>Closing the loop between community input and city decisions. When residents engage, they should be able to see how their input was weighed - and why decisions went the way they did.</p>	<p>A clear, accessible record connecting community feedback to outcomes. Residents understand the reasoning behind decisions, even when they disagree.</p>	<p>Short-term (0-12 months)</p>
<p>Spend money wisely. City management has failed public trust</p>	<p>Public scrutiny before massive spending</p>	<p>Short-term (0-12 months)</p>
<p>Be more fiscally responsible - hire a good city manager and hold them accountable - stop city council from micro managing</p>	<p>The city manager is the continuity of city operations - council hires and fires but should not be micromanaging</p>	<p>Short-term (0-12 months)</p>
	<p>Financially stable</p>	<p>Short-term (0-12 months)</p>
<p>Less expensive studies and better in house ' staff ' reports</p>	<p>Saving city monies</p>	<p>Short-term (0-12 months)</p>
		<p>Short-term (0-12 months)</p>
<p>Stop bringing in big businesses. Be transparent.</p>		<p>Short-term (0-12 months)</p>

We need to change the way our city council operates and have an elected mayor. The rotating mayor means that no single person can set the direction/agenda which means no single person is responsible for executing on the direction. This means we have a committee of camels that is not effective at all. Also, I continually hear from city Council members that they rely on the direction of the city manager and that is why we are currently in the situation we are in. I want to hear more personal responsibility for oversight and quality assurance of the data that is being presented to the council.	We need to be able to vote for a single person in charge who can set an agenda that the public can vote on and support and drive that agenda to execution.	Short-term (0-12 months)
Stop hiring consultants to make decisions. Very wasteful.	Less money wasted on outsiders	Short-term (0-12 months)
Inadequate staffing	All positions filled, especially DPW and City Manager	Short-term (0-12 months)
		Short-term (0-12 months)
This is unclear. What organizations? If you're talking about the City Council, then quit thinking that 4-5 people should get to decide huge issues, like revamping the highways that run thru town, instead of putting such issues to a city- or even county-wide vote!		Short-term (0-12 months)
Listen when feedback is given	Prioritized community feedback over personal vision	Short-term (0-12 months)
This should be an ongoing goal.	Ongoing improvement.	Short-term (0-12 months)
Council members are part of a team, not individual egos.	Work as a team and get off political push buttons.	Short-term (0-12 months)
Residents should have say in some decisions made by the City Council	What company collects trash, rates, etc.	Short-term (0-12 months)
no idea what this means. Avoid jingoistic language.		Short-term (0-12 months)
More bike lines, really? Is there such a demand that we can't do without?		Short-term (0-12 months)
Listen to constituents when we give feedback — thinking of the new 2-lane vs 1-way on Main Street — and how the public voted but final verdict went against majority's preferences.	Listen to your constituents!!	Short-term (0-12 months)
City council to really hear the residents	Listen to all residents with an open mind	Short-term (0-12 months)

<p>I love that these surveys are coming out to public and asking for input. I think that is a step in right direction. An organization that reliably turns strategy into results through clear priorities, disciplined execution, capable people, and transparent accountability. The city follows through on stated priorities and Decisions informed by data + community input + professional judgment.</p>	<p>Building credibility through execution, not promises. City council doesnt bend for developers and take any money because it is desperate. Thinks long term strategy not short term fixes. What is the next generation of our city like?</p>	<p>Short-term (0-12 months)</p>
<p>The planning commission needs to get on the same page as the city council and not approve new construction that will be contested and waste our money</p>		<p>Short-term (0-12 months)</p>

<p>Your top priority must be to engage better with your constituency as a governing BODY. It is known that the vast majority of residents do not engage with you during the council meetings and those that do are the same 7 or fewer time and again. There are others who have stopped engaging because it has been clear that the council does not HEAR when people speak. In one ear and out the other. The just completed traffic survey is one recent example: the community survey should support for one option, yet you some hybrid that had not been suggested by the experts hired to advise you. Other examples relate to the abhorrent process used to approve the trailer park and then the Commons. The public wanted neither and yet, here we are. Open forum public meetings – not part of an agendized council meeting – would be a great way to welcome input and show trust in US to engage with you, and that you are open to listening. These could be two fold: to deeply engage with us on critical decisions you need to make (to ‘slow down major council decisions’, part of your priority list) and to provide a forum for public questions and comment and possible discussion on things important to us. These could be as needed for big decisions, or if more general public input, twice yearly. These general meetings should be a presenation by the city to us, but a “come with your questions” session.</p>	<p>At least 2 "come with your questions" sessions schedule and one held.</p>	<p>Short-term (0-12 months)</p>
<p>This is not clear. If you mean being responsive and efficient, great. This should always be the case. Self audit if necessary and revise as recommended.</p>	<p>Turn around times would be good for permits, responses would be prompt.</p>	<p>Mid-term (1-3 years)</p>
<p>Stop trying to make this city look like Mill Valley because it's not.</p>	<p>Focus more on the people that work here and live here. Making it a tourist attraction doesn't really work if you can't get through town.</p>	<p>Mid-term (1-3 years)</p>
<p>I know nothing</p>	<p>No infighting. Focus on Swbtown not personalities</p>	<p>Mid-term (1-3 years)</p>
<p>Look to other similar size cities for what works</p>	<p>Visionary, informed leadership with creative & original solutions</p>	<p>Mid-term (1-3 years)</p>

<p>This is no a sexy issue, but it sure matters. I'mS shocked when talking with friends how they somehow assume all the council members etc. are pulling in big salaries. It's so dumb. and SO inaccurate!</p>	<p>Successful communication letting folks know about what the various committees are up to. Honestly don't know how to make this happen. I read the Newsletter , But not sure everyone does. It must be awfully discouraging.</p>	<p>Mid-term (1-3 years)</p>
<p>expand the city council</p>	<p>add a youth member and a senior member appointed by the city council has non-voting members</p>	<p>Mid-term (1-3 years)</p>
<p>If majority of public doesn't want 2 way streets. on Main St- DONT SELECT THAT CHOICE.. don't ask for opinion and then discard results. Better budgeting is needed.</p>	<p>This is an ongoing problem. For public services, hire so that excessive OT isn't needed. Pay attention to ongoing maintenance needs when budgeting. Focus should be long AND short term</p>	<p>Mid-term (1-3 years)</p>
<p>It appears the city is in a transition phase with Mary Gourley acting as both city manager and clerk. We are understaffed/using temps/consultants/lawyers at leadership levels while slowly emerging from the Larry McLaughlin crazy councils era. Organizational effectiveness is hamstrung by the electorates preference for naive, inexperienced councillors over those with practical prior experience, often driven by single issue obsessions. City staff are overworked and there is a leadership vacuum caused by the crushing workload requirements of California cities law and regulations. Councillors are frequently eating into city staff time over poorly thought through directives. CoS council is a notorious laughing stock within a 100 mile radius</p>	<p>Let the city staff run the budget, make all the major decisions and bring them to council for comment and ratification. Focus on hiring leadership. Stop wasting time on councillor pet projects and focus on the basics.</p>	<p>Mid-term (1-3 years)</p>
<p>I feel like this is earned by delivering on the practical objectives</p>	<p>do the other things and this will happen</p>	<p>Mid-term (1-3 years)</p>
<p>Good</p>	<p>Transparent governance; appropriate delegation of responsibilities to departmental City staff in support of their professional knowledge and to relieve burden on Council members.</p>	<p>Mid-term (1-3 years)</p>
<p>not sure</p>	<p>not sure</p>	<p>Mid-term (1-3 years)</p>
<p>Continue or increase communications and access to resources</p>	<p>Leverage technology and promote dialogue</p>	<p>Mid-term (1-3 years)</p>

Serve everyone - the most good for the most people	Dont spend a fortune on the homeless. We had a good solution with the RV parking on the lot on 116 and you pushed them out for a few apartments	Mid-term (1-3 years)
		Mid-term (1-3 years)
		Mid-term (1-3 years)
Is your office over staffed? It often feels as though we have too many salaries for a small town.	The fees would be reduced, the arborist would be fair and the tree ordinance would be followed. It seems crazy to ask us for more tax money to pay your salaries.	Mid-term (1-3 years)
	A network of community stewards who have reach into most pockets of the community so communication can flow easily and personally and all are accounted for	Mid-term (1-3 years)
		Mid-term (1-3 years)
Hire Mary as city manager. Hire active transportation planner	Positions filled with people who live in town	Mid-term (1-3 years)
Maintain the organization	Keep the organization	Mid-term (1-3 years)
Too many consultants and reports are paid for. We need to find dedicated people to hire.	I think there are many experts and volunteer organizations who could provide staff and the council with "alternative reports" on different issues.	Mid-term (1-3 years)
The city has made a lot of errors of judgement in the past costing time, money and ineffectiveness	Correct the issue with the infrastructure, roads, downtown aesthetics , homelessness and wacky projects and restore public trust in good decision making focusing on the most urgent priorities	Mid-term (1-3 years)
Improve effectiveness of city government and agencies	Improved and well maintained website	Mid-term (1-3 years)
Focus on Sebastopol as a town of the people and for the people.	Community first, grassroots is alive, welcome and encouraged always in Sebastopol	Long-term (3-5 years)
sebastopol has strong organizatoins - not worried about this aspect	success	Long-term (3-5 years)
Not sure what this means	Unsure	Long-term (3-5 years)
Stop approving chain stores against the will of the people	Stop going against what people voted for	Long-term (3-5 years)
No idea what this really means or how it would be measured	No unexpected departures of staff or reports of poor behavior	Long-term (3-5 years)

Have longer time speech limits for public comments, without continuous interruptions. Be more transparent as to meeting times of city council and planning commission as the general public is still quite unaware of where to get this information if they have a concern.	More informational access and input from the public that needs to be assisted with sources of information about their City of Sebastopol government	Long-term (3-5 years)
Think we do this well	Continue with transparency	Long-term (3-5 years)
make the building department more user friendly	the staff would work with you to help you navigate the regulations	Long-term (3-5 years)
good communication	follow up with individuals impacted by fire, crime, etc. about results, resolution	Long-term (3-5 years)
Transparency in decision making, city council drama	Decision makers are known and loved by a wide cross section of Sebastopol citizens. They are thoughtful and considerate in their decision making and people trust them.	Long-term (3-5 years)
		Long-term (3-5 years)
Sebastopol is mismanaged, has been and ever will be.	Impossible with folks living in a dream and bubble.	Long-term (3-5 years)
Stop using buzz words. Spend less.		Long-term (3-5 years)
This is what our leaders should focus on. It is a leadership issue that needs to be tackled to build trust and when trust is built, OE follows. Much like safety, leadership should always be focusing on building trust - it isn't a special goal for the year. It is in every action and decision - build trust.		
No Comment		
I don't know what this means.		
A brochure highlighting the locations of public art throughout the city and neighboring locale; further use and public perception of the community center; more frequent and scheduled activities; emphasis upon library and city hall as bonafide city service buildings as accessible as a focus upon the city as a "center".		

Theme Definition	Theme	Timeline	Count
Overwhelming focus on council needing to listen to residents, respect public input (especially on traffic/housing), and reflect community will in decisions	Council Listening / Responsiveness / Public Input	Short-term	23
Concerns about budget deficits, wasteful spending (consultants, studies, pet projects), fiscal responsibility, and tax/fee management	Fiscal Management / Budget / Spending / Waste	Short-term	20
Responses indicating satisfaction with current organization, "think we do this well," "good," or "maintain the organization"	Status Quo / Satisfaction / "Doing Well"	Mixed (Short & Long-term)	10
Responses indicating confusion about the goal definition, "not sure what this means," or providing minimal/non-substantive feedback (reflects survey design clarity)	Unclear / Confused / "Don't Know" / Survey Clarity	Mixed (Short, Mid, Long-term)	15
Calls to hire/permanentize City Manager, fill vacant positions (Planning Director, Admin Services), and address staffing levels	City Manager / Staffing / Vacancies / HR	Short-term leaning Mid-term	11
Focus on rebuilding public trust, accountability for decisions/staff, transparency in budgeting/process, and closing the feedback loop	Transparency / Accountability / Trust / Communication	Short-term	10
Specific structural reform proposals: elected mayor, term limits, council expansion, ballot measures for major decisions, meeting process changes	Governance Structure / Reform (Mayor, Term Limits, Ballot)	Mixed (Short & Long-term)	7

Requests for more town halls, neighborhood outreach, small group discussions, and proactive community engagement beyond council meetings	Community Engagement / Outreach / Town Halls	Short-term leaning Mid-term	6
Concerns about staff competence, salaries too high, need for audits, firing underperforming staff, and building department user-friendliness	Staff Competency / Performance / Salaries / Audits	Short-term	5
Specific complaints about hiring consultants, wasting money on studies, and relying on external advice over internal staff/community input	Consultants / Studies / External Advice	Short-term	4
Mentions of website improvements, digital security (hacks/scams), online hubs for feedback, and technology modernization	Digital / Tech / Website / Cybersecurity	Short-term leaning Mid-term	4
Specific comments about council infighting, egos, meeting demeanor ("miserable"), and organizational culture/drama	Council Behavior / Culture / Drama / Egos	Short-term leaning Long-term	3
Concerns about decision-making process, Planning Commission alignment, and specific project approvals (chains, housing)	Decision Making / Process / Planning Commission	Short-term	3

Goal 5: Long-Term Financial Sustainability

What's on your mind about this goal?	For this goal, what would success look like if achieved?	How soon should the City focus on this?
This is the most important thing, all else flows from this. Neglecting to keep up with inflation, making development difficult, not budgeting for infrastructure all impact this.	you would have a balanced budget. Infrastructure needs would be met. Fees would meet demand. Keep up with inflation.	Short-term (0-12 months)
Council needs to stop wasting time and money on programs that do not generate revenue.	Council make Sebastopol clean and safe. Clean up lves. Tell the Rotary to proceed with their project. Stop chasing Creek Naturalization as the City doesn't have the money. Keep downtown clean.	Short-term (0-12 months)
Sewage extra charge is too much and ridiculous	Cost of living considered based on income etc, balance the budget	Short-term (0-12 months)
Stop spending money on consultants	Staff should be able to see what costs are available.	Short-term (0-12 months)
Why do we have so many school districts in Sebastopol?	Combining the schools into one district. Begin sharing resources. Taking all the money wasted on superintendents and put that towards reading support and emotional support.	Short-term (0-12 months)
Costs to the city keep rising. I don't see how income in a small city can keep up.	Income from surrounding area.	Short-term (0-12 months)
Take care of the budget no matter how much the COuncil will not act like adults that are sober.	Why lordy why is this impossible. I always ask folks in shops where they live and have yet to hear that one of this folks lives in town due to costs.	Short-term (0-12 months)
Supports all goals.	Fiscally resilient government despite macroeconomic downturn.	Short-term (0-12 months)
Practicing fiscal and financial responsibility	City council with stay within its budget	Short-term (0-12 months)
Staff and canceled need to be 100% focused on revenue, generating projects. There should be no time spent on ideas or programs that do not generate revenue.	Council meetings would be talking about businesses, ways to cut costs, and land development that generates money for the city.	Short-term (0-12 months)
A balanced budget. Trim city business employees.	A balanced budget	Short-term (0-12 months)
More accountability on where the money is going. The city is on fire department was not able to sustain itself on its own. Where did all the money go?	A breakdown of what money goes towards what resource, where it comes from and why it is working or why it is lacking.	Short-term (0-12 months)

We deserve to have people who know what they're doing in the finance dept. That doesn't seem to be the case. Take care of the things taxes are meant for. Roads, water pumps/pipes, sewer. Stop making excuses for not taking care of what we pay our taxes to fund.	Spend as much as you can on roads, safety and items related to supplying water.	Short-term (0-12 months)
N/A	N-A	Short-term (0-12 months)
Don't waste money on studies!	Better use of public funds	Short-term (0-12 months)
Recurring tax revenues exceed operating expenses, projected deficits covered up by paying retirement from reserves.	Grow revenue or cut expenses. Probably have to separate cost centers like parks and Recreation into separate district. Governed by a board rather than council and funded by separate tax and fees.	Short-term (0-12 months)
Don't know.	No idea	Short-term (0-12 months)
This community is built on local businesses, organic farming, and rural living. Many older residents who support the local businesses.	Improved traffic flow, improved parking, support of LOCAL business.	Short-term (0-12 months)
An experienced City Manager with a competent Finance Manager (aka Admin Services) will have a big task before them but these are the skills required to right the course.	A plan to achieve financial sustainability and organizational stability.	Short-term (0-12 months)
Don't waste money on new traffic flow.	Happiness for all residents.	Short-term (0-12 months)
Support local businesses. Get traffic and parking BETTER so people want to come downtown and shop, and it's not a stressful experience. Do that by avoiding high-traffic Grocery Outlet if possible. Not throttling traffic with that crazy 2 way street plan. Did you read why it was changed to 1 way? Not with huge businesses that bring in more traffic than the streets can handle. And NOT with big parking garage. That is not Sebastopol character.	Traffic and parking become sane. Supporting local businesses becomes easier. It's relaxing to go downtown. We keep our city's small town charm and character. That brings financial support. Not killing the goose that laid the golden egg.	Short-term (0-12 months)
....	Llll	Short-term (0-12 months)
better accountability at city hall	stop the 'mistakes'	Short-term (0-12 months)
This is only possible if we attract young families	Young families flock to Sebastopol	Short-term (0-12 months)
too many consultants	no more consultants, volunteers do the work with ais	Short-term (0-12 months)
Spending	Reel in the spending, do NOT increase the budget	Short-term (0-12 months)

Be transparent about where our sales tax money is going, We suffer the most for the high sales tax and don't experience any improvement in the quality of our town	put all money issues on line for all to see, not to have to go to a meeting to find out.	Short-term (0-12 months)
continue to cultivate local business's so that money can be re-invested in community events/buildings/structures and facilities	Stronger success rate in local business ownership, keeping community members shopping in town vs leaving to Santa Rosa	Short-term (0-12 months)
Create sensible, affordable, reasonable revenue streams to help the city sustain itself.	Logical taxes.	Short-term (0-12 months)
Fill the vacant commercial buildings. Encourage business to come to Sebastopol instead of discouraging them. Give incentives. le vacant Longs building. Vacant Rite Aide	Viable businesses. Also Riley Building that city permitted and changed city growth lines and now it's got vacancy's. Short sited planning	Short-term (0-12 months)
So many places, organizations, & businesses don't have budgets that work for them.	We would have a budget that works for the city with an emergency fund.	Short-term (0-12 months)
No more public Art sponsored by the City. No more survey. No 2-way roads change	Invest in the things we see! Improve the street lights.	Short-term (0-12 months)
Property taxes are too high and should be reevaluated, especially for seniors	Lower the extra taxes or eliminate all the school bond tax for retirees	Short-term (0-12 months)
What factors have contributed to Sebastopol's current financial challenges, and how can the city address them to strengthen community services and sustainability?	Balanced budget.	Short-term (0-12 months)
Stop spending money	Especially on studies	Short-term (0-12 months)
Use the tax money that the city brings in for the stated reasons instead of just using it as if it was for the general fund	a lower water and sewage bill	Short-term (0-12 months)
use local people	save money	Short-term (0-12 months)
Seems to me the other goals all depend on this one. We need to live within our means even if that means cutting back or eliminating desirable activities. We can't do every thing for everybody.	A balanced budget every year.	Short-term (0-12 months)
The city does not live up to it's financial obligations	The city would have a fund for longer term planning	Short-term (0-12 months)
N/A	N/A	Short-term (0-12 months)
Financial stability is important of course	Don't waste money on studies to tell people what they already know	Short-term (0-12 months)

Celebrate what's great about Sebastopol. Arts Culture history, music the people!	All of the above.	Short-term (0-12 months)
Financial stability is important of course	Don't waste money on studies to tell people what they already know	Short-term (0-12 months)
Defund the police and fund the community	Stop throwing millions of dollars at a fee people in a department that doesn't protect people	Short-term (0-12 months)
There are two giant vacant spaces - Rite Aid and the Old CVS. These should be hotels. Sebastopol needs hotel revenue.	Council and City staff get out there and talk to hotel developers. See if you could get a developer interested. Maybe a more midrange hotel for people who don't want to spend \$500 a night in Healdsburg.	Short-term (0-12 months)
Allow more fast food, I mean the city loves Starbucks, so allowing chains is allowed. .	Generate more sales tax, and keeping locals home rather than heading east.	Short-term (0-12 months)
increase City revenue taxing visitors, not residents.	expanding tot taxes enforcing short-term rental laws	Short-term (0-12 months)
Tax tourists more. Fundraiser money specifically marked for road infrastructure projects from people outside city limits that drive those roads daily. Lots of rich homes and people that would probably pay to get roads fixed instead of constantly paying for fixing alignment	Flyers to rich neighborhoods, out reach to schools to send kids home with flyers for fundraising, out reach to seniors through art center, senior center, and local grocery stores. If the city doesn't have the money maybe the rich people in the county will.	Short-term (0-12 months)
The city is currently on a path to bankruptcy given the meager property tax revenue percentage the county return to the city. Sales tax is maxed out at the highest permissible level, making CoS one of the most expensive places to buy things in Sonoma County. The only path to financial sustainability is via tourism, including greater efforts to attract retail store visit attractors. The Barlow is probably a life saver at this point, we need a lot more similar development and to greatly discourage homeless loitering downtown. The fact no hotel has been built to replace the Sebastopol Inn that was lost to county homeless housing speaks volumes about the city's investment attractiveness.	We clearly need hotels, which will in turn bring in more retail stores. We need to pressure the county to provide a greater percentage of property taxes. We need to minimize low income housing that puts a strain on city finances while providing no tax income. We need leadership hyper focused on financial growth strategies	Short-term (0-12 months)
Stop spending money we don't have		Short-term (0-12 months)

Keep a balanced budget and bring in businesses that will generate tax revenue.	Full stores	Short-term (0-12 months)
Once again, favoring "unique character" over sustainable and realistic business practices is a trap that leads to provincialism and lost revenue.	Sebastopol needs to cater to its entire community, not just the boomer refugees from the psychedelic 60's. By prioritizing a narrow interpretation of the city's "character" over its growth, we have been frozen in time and class, locked into an inflexible ecosystem of crystal shops, yoga studios and expensive boutiques with no room for evolution or modernization.	Short-term (0-12 months)
This city hasn't been fiscally sound for many, many years which is why they are stealing money from the water and sewer rate payers. If the city had to pay us back, the city would be bankrupt. In fact, it may be if the hotel doesn't get built.	We need a fiscally responsible person in the city manager position and in charge of the finance department.	Short-term (0-12 months)
		Short-term (0-12 months)
This should be the MAIN focus	council would actually engage accountants and MAKE HARD DECISIONS to curb expenses	Short-term (0-12 months)
Promote small business' and the local economy. So many great businesses close down after a year because of high price points and not enough customers. Hard to fix the first issue, but promote tourism and new housing to help sustain a customer base.	More hotels & airbnbs for visitors, more events, more housing starts to grow population	Short-term (0-12 months)
Keep up the concentration on this.	same	Short-term (0-12 months)
This one is concerning. We have already pulled the lever to the max on taxes. If we could help business to thrive and build a boutique hotel, this helps us establish a platform for long-term financial sustainability. Without it, the city will continue to slowly die.		Short-term (0-12 months)
The cities struggle to remain financially solvent, and lack of planning for known expenses in the future.	Balanced budgets, investments in infrastructure, planning for the future.	Short-term (0-12 months)
Solvency	Make the Sebastopol budget sustainable	Short-term (0-12 months)
important	taxes reasonable based on accurate property values	Short-term (0-12 months)

The city needs to encourage redevelopment of low value properties. The city's financial resource is its land, and much of it is not being utilized effectively	the city will have enough money to fund services and infrastructure maintenance	Short-term (0-12 months)
Generate more revenue. Get a hotel on the Rite Aid site. Get a hotel in Redwood Marketplace. Piazza is not going to build a hotel until it sees Sebastopol getting cleaned up and the homeless people out of the town square. Homeless people are in the town square doing drugs in the middle of the day. No one is going to build a hotel with \$500 a night rooms across the street from a park full of homeless people. Also, if the two way streets get implemented, there will also be a giant traffic jam there and no one will build a hotel in front of a giant traffic jam.	For Sebastopol's revenue to be more than its expenses. Currently revenue is under expenses and the City is headed toward bankruptcy.	Short-term (0-12 months)
Fund City Staffing for volunteer committees	For example, allow staff to serve the needs of the Public Arts Committee, and others, to be able to return to monthly meetings. This will allow greater accomplishment of goals.	Short-term (0-12 months)
Same as goal 4		Short-term (0-12 months)
Better financial management, less attention to petty issues. Also more state and grant funding.	Financial security, reserves, fewer bond measures	Short-term (0-12 months)
	Rich boomers of a 60 should be paying more school tax	Short-term (0-12 months)
		Short-term (0-12 months)
Stop making decisions that are not productive to the majority of this city. Care more, plan better, spend less.	Consideration of all businesses, not just a select few. Sincere/genuine interest from those seeking to stay in their positions.	Short-term (0-12 months)
Wasting less of our money on changing the flow of traffic and instead prioritizing public safety by bringing back our fire department	Leaving the roads the same and having a fire department in town	Short-term (0-12 months)
See previous answer	Innovative ideas that are money saving such as composting toilets	Short-term (0-12 months)
balance the budget	a balanced budget	Short-term (0-12 months)
The empty lot for the hotel complex	Get it built! so the City has TOT revenue and a connected downtown core	Short-term (0-12 months)

Improve appeal and aesthetics to attract more shoppers. Police should enforce ticketing for traffic violations, especially in residential neighborhoods with high traffic (Valentine, pleasant hill Ave, Florence, Washington, Huntley. Bring back more Gravenstein apples. Higher taxes for chain stores.		Short-term (0-12 months)
Tax the wineries! They should be supporting the community not destroying it.	Sebastopol hS the funds needed to strengthen community services and build resilience	Short-term (0-12 months)
not wasting any funds that do not help the majority	more money in our budget	Short-term (0-12 months)
It seems our town has no plan how to achieve that. If it did, I assume it would obsess less on low income / social issues and more on creating the conditions that lead to making the town attractive to new, identity aligned, businesses, entrepreneurs and incoming homeowners, families (that increase the tax base). The town should increase taxes explicitly to target toward aim of restoring the town and building infrastructure for positive business . Don't be afraid to ask the voters to support this again. Get more serious about this.	The town becomes a top destination for tourists and the businesses that will support them, property and business values rise, more revenues taken in	Short-term (0-12 months)
The City is almost dead broke due largely to prior City Council's failure to adequately fund reserves and encourage sources of revenue appropriate for the City	Put much more money into reserves, do everything possible to get at least 2 new hotels built in City limits which will generate more tax income	Short-term (0-12 months)
Creating an effective short term and long term vision for financial security and growth.	More communication, updates on what's working, a cushioned budget that allows for road/sidewalk repair	Short-term (0-12 months)
	Rich boomers of a 60 should be paying more school tax	Short-term (0-12 months)
Property tax payers are still paying for Palm Drive Hospital- not existent!	Have the previous health care board take financial responsibility	Short-term (0-12 months)
Encouraging new businesses - city manager should be tracking expenses and make sure they are justified	Relaxing regulations - give city manager AUTHORITY	Short-term (0-12 months)
		Short-term (0-12 months)
Stop trying to do too much. You do not have the money or skills. Stop using consultants who are impractical.	Stop trying to do too much. You do not have the money or skills. Stop using consultants who are impractical.	Short-term (0-12 months)
		Short-term (0-12 months)

		Short-term (0-12 months)
		Short-term (0-12 months)
See prior comment about city Council being personally responsible for oversight of their staff's work.		Short-term (0-12 months)
Stop spending on consultants. Prioritize infrastructure. If downtown was cuter perhaps more business would come. Nail salons and tattoo parlors on main street are dragging our city down	More business that people want to go to like galleries, the Gather store etc	Short-term (0-12 months)
The empty lot for the hotel complex	Get it built! so the City has TOT revenue and a connected downtown core	Short-term (0-12 months)
lack of reserve funding and road repair funding	improving reserves, prioritize infrastructure spending	Short-term (0-12 months)
		Short-term (0-12 months)
change form of management to paid mgt		Short-term (0-12 months)
Financial stability should always be a priority	Continuous financial stability	Short-term (0-12 months)
I am concerned that the City Council has no long term financial plan. If it does then the public should be shown what it is.	City Council in conjunction with Sebastopol Times (or similar publication) to publish the Council's economic five year plan.	Short-term (0-12 months)
Find a way to increase and/or handle the city budget .	The city would be able to address the other stated objectives eg infrastructure issues.	Short-term (0-12 months)
Taxes. Empty storefronts	Why shop in Sebastopol when it's got the highest taxes?	Short-term (0-12 months)
Realistic risk assessments	Increase rainy day funds	Short-term (0-12 months)
Create a place for young families		Short-term (0-12 months)
Better budget overview. Why has our city not changed the business license fees in many years.	Enable the staff member who handles business licenses to join other cities in the Calif. Business tax association. See what every other city is doing.	Short-term (0-12 months)
Find additional ways to raise revenue - increasing property taxes on second homes, VRBO properties; attracting businesses offering good paying jobs.	Robust community services, clean streets, fully staffed municipal services	Short-term (0-12 months)
We have to get out of deficit spending.	A balanced budget.	Short-term (0-12 months)

<p>This town needs tourism and people spending money in our community. We also need to balance across property tax, sales tax, fees, and intergovernmental funding. Ongoing revenues cover ongoing operating costs. Encourage sectors that generate consistent tax revenue (not just seasonal spikes). We should charge for parking - minimal \$1-2 an hour will provide some income to the city. Police giving parking tickets, fines, etc. Our town needs to increase revenue and these are minimal ways</p>	<p>A budget that is not in deficit every year. Better financial planning to improve reserves over time - looking at 5 years ahead. Getting more tax dollars, target grants for infrastructure, climate resilience, and transportation grants.</p>	<p>Short-term (0-12 months)</p>
<p>We cannot be a NIMBY town and expect to grow and thrive as a community. We should embrace tourism and not be against everything new and different</p>	<p>Sebastopol would be more open to being part of a larger and more accepting county</p>	<p>Short-term (0-12 months)</p>
<p>5 Transparency around the generation of and uses for the water and sewer funds. The W& S funds have been inappropriately used to bolster the general fund and there are still concerns in my mind about the use of this tax increase to 'backfill' past expenditures. To avoid the future concerns (to much mingling of accounts) I would like to see the water and sewer department spun off to a separate Sebastopol Unility District (SUD) where we can know what is generated and spend on this most vital infrastructure. The established oversight committee could in addition to reviewing the fund, they could (perhaps working with a consultant hired by the city) help to guide this spin off. As our rates continue to increase (the hookups and sewer charges – a fixed element in the equation – are the driver behind the cost increases, not water consumption), you must be able to be accountable separately for the funds and not 'as a percentage' of the overall general budget.</p>	<p>0 - 12 mos to develop a plan for exploring the real possibility of spinning off the water and sewer department to the SUD. With a 1 -3 year timeframe for initiating implementing the effort.</p>	<p>Short-term (0-12 months)</p>
<p>What could Sebastopol offer the region that is exciting, new and unique?</p>	<p>Increased commercial activity. New local business expansion</p>	<p>Mid-term (1-3 years)</p>

There is little accountability with budget planning.	Get a City Manager and Finance Director who know how to analyze programs and cut costs	Mid-term (1-3 years)
disband PD	contract with Sheriff	Mid-term (1-3 years)
Council needs to concentrate all their time and effort in terms of bringing revenue into the City. The City needs to get a higher percentage of property tax from the County. The needs to get reimbursement for all the services Sebastopol provides from Permanent Supportive Housing to Low Income Housing to the Senior Center.	For the City to get more revenue from the County for all the services Sebastopol provides. The City should get \$1,000,000 per year to make up lost revenues due to Permanent Supportive Housing and Low Income Housing and to support Ives Pool, the Senior Center and Community Cultural Center.	Mid-term (1-3 years)
You might have thought about this one 15 years ago when you started pillaging water rate payers, closing hotels, and running the town down while torching dollars on petty feel-good virtue signaling and oddly corrupt feeling hotel sales.	You now don't have a chance in hell. Bankruptcy is not an if, it when.	Mid-term (1-3 years)
Develop and maintain a tax base while maintaining the "small town" feel of Sebastopol	Continue developing a small business model in the central area while encouraging tax producing endeavors in outlying areas.	Mid-term (1-3 years)
Be prudent. Seek grants. Make our tax dollars go far. Get that hotel built.	No more tax increases. Get suatinsbkebefore the new sales tax expires. Or get the hotel buoy and more housing to add property taxes to the roles.	Mid-term (1-3 years)
Build hotels, hospitality and entertainment/festival grounds to bring tourists to come here for music and arts. We need to lean into our community strengths of excellence in music and arts.	Encouraging entertainment with public venues and regular shows. Sebastopol festivals such as trashlants and more draw people from near and far to spend money locally and promote Sebastopol as a cultural destination.	Mid-term (1-3 years)
Get more businesses and you'll get more tax \$\$.	Balanced budget and money used to improve our city.	Mid-term (1-3 years)

<p>As gas prices increase folks are looking to have needs met closer to home. As the economy sours, Sebastopol needs to look at providing a sustainable local economy over chasing the tourist market or we will lose our town. I have watched this play out in Sedona where the drive to grow tourism has driven out many residents, made local home ownership drop as SRT groups have bought homes and reduced the ability for locals to rent or buy, restaurants and stores have become increasingly more expensive. It fortunately still has a few local focused pockets, but tourism has created a traffic nightmare. Many folks who work in the area can no longer live there, but have to drive in from other communities. Is this the goal for Sebastopol? It seems like it is.</p>	<p>A better balance of businesses between tourism and local community needs.</p>	<p>Mid-term (1-3 years)</p>
<p>Citizens need to know what it will take to maintain the city in good working order well into the future. Repeated budget shortfalls make one wonder if this is known.</p>	<p>The City determines to the best of its ability all costs to maintain infrastructure, services, etc. to a high quality level. Compare to available revenue, then if a shortfall exists, seek public support for additional revenues, and explain consequences if such revenues are not available.</p>	<p>Mid-term (1-3 years)</p>
<p>Really look at priorities compared to spending. Do they match? Is it more important to invest in things like parks or housing and workforce? The community will rally together for park projects--just ask them. The same cannot be said for investing in social services programs to benefit the poor and working class.</p>	<p>Less investment for a while in the nice to haves, more investment in supporting struggling families, adults, and seniors.</p>	<p>Mid-term (1-3 years)</p>
<p>Taxes</p>	<p>New policies, low income, affordability</p>	<p>Mid-term (1-3 years)</p>
<p>Really great to be climbing out of financial disaster of last year of two. Great that emergency fund is pretty healthy. But shush. one sizable earthquake and we are big fat trouble Especially with current administration in DC. All more reason to be on good financial footing. I know, easier said than done!</p>		<p>Mid-term (1-3 years)</p>
		<p>Mid-term (1-3 years)</p>

<p>You seem to be using permits to balance the budget- what's the long term goal since this is a one-time, unsustainable income stream?</p>	<p>I could drive streets where I couldn't tell I'd entered Sebastopol by the increased potholes. Budgets would be balanced Services would be running smoothly</p>	<p>Mid-term (1-3 years)</p>
<p>Money spending, Budget control</p>	<p>Just because there is money in the bank doesn't mean the city has to spend it. Don't spend money projected to be realized someday in the future. Be responsible</p>	<p>Mid-term (1-3 years)</p>
<p>if current operations aren't financially viable, change has to be made</p>	<p>Funds for all the things</p>	<p>Mid-term (1-3 years)</p>
<p>Adopt multi-year budgeting rather than doing everything with one-time money that is then not maintained. Create a 3-5 year action plan. Reduce deferred maintenance rather than backlogging everything. Encourage more tax efficient revenues by prioritizing businesses that generate strong sales tax. Invest in events that bring in visitors.</p>	<p>Sebastopol would provide a transparent dashboard to show residents the budget, priorities, and plans for maintaining roads, and other infrastructure. We would see a bump in events and businesses that bring revenue.</p>	<p>Mid-term (1-3 years)</p>
<p>Stop the huge tax burdens from growing.</p>	<p>My taxes and bond portions reduced</p>	<p>Mid-term (1-3 years)</p>
<p>Currently the financial sustainability looks bleak especially after losing \$1M to a phishing scheme and moving several million dollars to the side for employee retirement. Spending money to change the direction of traffic seems frivolous at this time. Bringing in a Bus Dev Manager to attract u pique and viable businesses to fill the retail spaces seems most financially sound before adding expenditures that are nice to have.</p>	<p>Retail spaces would be filled and the For Sale/For Lease signs would be minimal. Revenues would be organically improved and the sales tax would be lowered.</p>	<p>Mid-term (1-3 years)</p>
<p>Our area needs to appeal to young people to move and flourish here, and to visitors to keep coming back.</p>	<p>Steady and continuous improvements to infrastructure</p>	<p>Mid-term (1-3 years)</p>
<p>too much money goes to policing, not enough for parks, etc</p>	<p>also, we have done enough for homelessness for the size of our city</p>	<p>Mid-term (1-3 years)</p>
<p>Day visitors generate impacts but not proportional revenue. People come for wine tasting and dining, use city services and infrastructure, and leave. Mechanisms exist in other communities to capture value from day tourism - parking fees, tasting fee structures, event impact fees - without depending on overnight stays or TOT alone.</p>	<p>Revenue streams tied to actual visitor activity, not just hotel stays. Day tourism contributes to the infrastructure it uses. New funding supports cultural and community priorities rather than just backfilling deficits.</p>	<p>Mid-term (1-3 years)</p>

If people can afford to live here then they would contribute more to the long-term financial success. Making sure young families have access to affordable rental places, programs to help 1st time homebuyers .	More families moving to Sebastopol	Mid-term (1-3 years)
Bigger tax base	Possible tourist revenue?	Mid-term (1-3 years)
Doing more to bring businesses to Sebastopol that will increase tax revenue. Figure out how to get the hotel projects going.	2 (or more) vibrant, beautiful hotels in downtown Sebastopol	Mid-term (1-3 years)
our financial sustainability is nested within larger systems that are not looking responsible	balanced budget, set aside funds for emergencies	Mid-term (1-3 years)
We need healthy reserves and to be looking well into the future in terms of financial stability. Don't spend down now at the expense of tomorrow.	We have significant healthy reserves that we continue to build. We have a system for ranking expenditures and oversight from different groups to identify where we might be wasting money. We are continuously investing in the community which includes a reserve fund.	Mid-term (1-3 years)
You asked us for emergency tax money to pay your salaries with no accountability for how it is to be spent.	Don't ask us for more tax money- work within the budget allotted.	Mid-term (1-3 years)
The economic development of the town is directly related to the financial health of the community. Focus on grassroots level economic development, and building the livelihoods of small business owners. Consider a grant for economic development of cohorts of business leaders.	Flourishing bioregional economy.	Mid-term (1-3 years)
		Mid-term (1-3 years)
There is more than enough money, tax billionaires		Mid-term (1-3 years)
Build that hotel! Create/support a live theater group that attracts the luncheon dinner crowd.	A bit more income for small businesses and a boost for the arts.	Mid-term (1-3 years)
		Mid-term (1-3 years)
Keep the financial stability	People enjoy to live here	Mid-term (1-3 years)
Maintain balanced budget	Balanced budget	Mid-term (1-3 years)
Very important.	Being able to deal with emergencies and unexpected financial situations.	Mid-term (1-3 years)
More festivals	1-2 large scale music festivals per year in the county areas	Mid-term (1-3 years)

	Signage, marketing, activiites.Our library excels at providing so much, and to include the city hall as its adjacent partner would help to emphasize a city center feeling.	Mid-term (1-3 years)
Have a plan and follow it.	Balanced budget.	Mid-term (1-3 years)
Need to make sure that the city and county remain solvent—not in debt	Annual budget with revenue that covers costs	Mid-term (1-3 years)
Supporting local businesses - we are the backbone of the county for food. Allow more funding for local grants.	Allow more funding for local grants and assistance applying for them.	Mid-term (1-3 years)
High taxes on high end tourism	I'm very concerned about tourism and Airbnb taking \$ away from locals. BUT if we can make it a major source of revenue, then we should balance it out. The surcharge tax on transient rentals might need to increase to 6-7%% (is it only 2% now?). I feel if we are leaders in local, community education & organization, then we can also get investors, freeing up tax money for infastructure. We could offer robust classes for which we charge, lease rooftops for solar, and rent event space (Rite Aid?).	Long-term (3-5 years)
I read weird stuff-Sebastopol allowing rotary club to build on top of redwood tree roots-everyone wants the dirt/grass-seb city council ignores public, hotel going in downtown/minus zero parking, turn one way roads back to two way, heaven forbid we have a affordable grocery store for locals because it would hurt overpriced local grocers-stop coming iow weird ideas-start learning to balance a checkbook #1-oppose plans that don't come from the community of Sebastopol, allow locals access to affordable food not everyone here is a millionare	Stop dingbat ideas-stop focusing on tourism and focus on LOCALS , fix the damn roads already, halt the assassin or rotary club project-lves park should t be THEIR anniversary project, focus on fiscal responsibility -how to stop being in debt-no the hotel revenues WILL MOT get us out of debt-starting to hate living here	Long-term (3-5 years)
I know this is vital to everything this. Sadly, I have no idea how to achieve it.	Positions would be filled, streets would be repaired.	Long-term (3-5 years)
Promote and protect small business	Support small business	Long-term (3-5 years)
No comment, can't get rid of filled in circle.	Do not wish to respond.	Long-term (3-5 years)
We all, from the us govt down, need long term stategic planning	Revised and better city strategic plans, that focus on environmental sustainability and balance growth with mindful growth	Long-term (3-5 years)

Support local businesses by keeping large chains and big box store OUT of Sebastopol. If someone want to support morally corrupt businesses, they will have to shop in a different local city.	Sebastopol maintains a very special character that separates it from other cities in the area. It's clean, green, morally responsible to local businesses and citizens. We stand for something more than just profit and growth. We stand for sustainability and responsibility.	Long-term (3-5 years)
same answer as the previous topic	same answer as the previous topic	Long-term (3-5 years)
I am not an expert. Be careful with money.	? A balanced budget?	Long-term (3-5 years)
Stop spending money on stupid shit.	A city that doesn't spend money on stupid shit.	Long-term (3-5 years)
Live within means		Long-term (3-5 years)
cut the fat, no new hires!	fiscal situation improved!	Long-term (3-5 years)
Wean yourself from the teat of modern policing.	No drones, no flock, no military gear.	Long-term (3-5 years)
		Long-term (3-5 years)
Certainly	Relatively conservative on expenditures; diverse sources of revenue; creative economic development; net consistently in the black.	Long-term (3-5 years)
Stop spending money we don't have	Less spending and more saving	Long-term (3-5 years)
Why didnt we pass the vacant business tax? Seems in city interest to have active businesses	Decrease in business vacancy rate, stabilization of revenue	Long-term (3-5 years)
		Long-term (3-5 years)
Stop investing in expensive short-sighted social experiements like Horizon Shine, which was millions for only a couple of years, then the homeless, after 2 suicide and many public safety calls, went defunct anyway. Then, the City was threatened with a lawsuit to continue some kind of housing. Also, poorly executed housing plans where poor are kicked out of housing because they were supposed to be farm workers. Also, housing, such as behind Riley, that was supposed to be for first time homeowners and working middleclass from Sebastopol, that actually became million dollar plus housing for a more financially privileged class of outsiders.	Transparent and responsible followthrough of programs that are not social experiments, but are based on reality-based economics!	Long-term (3-5 years)
less money wasted on PR studies, so-called public art, etc.	not sure	Long-term (3-5 years)

Why do we have such a high sales tax? This drives patrons to other towns. Tax in other ways if necessary. Tax land lords that leave store fronts vacant. Places should not sit empty just because of land lord greed.		Long-term (3-5 years)
	A plan that has short term, middle, and long-term goals, so that people can see early results, while still aiming for greater results in the future.	Long-term (3-5 years)
Eliminate bias against doing commerce in city limits, you'd think it was a crime. Eliminate bias against doing commerce in city limits, you'd think it was a crime.		Long-term (3-5 years)
Work to transform CA's property tax system.	Everyone pays their fair share for property tax, not based upon when you bought.	Long-term (3-5 years)
Pay your bills and plan to fix the City's infrastructure as the City gains population.	Impossible with folks always in the dark.	Long-term (3-5 years)
Boosting commercial success in the downtown seems like a great way to achieve this. What is the outlook for the luxury hotel coming on-line?	A continuation of unique services and events targeting the local population should be maintained while also welcoming in a transient tourist population with alternative offerings.	Long-term (3-5 years)
Rich homeowners over 60 should be paying the most school tax to ensure the future of our community is there	Make the boomers pay more tax	Long-term (3-5 years)
		Long-term (3-5 years)
Do we have a reserve study? Does anyone know what that is? Live within our means.	We are out of debt.	Long-term (3-5 years)

Theme Definition	Theme	Timeline	Count
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Overwhelming focus on achieving balanced budgets, eliminating deficit spending, living within means, and fiscal responsibility as foundational to all other goals	Budget Balance / Deficit Concerns / Fiscal Discipline	Short-term	32
Calls for new revenue streams: hotel/TOT taxes, parking fees, tourist taxes, property tax reform, county revenue share, and tax burden concerns	Revenue Generation / Tax Policy / Tourist Taxes / TOT	Short-term leaning Mid-term	28
Strong emphasis on reducing wasteful spending, eliminating consultant contracts, cutting "pet projects," and prioritizing essential services	Spending Cuts / Waste Reduction / Consultant Criticism	Short-term	24
Specific focus on building hotels (Rite Aid/CVS sites), generating TOT revenue, and leveraging tourism for fiscal sustainability	Hotel Development / Lodging Infrastructure / TOT Revenue	Short-term leaning Mid-term	18
Support for locally-owned businesses as economic drivers, opposition to chains/big box stores, and keeping revenue circulating locally	Local Business Support / Anti-Chain / Small Business Focus	Short-term	14
Calls for transparent budgeting, public reporting of expenditures, searchable payment databases, and clear communication about fund usage	Fiscal Transparency / Accountability / Budget Reporting	Short-term	12
Emphasis on hiring competent City Manager/Finance Director, filling vacancies, and professional leadership to restore fiscal health	City Manager / Staffing / Leadership for Financial Management	Short-term leaning Mid-term	10
Focus on building rainy-day funds, reserve studies, multi-year planning, and preparing for economic shocks (earthquakes, recessions)	Reserves / Emergency Fund / Long-Term Financial Planning	Mid-term leaning Long-term	9
Discussion of balancing tourism benefits with resident needs, capturing revenue from day-visitors, and avoiding over-dependence on seasonal tourism	Tourism Balance / Visitor Revenue Strategies / Day-Tourism Fees	Mid-term	8
Specific concern about water/sewer funds being used for general fund, calls for separate utility district (SUD), and rate accountability	Water/Sewer Fund Transparency / Utility District Spin-Off	Short-term leaning Mid-term	5

Calls for higher property tax share from county, reimbursement for services (homeless housing, senior center), and state/federal grant pursuit	Property Tax / County Revenue Share / Intergovernmental Funding	Mid-term	5
Concern that high housing costs drive out young families/workers, reducing tax base; calls for affordable housing to sustain long-term revenue	Housing Affordability / Demographic Shifts / Young Families	Mid-term leaning Long-term	5
Responses indicating satisfaction with current fiscal direction, "financial stability is important," or "keep doing what we're doing"	Status Quo / Satisfaction / "Doing Well"	Mixed (Short & Long-term)	4
Responses indicating uncertainty about how to achieve financial sustainability, "no idea," or minimal/non-substantive feedback	Unclear / Confused / "Don't Know" / Blank Responses	Mixed (Short, Mid, Long-term)	11
Specific debate about defunding police vs. fully funding public safety, and how public safety spending impacts overall fiscal health	Police/Fire Funding Debates / Public Safety Budget Allocation (<i>Emergent</i>)	Short-term leaning Long-term	4
Calls for formal multi-year budgeting processes, public dashboards showing budget priorities, and structured financial planning frameworks	Strategic Planning / Multi-Year Budgeting / Dashboard Reporting (<i>Emergent</i>)	Mid-term	4
Specific mentions of pursuing state/federal grants for infrastructure, climate resilience, and transportation to supplement local revenue	Grant Funding / State-Federal Revenue Pursuit (<i>Emergent</i>)	Mid-term leaning Long-term	3
Suggestions to use parking fees, traffic fines, and code enforcement as modest but consistent revenue streams	Parking Fees / Fines / Enforcement as Revenue (<i>Emergent</i>)	Short-term	3
Specific proposal to consolidate Sebastopol's multiple school districts to reduce administrative overhead and redirect funds to student support	School District Consolidation / Education Funding Efficiency (<i>Emergent</i>)	Short-term	2

Goal 6: Economic Development

What's on your mind about this goal?	For this goal, what would success look like if achieved?	How soon should the City focus on this?
Given what is beyond a local communities control makes this difficult. Do what you can to turn permits around quickly, reduce entitlement times, reach out to attract business.	Low commercial vacancies, new business opening and thriving, new infill housing is developed as much as possible, redevelopment where needed.	Short-term (0-12 months)
Don't use pot farms to increase tax base.	A ready made drug should not be accessible in the fields and open areas.	Short-term (0-12 months)
Council needs to focus on creating a viable business environment, which means parking for cars and safe environment for visitors. Council needs to deal with all the homeless people downtown.	New businesses opening up that generate sales tax. A hotel.	Short-term (0-12 months)
Create a private-public Econ Development entity, with seed funding and grant-writing capabilities	An active resource for biz expansion and retention	Short-term (0-12 months)
Whole Foods needs a better spot. Use the redwood market place as a refuge drop off free	People need more space to park for WF. Mattress and other large trash wouldn't get dumped. Check out how Montana does free dump stations.	Short-term (0-12 months)
This is extremely important to me	Businesses could stay in the Barlow and downtown and actually sustain and thrive	Short-term (0-12 months)
More non chain businesses and restaurants. A high end hotel.	A few highly rated restaurants like Healdsburg. An entertainment venue that would work well for expensive weddings	Short-term (0-12 months)
There is a crumbling downtown.	It will never return to what it was in the 80s and early 90s. No jobs just look at Oreilly another foolish move by our fair town. Sits vacant.	Short-term (0-12 months)
Traditionally Sebastopol has been horrible at economic development, which is why the cities in terrible financial shape. Council is acted your responsibly with its land use and relationship to businesses. They gave away a hotel to the county, which has long-term repercussions.	Take it's fiduciary duty seriously, and needs to start making decisions that do not harm the cities financial	Short-term (0-12 months)
Actively work on filling empty buildings with businesses people will actually shop in. Bring in some major businesses to the outskirts of Main St	A bustling business economy that will bring in tax dollars.	Short-term (0-12 months)

We do not need a discount grocery store in the middle of town. Discount retailers attract more discount retailers. The city needs to be cleaned up and less transients in order to be attractive to new businesses.	No more chains downtown. Cleaned up downtown and attractive to new businesses. I do not see how a two way road will help this. That's a waste of time and money.	Short-term (0-12 months)
It seems that while businesses have gone out, it has left empty buildings that aren't being repopulated because the rent is too expensive. This will not help our town thrive.	Drawing the public into town with local affordable businesses that can sustain both as a result of adequate business flow and affordable rent.	Short-term (0-12 months)
No big corp. businesses	Enforce policy	Short-term (0-12 months)
Encourage biz to establish in town	more tax dollars coming in	Short-term (0-12 months)
If you want economic development you need someone in charge and a plan. Sebastopol has neither. I'm sure two way streets 15 years from now will be the answer. (NOT)	I would say we need help from organizations like ROTARY, but they just found out what happens if you bring cost effective pragmatic ideas to planning...get crushed under the machinery of "little government"	Short-term (0-12 months)
Again, this is a community of local businesses - support this concept. Do not let Grocery Outlet, Walmart, and other corporate interests destroy the community businesses. In the long run, this hurts everyone.	Stop approving big businesses that hurt the high quality local businesses.	Short-term (0-12 months)
See above. First things first.	Success would equal business growth.	Short-term (0-12 months)
Develop a city based lottery to have economic growth	Money overflowing the cash box.	Short-term (0-12 months)
Don't change the downtown street direction on Petaluma or Main St,	Remove bike path, return streets to 2 lanes	Short-term (0-12 months)
Support local businesses. Get traffic and parking BETTER so people want to come downtown and shop, and it's not a stressful experience. Do that by avoiding high-traffic Grocery Outlet if possible. Not throttling traffic with that crazy 2 way street plan. Did you read why it was changed to 1 way? Not with huge businesses that bring in more traffic than the streets can handle. And NOT with big parking garage. That is not Sebastopol character.	Traffic and parking become sane. Supporting local businesses becomes easier. It's relaxing to go downtown. We keep our city's small town charm and character. That brings financial support. Not killing the goose that laid the golden egg.	Short-term (0-12 months)
Support small business funds to help elders	Stronger communities	Short-term (0-12 months)

Is something like Soft Medicine really better for our community than a Little Caesar's? Sebastopol doesn't just have to be a mecca for the hippiest among us to be locally driven, economically stable, and small business friendly	A broad diversity of local businesses	Short-term (0-12 months)
The City and Council need to actively engage landlords and business owners to fill commercial vacancies. The City and Council need to make downtown attractive and safe so people want to open businesses in Sebastopol.	No commercial vacancies.	Short-term (0-12 months)
downtown will be ruined with 2 way streets	the strip malls outside downtown were gone	Short-term (0-12 months)
Listening to them for a change. And organizing all of your remaining 3-4 years of financial solvency on listening to businesses and organizing as many proactive hyper-revenue-focused policies as possible. It will require you to actually study other cities such as Petaluma and Healdsburg, and cities that actually court tourists and don't have smug nimby posturing, which seems to be a struggle for you.	Petaluma.	Short-term (0-12 months)
Help businesses	Do everything in your power and budget to help businesses in town stay in town; police should respond immediately to crime, parking should be ample, sidewalks kept clean, ease regulations are that are just red tape	Short-term (0-12 months)
As a local small business for 18 years we are a huge part of the community and I would like to see some support for us staying in business as nonlocals move in and price us out.	Main St. would become attractive for both locals and tourists with shops that appeal and serve the community	Short-term (0-12 months)
Continue to support local	current status. Sticking to the local plan. Seeing local business entrepreneurs be successful and maximizing their particular income streams.	Short-term (0-12 months)
Support and strengthen the chamber Of Commerce	Unity and wide ranging agreeable population of willing participants in the chamber.	Short-term (0-12 months)

Rents are expensive- tax vacant commercial properties as a blight.	Rents come down and commercial space is fully utilized. Build more dance halls with sprung floors for rentals that are affordable. Arts and entertainment opportunities abound and Sebastopol is a music destination. Experiential arts and entertainment venue in place of Rite Aid or other corporate garbage.	Short-term (0-12 months)
Bring in more businesses	Full stores	Short-term (0-12 months)
Fill empty buildings with new businesses and schedule new festivals	Sebastopol would be a popular destination for tourists	Short-term (0-12 months)
Local businesses need more patrons.	More people would live in and near town and town would be a safer, more pleasant place to be. Lots more people plus lots more foot traffic means far more patrons for local businesses.	Short-term (0-12 months)
Identifying business needs in our community rather than reacting to short term vacancy concerns.	A no vote on the Grocery Outlet CUP	Short-term (0-12 months)
Allow drive through service to allow easier access for disabled body folks!!☐	See above comment	Short-term (0-12 months)
The city council is not doing it's job	provide the people of sebastopol a chart that shows what kinds of businesses that can open in town and what the criteria is to be considered. Don't just let nationwide businesses open with just an apology-oops we made a mistake. once again this information should be available to everyone. Grocery outlet is not a good tenant for the downtown area. who encouraged them in the first place??	Short-term (0-12 months)
Big "Roll Back the Tax" Advertsement Campaign	Financial windfall for downtown businesses- people will drive for a cut in taxes right now. Just to feel that little difference. Roll backfor the most financially difficult time of the year for downtown businesses.	Short-term (0-12 months)
This is a small town that can not offer everything to everyone. Hense a trip to SR or Amazon. I support stores downtown but some don't appeal to me. I am a senior who doesn't need to buy more stuff. There is a nice selection in the downtown and Barlow for personal and gift items.	More revenue for the city. Don't most small towns struggle with this?	Short-term (0-12 months)

Support local businesses	Listen to business owners needs and preferences. They asked to keep Recology	Short-term (0-12 months)
Support local businesses	Listen to business owners needs and preferences. They asked to keep Recology	Short-term (0-12 months)
Policies, regulations, permits	Loosen, make easier to start less hoops	Short-term (0-12 months)
If you want more money try investing in public spaces and increase parking. People can't shop here if there is no where to park and walking around is difficult	More walkable community	Short-term (0-12 months)
The City needs to attract more businesses and fill vacancies, especially in big areas like Rite Aid and old CVS.	Hotels in downtown and on 116 North	Short-term (0-12 months)
Local businesses NOT BIG CHAINS	Having all small local businesses and a town that is there for them	Short-term (0-12 months)
Recruit businesses and provide more parking	People shopping in town. Able to find a parking spot	Short-term (0-12 months)
1. Stopping Grocery Outlet from coming to downtown. Converting Rite Aid property into market rate housing, retail, and public space.	A beautiful 4-story condo complex, with underground resident and business parking, retail stores, restaurant, and an area for public art and seating.	Short-term (0-12 months)
See previous answer.		Short-term (0-12 months)
Support tourism		Short-term (0-12 months)
See previous. More tourism & small business growth	more hotels, more housing for new residents	Short-term (0-12 months)
YES! This speaks to both goal 1 and goal 5. Six is the path we absolutely must follow NOW.	Survey the business owners = ask what they need = then do it. Make a plan to address the issues and involve a business person to help enable a PLAN.	Short-term (0-12 months)
agree , nothing too big or outside of our small town charm arena	development without chaos	Short-term (0-12 months)
Sebastopol has failed at economic development. Prior Council's took what would have been a middle class town with sufficient revenue and drove it into the ground. Now current Council needs to figure out how to dig out of a revenue hole. Hotels would be the fastest way. Start pitching the Redwood Market Place and Rite Aid as hotel sites. Start meeting with local hotel developers. Get the homeless people out of downtown.	Increased revenue to meet the City's expenses.	Short-term (0-12 months)
More focused ne	Needed on downtown businesses, Barlow	Short-term (0-12 months)

I think it's great.	Maybe a little easier parking downtown, events to target local businesses.	Short-term (0-12 months)
	Tax the rich fucking boomers tax away tax away!	Short-term (0-12 months)
		Short-term (0-12 months)
Combination of previous answers works well for this one as well.	That titles (CC members, not all, but most) do not matter, action/progress/inclusivity for ALL taxpaying businesses does	Short-term (0-12 months)
Leaving roads the same	By changing roads and eliminating parking spots it makes the down town less usable help businesses by leaving things the same	Short-term (0-12 months)
Concern for non profits such as senior center and community center. How to support?	Include in budget more financial support for senior center and community center.	Short-term (0-12 months)
Make it easier to shop and dine in downtown	Success would be popping down town anytime of day and have ease of shopping/dining	Short-term (0-12 months)
yes...deal with the ridiculously high rents that are forcing small business to leave sebastopol. We are losing our local businesses quickly	work with landlords to rein in greed and keep our long term businesses here.	Short-term (0-12 months)
Too many cute businesses	Get some stores that sell real goods, like kitchen ware, shoes. Fewer big box stores	Short-term (0-12 months)
Bring back a Bus Dev Manager and recruit businesses that fit Sebastopol's unique character.	Financial stability would improve, the retail spaces would be filled, lots of visitors would come to the city to shop and dine.	Short-term (0-12 months)
Improve walkability and parking. Consider taking down the old rite aid for more parking. Small business incentives. Support the arts and music. Improve our parks. Support some short term rentals and tourism taxes. Outdoor seating for restaurants. Pet friendliness. Small business incentives. Better landscaping. Makers markets.	More visitors.	Short-term (0-12 months)
bring in more mom and pop business	no empty store fronts	Short-term (0-12 months)
Outlaw chain and big box stores		Short-term (0-12 months)

<p>To support economic development you need a clear strategy of what type of development you want to see happen or increase. This aligns with the Character/Identity question. Enhance and support arts, lifestyle, charm, festival and community culture -. Business need customers and patrons, you need to increase visitors, you want and need to target the right kind of visitors (I contend that this is wine country lifestyle enthusiasts, both regional and visitors from afar), The Barlow's realtive success is a model that is not yet optimized but clearly has great qualities and should be spread more widely across the town and public spaces. brings in visitors with income to spend. Healdsburg has mastered this kind of evolution. Mill Valley is another good example. Make Sebastopol a top center for Arts, Music, Food, Wine, Wellness, Crafts, Antiques, Dance, Films ..more .. Find ways to get interesting people to visit then potential set up businesses here. You can increase economic development if you support, expand and better *communicate* (marketing the town) Sebastopol's identity as a friendly location for all this, you should be finding / encoraging proven organizers/organizations to help, you should get very current on using online and social media methods to achieve these goals - enlist some young people !!!</p>	<p>Personally, I think we need to greatly alter the make up of the town council - or the current town council needs to start demonstrating that they can modernize there approaches - the demographics or this town are going to shift a great deal across the next decade as the aging generation becomes replaced by new, younger families. You need to set the town up for it's next chapter of growth -</p>	<p>Short-term (0-12 months)</p>
<p>Allow businesses to make their own decisions with minimal restrictions, and encourage them to stay open later</p>	<p>More places to go in the evenings instead of just bars</p>	<p>Short-term (0-12 months)</p>
<p>Fill vacant businesses</p>	<p>Get businesses into buildings such as Jaspers which has been vacant for far too long. It's a good restaurant location. We need another Italian restaurant. Do what you have to do to incentive someone coming in there.</p>	<p>Short-term (0-12 months)</p>

The City Council has never adequately supported local businesses	Making Sebastopol a place where visitors want to stop and spend money. The local population alone cannot sustain our local businesses.	Short-term (0-12 months)
	Tax the rich fucking boomers tax away tax away!	Short-term (0-12 months)
Relax regulations	Change the ban on chain stores to a variance approved by planning dept	Short-term (0-12 months)
You built the Barlow that is a failure for locals. Rents are too high and the business keep failing because of that. Just for tourist and took business from downtown	Stay out of the way. You already hurt them with the highest sales tax in the state and the garbage contract	Short-term (0-12 months)
		Short-term (0-12 months)
		Short-term (0-12 months)
I have been very disappointed that the council has sought to cut their way out of budget crisis rather than grow their way out cutting the budget is a short-term solution to a decades long festering problem unless the city council can start to support economic growth by encouraging business development in the City Of Sebastopol the city will dissolve .	A variety of strategies could be implemented to encourage economic development in the downtown core, including tax relief zones permit offsets are an investment in public relations for the downtown core. It was very shortsighted at the downtown business beautification branch that allowed local businesses to apply for a small grants to offset storefront renovation. Every little bit helps small businesses, and this small grants went a long way towards encouraging small businesses to improve their sore fronts in our downtown core. It was a shame that the city council couldn't see the value to this.	Short-term (0-12 months)
		Short-term (0-12 months)
Is Sebastopol interested in a broader, more inclusive scope of what is a desirable business? A grocery store that moderate and low-income customers flock to is facing strong pushback. It's a grocery that many who must use the crossroads would stop at.		Short-term (0-12 months)
Too many cute businesses	Get some stores that sell real goods, like kitchen ware, shoes. Fewer big box stores	Short-term (0-12 months)
If the 2-way streets happen, very likely this will negatively affect businesses along this road. Bicycle use is needlessly prioritized over business growth and residential use.	Retain one-way streets	Short-term (0-12 months)

Seems very tied to goal #1. I don't see them as separate.		Short-term (0-12 months)
Have our town know. In the county and through tourism as a great place to shop	Small businesses thrive	Short-term (0-12 months)
		Short-term (0-12 months)
Stop interfering with local business - there's already too much regulation in Sebastopol as to who can & can't have a business that's inconsistent (look at the Little Caesar's fiasco).		Short-term (0-12 months)
reduce fees and regulations	lower amount fees and regs	Short-term (0-12 months)
Grocery Outlet could be devastating for our local grocery stores. We already have seven and don't need any more.	Don't allow Grocery Outlet to damage local businesses and the unique quality of our town.	Short-term (0-12 months)
Allow "fast food" options in the downtown.		Short-term (0-12 months)
Be supportive of established businesses		Short-term (0-12 months)
SALES, SALES, SALES for retail business. Connecting the Barlow to downtown with a major identify of how to walk from one to the other; visual (signage, markeing within stores), to provide visibiity to both areas. Right now, the Barlow acts like its own city. They could be asked to do much more in facilitating their visitors to include downtown. Signs in each of their stores reminding that there's also mich more just down the street. A visual awning to connect both?	Agreement from Barlow to truly participate; less reliance upon social media and online visibility. Actual, printed material is still enjoyed and used. And kept for reference.	Short-term (0-12 months)
		Short-term (0-12 months)
I already spoke to this in the question on how to keep Sebastopol's unique characher	See my answer to no. 1	Short-term (0-12 months)
Keep downtown accessible!	Keeping all parking spaces on Main St!!!	Short-term (0-12 months)

<p>Position as a center for creative culture + sustainable agriculture + local craft. Maintain a balance between retail, food, services, and creative uses. Attract creative professionals (designers, producers, artists). Support businesses that offer classes, workshops, tastings, events Encourage hybrid models (retail + experience + community space). Activate Underused Spaces (Low-Cost Entry Points). Encourage pop-ups, incubators, and short-term leases Convert vacant storefronts into rotating retail or gallery space. Get rid of the drive up bank tellers and create more parking for small businesses in that area. Streamline permitting, licensing, and inspections (clear timelines, fewer handoffs) Create a “small business concierge” function inside City of Sebastopol Pre-approve common use cases (e.g., outdoor seating, pop-ups, temporary events). Promote creative and agricultural experiences tied to local identity. Create more parking for local businesses - get rid of drive through bank teller on Sebastopol Ave and make that a parking lot for local businesses. Wasted space as it currently is.</p>	<p>Low commercial vacancy and high business retention. A diverse mix of independent businesses (not interchangeable with other towns) Consistent local foot traffic throughout the week Entrepreneurs choose Sebastopol because it’s supportive and aligned with their values. Revenue circulates locally, strengthening the broader community. Growth happens without eroding character. Invest in walkability, lighting, seating, and landscaping. Expand outdoor dining and pedestrian-friendly zones. Create small plazas and gathering points</p>	<p>Short-term (0-12 months)</p>
<p>Help to get the proposed Hotel (not the Barlow) built. we need overnight tourists in town (not at the edge at the Fairfield). We need TOT. we need increased sales tax. We don't need more tattoo and nail parlors. Consider incentivizing the hotel folks to spur them to build. Perhaps reduced tax payments to the city for 2 years? or reduced permitting fees/process? the city would benefit in the long run from increased TOT and immediately from increased sales tax. Local businesses would benefit from increased sales.</p>	<p>A plan to incentive the hotel business to build the hotel.</p>	<p>Short-term (0-12 months)</p>
<p>I would love to see more support for small businesses, artists and health/wellness professionals</p>		<p>Short-term (0-12 months)</p>

Becoming a leader socially & economically	Same as sustainable Question. I'd like to see us be innovators in small scale success. Renting event space (Rite aid), renting rooftops for solar, offering classes for fees, and creating training programs for civic engagement (for which we can charge a fee). PS: the how soon should we start on this is a tough question. Start visioning NOW, get feedback & supporters 1-3 years, set goal of implementation 3-5 years.	Mid-term (1-3 years)
Stop spending. Stop unnecessary development	Stop the hotel, plans to make 2 way streets-over-focus on tourism,	Mid-term (1-3 years)
Generally, the city seems inconsistent in its approach to local business growth. I am not aware of a detailed policy statement about the kind of businesses the city wants. I know for sure that they don't want "chain" stores, although they have allowed in several, and they don't like drive-thrus. (I don't know why). Generally, I can't see the pattern by which exceptions get made for some and not others. Going clear back to the Barlow and CVS, it seemed that two set of standards were applied. Generally, the down town merchants seem to get much less support than the town's "shopping district," the Barlow. (I'm pleased to see the Barlow is becoming more than tasting rooms.	Sustainable businesses; retail, manufacturing, arts, services, hospitality, and health care, would all be welcomed, and encouraged, maybe even supported with incentives. Of course locally owned would be a priority.	Mid-term (1-3 years)
Don't limit franchises from opening in Sebastopol. Encourage reasonable rent for empty businesses like the old Longs Drugs.	Fewer empty storefronts. A sporting goods store. A place to hang out late in the evening that does not serve alcohol.	Mid-term (1-3 years)
Well, it seems like some local businesses aren't able to do well because of high space rent and again traffic issues where you can't get to their business and if you get there there's nowhere to park	Someway to sustain local businesses financial aid, so they don't have to be driven to another town. Also fix the traffic problems.	Mid-term (1-3 years)
Your running people oit of town by raising taxes	lower taxed	Mid-term (1-3 years)
support affordable housing	rent control	Mid-term (1-3 years)
Very curious what your goals will be here.	Not chains. Keeping sebastopol local charm	Mid-term (1-3 years)

People who are Physically Active are more likely to commune in the daytime hours and spend time in restaurants and shopping areas spending money.	People come from town to town to play Pickleball, and provides lots of opportunity to meet with friends.	Mid-term (1-3 years)
Help current businesses. Sales taxes are too high in Sebastopol now, garbage rates have hiked for businesses. Be pro active. Find ways to save money for businesses.	Help for businesses rebates. Incentives to come to town to open businesses in vacant buildings. Don't just cater to the wealthy developers and business owners. Help the little guys	Mid-term (1-3 years)
Again, support Sebastopol businesses that provide local needs as much as attracting outsiders to come into town. I really don't know many locals who go to the Barlow other than the community market. As tourism Sebastopol and flows, so does economic viability. There needs to be a better balance. i can't afford to eat at many of the restaurants or shop at many of the stores in town as things have changed in the town and the economy.	More encouragement of locally focused businesses, restaurants, etc.	Mid-term (1-3 years)
not so many tattoo places....	family friendly business	Mid-term (1-3 years)
How do you say this is an amazing area to visit and we get a lot of money from tourism. We look toward economic development. I would like us to remember working families in the community or struggling to make ends me and have trouble accessing affordable housing.	To me, this means supporting small businesses and having spaces and opportunities for moderate low income people to feel at home here too	Mid-term (1-3 years)
Build something in that empty lot across from the square	A world class sculpture garden (not Patrick Amiot)	Mid-term (1-3 years)
reducing sales tax. continuing to keep large predatory capitalistic corporations from establishing businesses here.	finding a way to reduce sales tax.	Mid-term (1-3 years)
		Mid-term (1-3 years)
Allow businesses to be profitable	Give business incentives. Give them a couple of years of operation to get to the full tax level	Mid-term (1-3 years)
In order to support local businesses, don't let grocery outlet in and dump the idea of 2 way streets. It is insane to think that people are going to sit in gridlock trying to turn left all over downtown and say, "Gee, I think I'll try and find a parking space and shop."	It's tough because the barlow is newer, more welcoming, and doesn't have tatau parlors. They spruce it up during the holidays. The downtown isn't.	Mid-term (1-3 years)

Very hard to park to go to downtown stores	new parking lot maybe where Jasper OFarrels was	Mid-term (1-3 years)
Small business, local owners not huge business franchises should thrive in our community	Viable community with local businesses thriving	Mid-term (1-3 years)
Walkable downtown with local businesses	Thriving downtown business district with local business owners (No chain stores)	Mid-term (1-3 years)
Agree	Strong partnerships/relationships/consultation with business community. Creation of new Business Improvement District for all downtown and 116 corridor. Support for making Sebastopol a restaurant/hotel/arts destination.	Mid-term (1-3 years)
the local businesses are the economic engine of our city and need to be successful	businesses feel supported by the city and they thrive, helping the city with its bottom line	Mid-term (1-3 years)
Make it easier for cafes and retailers to secure a permit for business. Increase foot-traffic, Invest in marketing and tourism. Fill vacant storefronts. Encourage smaller affordable spaces for business.	We'd see a bump in small locally owned businesses, fewer vacant store fronts and an increase in local artisans, sustainable goods, and tourism destinations for food, wine and agriculture.	Mid-term (1-3 years)
promote businesses with a quality, practical nature	interdependent, useful businesses	Mid-term (1-3 years)
Keep it local, help with rent controls on local commercial spaces to encourage more small local ownership of businesses and services	Growth in our community. Reducing empty commercial spaces	Mid-term (1-3 years)
Lower housing costs, small business loans, incentives for local businesses and non commercial owned properties	Stronger community that supports each other	Mid-term (1-3 years)
Businesses that meet a need	A Main Street with businesses that provide a service or product used by the larger community on a daily or weekly basis. Also pressure on larger retailers to improve their facilities (i.e whole food, cvs, etc)	Mid-term (1-3 years)

Sebastopol's economy is stagnating, and "preserving character" can't become code for blocking everything new. Character comes from who shows up and what they create - it's not a museum piece. The creative economy, local food culture, maker and trades businesses reflect who actually lives here. Support should go to businesses rooted in place that build forward, not just preserve backward.	Local businesses thriving without depending on wine tourism traffic. Young entrepreneurs able to start and stay here. A town that evolves while staying genuine - not frozen in nostalgia or sold out to chains.	Mid-term (1-3 years)
Get CVS out! They sued the city! Not essential! The building looks like a prison.	More independent stores	Mid-term (1-3 years)
We have many teenagers in this town that do not spend their money here because there is nothing for them to do. Instead they go to Santa Rosa or Petaluma to have fun and spend their money on food and entertainment.	I think the old CVS would be an ideal location for a bowling alley /entertainment hub it has Mary's Pizza Shack already attached and it could be a gathering place for not only teenagers but seniors as well (hello wine country senior bowling league?).	Mid-term (1-3 years)
		Mid-term (1-3 years)
Lower rents and vacancy tax!	Redwood shopping center filled by whatever means necessary. Come on do something about that underutilized area,	Mid-term (1-3 years)
		Mid-term (1-3 years)
It seems rents may be too high because of business turnover.	Work with the Chamber of Businesses to stabilize rent.	Mid-term (1-3 years)
I'm not sure what is meant by "local business growth." More business or grow the ones we have? But it sounds like a good idea.	Usure	Mid-term (1-3 years)
Reduce business turnover downtown.	Make a more walkable downtown. Find a way for high rent to be reduced.	Mid-term (1-3 years)
If you build a world class town the economy will develop itself		Mid-term (1-3 years)
Follow the above suggestions.A	An even more friendly, walkable artistic community.	Mid-term (1-3 years)
Keep the business and improve others	Bring new ways	Mid-term (1-3 years)
Do not remove parking down town, input community funding programs to decrease rents for businesses	Insentivize small businesses	Mid-term (1-3 years)

Full support to local businesses while KEEPING NATIONAL CHAINS OUT OF THE CITY. Support food trucks in town, perhaps on an every weekend basis. Continue support for Peacetown Concerts WITH MORE FOOD TRUCKS parked along the sidewalks.	A firm NO to any chain that seeks to enter the city limits. No development at the edges of town to accommodate chain or box stores.	Mid-term (1-3 years)
Need to help small businesses remain here	Most new small. Businesses able to be successful and remain in Sebastopol	Mid-term (1-3 years)
Most businesses in town earn most their annual. profit doing the Winter Holiday season. Our town does very little to promote Sebastopol as a Winter Holiday shopping, or sightseeing destination.	Significantly increased pedestrian traffic in Nov and Dec; Creative events too attract tourists and community residents to visit Sebastopol from Nov-Dec; lower rate of businesses closing along Main St.	Mid-term (1-3 years)
It is disheartening and unfair seeing our local businesses put out of their rented spaces because they cannot keep up with rent (Cofield Cheesemaker, for example).	Services like grant writer classes would be beneficial, as well as more local grants available	Mid-term (1-3 years)
Affordability.	A mix of price range in shops and services offered.	Mid-term (1-3 years)
Businesses in town.	Mostly non-chain stores. A few chains are ok. We could use one more drive through fast food with Taco Bell being the only one. But mostly I think the current level of scrutiny of chains is good.	Long-term (3-5 years)
Be choosy	Select only the businesses that will promote Sebastopol's downtown charm	Long-term (3-5 years)
The businesses seem to be doing well.	Continued diversity is businesses.	Long-term (3-5 years)
Front-yard businesses, higher housing density, mixed-use zoning	We have front-yard businesses but we should have more and we should make it easier for more people to start them. I am tired of people who live in a CITY complain about traffic, construction, parking, noise, etc. in order to halt new construction, mixed use zoning, and increased housing density. Obviously things need to change and the NIMBYs are holding us back.	Long-term (3-5 years)
See my last comments. Sebastopol stands for sustainable economic development	Community supports local businesses and local businesses support the community.	Long-term (3-5 years)
More housing downtown.	Wallets in our shops.	Long-term (3-5 years)

I understand that there are rules about drive-thru establishments enlarge chains, but one of the biggest most destructive chain sits right in the middle of town off of the town Square why is there a Whole Foods in our town? Whole Foods is owned by Amazon.	Keep our grocery stores, family owned or non-billionaire owned	Long-term (3-5 years)
Make it affordable for non-tourist businesses to open in Sebastopol	More shops and services that sell/offer useful things	Long-term (3-5 years)
Find a business to occupy the empty buildings (CVS and RiteAid. Don't be redundant in the businesses that are allowed. A mistake was made by allowing CVS to relocate downtown.	A thriving business in these big empty buildings. ? Theater productions? Indoor pickle ball? Indoor soccer? What is possible?	Long-term (3-5 years)
Our city definitely needs further economic development but not with businesses such as Grocery Outlet which will harm, not improve our local economy. Sebastopol's downtown business are vital to our economic vitality but who wants to come here to spend money when our downtown is overrun with transients, drug users and crazy people.	Success would look like what Sebastopol used to be, a small town with unique charm and a vital downtown free of chain stores and criminal bums.	Long-term (3-5 years)
Support businesses that support local interests and needs. Support businesses that draw locals of all kinds into town. Encourage growth of businesses that serve the Latino community. Stop catering exclusively to white people with money, and tourists.	A lot more working class and not like the segregated monolith of affluent whiteness that it is now.	Long-term (3-5 years)
Fix roads and parking businesses may thrive.	Build a parking structure downtown.	Long-term (3-5 years)
shifting the small hotel to long term homeless housing took a TOT source away and added big liabilities. If you want tourists, where should they stay?	Either get a hotel back online or pivot from a tourist economy and start supporting other industries.	Long-term (3-5 years)
Lower taxes for small businesses in town	Lowering taxes and spending less	Long-term (3-5 years)
Vacant business space	Lower vacancy rates, fewer business turnovers	Long-term (3-5 years)

The retail rents are too high in the Barlow. Greed appears to rampant. The Barlow is marketed to the public like Disneyland for the tourist-class. There is nothing in it for citizens actually from Sebastopol.	Make Sebastopol user friendly for cars with traffic flow (not planning the two-way streets--that didn't work before! So why would it work now with the traffic flow on from two highways. Make a parking friendly town, more stores that have to provide for daily living needs of citizens of Sebastopol. The greed of landlords is rife--and probably will continue to make things worse.	Long-term (3-5 years)
avoid franchise stores and keep monies local	not looking like sacramento	Long-term (3-5 years)
support diverse local agriculture	make it easy to grow food	Long-term (3-5 years)
To keep the business growth local. Enforce the ban on big box stores. Make permitting easier for small business owners. Have a committee to support new business owners with mentoring by others.	Very few vacant storefronts, majority businesses are locally owned and operated. Lower unemployment rates that other towns our size.	Long-term (3-5 years)
Stop bringing big businesses in.		Long-term (3-5 years)
Stop punishing and insulting businesses that want to locate here. Stop requiring so many hearings and reviews of every tiny detail involved in locating here	Success would mean a more vibrant, competitive and attractive retail environment	Long-term (3-5 years)
	dynamic business environment	Long-term (3-5 years)
Why? Who does Economic development benefit? The underpaid employees? The tourists?	Sebastopol needs to get out of the economic development game.	Long-term (3-5 years)
The small shops and there lack of size will never be the backbone of Sebastopol. Look sat Oreillys sitting dark with no one wanting the space. If this was a Hotel you would at least have had income.	Impossible in a small City with no labor pool. Cant even take care of a ballances budget and crumbling infrastructure.	Long-term (3-5 years)
Every business seems to have different needs, but I think organizing different "shopping" evenings or days with themes would help.		Long-term (3-5 years)
Please don't become a Healdsburg.	Our community should be considered 1st. Priority development allowances or set asides for local business people to succeed should trump outside development.	Long-term (3-5 years)
Provide businesses that are not geared towards 30 something yuppie expenditures	Get rid of all the Asian foot massage places on Main Street	Long-term (3-5 years)
Promote local business growth like yoga and health.	More opportunities for personal develoment	Long-term (3-5 years)

Definitely need to support local businesses but this can be better achieved if the other issues are dealt with eg improve infrastructure, attract more tourism, and improve the downtown aesthetic	More upscale stores, build the hotels	Long-term (3-5 years)
A few big money interests control this town. Resist them. Keep the town small		Long-term (3-5 years)
Make the arts a central feature of our economy to add to tourism draw, create jobs, develop a new generation of artists, and add beauty to our streetscape.	Create affordable living/work space for artists, fund artist-in-residence for music, visual arts, skilled crafts with workshops for locals and visitors.	Long-term (3-5 years)
My previous answer covers this.		
See previous		
Soften barriers to new businesses	Reduced empty store fronts	
Be more open to new business that want to open in Sebastopol		

Theme Definition	Theme	Timeline	Count
Overwhelming focus on supporting locally-owned businesses, opposing chains/big box stores (especially Grocery Outlet), and keeping revenue circulating locally	Local Business Support / Anti-Chain / Small Business Focus	Short-term	42
Specific focus on filling empty commercial buildings, particularly Rite Aid, CVS, Redwood Marketplace, and reducing vacancy rates	Vacant Space Reuse / Rite Aid / CVS / Building Fill	Short-term leaning Mid-term	22
Concerns that traffic flow, parking availability, and street configuration (one-way vs. two-way) directly impact business viability and customer access	Traffic / Parking / Infrastructure (Business Impact)	Short-term	20

Calls to loosen regulations, streamline permitting, reduce fees, and remove bureaucratic hurdles for business owners	Regulations / Permits / Fees / Red Tape	Short-term	16
Focus on leveraging tourism, building hotels for TOT revenue, and balancing visitor economy with local needs	Tourism / Hotels / TOT / Visitor Revenue	Short-term leaning Mid-term	15
Concerns about high commercial rents, landlord greed, rent control, and affordability for small businesses to occupy spaces	Rent / Landlord Issues / Commercial Affordability	Mid-term	13
Calls for clear economic strategy, hiring Business Dev Manager, council accountability, and proactive leadership on economic issues	Council / Strategy / Leadership / Business Dev Manager	Short-term leaning Mid-term	11
Link between downtown cleanliness, safety (homelessness), and aesthetic appeal to economic success and business attraction	Downtown Vitality / Safety / Cleanliness / Environment	Short-term	9
Responses indicating satisfaction, confusion about the goal, referring to previous answers, or lacking substantive feedback	Status Quo / Unclear / "See Previous" / Blank	Mixed (Short, Mid, Long-term)	8
Specific tension or comparison between the Barlow and Downtown areas, calls for better connection, or criticism of Barlow's impact on downtown	Barlow vs. Downtown Dynamics (<i>Emergent</i>)	Mid-term	6
Specific calls for non-bar evening activities, teen spaces, bowling alleys, entertainment hubs to keep spending local	Youth / Evening / Entertainment Infrastructure (<i>Emergent</i>)	Mid-term	5
Focus on arts, culture, and creative industries as primary economic drivers and attractors for visitors/residents	Arts / Creative Economy / Cultural Driver (<i>Emergent</i>)	Mid-term leaning Long-term	5
Specific mentions of desired/undesired business types: Grocery Outlet, tattoo parlors, fast food, drive-thrus	Specific Business Types (Grocery / Tattoo / Drive-Thru)	Mixed (Short & Long-term)	5
Discussion of housing density, mixed-use zoning, and residential growth as linked to economic vitality and customer base	Housing / Density / Mixed-Use (Economic Link)	Long-term	4

Anything else you'd like the Council to know?

<p>1. Actually fix potholes</p> <p>2. Hide the homeless (and give them services at the same time)</p> <p>3. Do fundraisers with people that technically do not live in Sebastopol- but are supported by its roads and stores - either soliciting private money or work with the county supervisor to get more money to fix the city infrastructure that supports them.</p> <p>4. Change traffic flow and re-assess that keep clear on Bodega Hwy. also traffic is only gonna get worse on that road with all the new residential construction. Maybe those contractors can re-pave the road or pay a special fee that goes to fix the road.</p> <p>6. Try to get a Kaiser office In Sebastopol on the west side of town. If someone needs to go to doctor they have to deal with all the Sebastopol traffic and the santa rosa traffic. We have old retired people here that always need to go to doctors. It would also be nice to have an emergency room someone in west county. People who need immediate help need to go 30-40 min on bad roads to get help (that's more of a county problem- and why are we still paying for palm hospitals on property tax if we don't actually have a hospital available to us)</p>
<p>A lot of us that live and work here have difficulty doing business here because everything is so expensive.</p>
<p>Accountability of decisions would be great.</p>
<p>Affordable housing is probably the most important thing you could possibly focus on. Landlords are preventing new developments and colluding with each other to set artificially high rents. Housing is the largest expense for young adults and is most likely the primary reason why Sebastopol has a steadily increasing median age of 50+. Pretty soon more than a third of the city will be above retirement age. We are allowing the development of this city to continue favoring older, wealthier residents, with no indication that it will change anytime soon.</p>
<p>Approve more hotels and commercial development and increase tourism and housing or you'll never make it.</p>

Between walking the trail every day, speaking with neighbors and friends in the city what I have found is that most people are fed up with:

- councils not listening to the citizens of Sebastopol but listening to special interest groups who don't live here and then vote in a way that is not in the best interest of the city.
- many council members coming to the meetings ready to vote before any public comments are even made - get that a lot.
- and even when lots of public comments are made concerning topics, they are disregarded.

In the last number of years I have heard:

- No point in being involved, it doesn't matter anyway.
- I don't bother filling out a survey, they don't pay attention to it.
- I'm embarrassed to live here now.
- These people don't know what they are doing.

And, in the meetings I attend with county officials, I'm tired of Sebastopol being the laughing stock of the county.

City canceled act responsibly and needs to focus their time on issues that directly relate to people who work and own businesses in Sebastopol. Council needs to stop wasting staff time and council meeting time on projects and ideas that are brought to them by people and organizations that do not have anything to do with Sebastopol and represent different political agendas from outside the city. People who live in Sebastopol need to have their fundamental needs met which are public safety, roads, and infrastructure.

City council in past 10 years has increased my water bills, parcel tax. They have increased the salaries of city employees for this small city. These are just a few of the items causing our city to have a deficit. I am a senior citizen in a fixed income, that has always loved our town. Council has ruined it.

<p>Council needs a reality check. Why do they spend so much time on stuff that doesn't matter. Why spend time and money on two way streets when everyone knows that's a terrible idea and will just create traffic. Can Council do something about Ives? Ives is an eyesore and it's in the middle of town. Also why does Sebastopol have so many homeless people? I was driving into town on the 12 and there was an abandoned homeless cart full of junk and then a bunch of homeless guys smoking pot in the town square. Then another homeless guy on a skateboard. Why so many? I don't see this many when I go to other towns in Sonoma County. It makes it feel like Sebastopol's low rent and sleazy.</p>
<p>Council needs to focus Sebastopol and Sebastopol's businesses. They need to say no to projects and ideas that do not generate revenue. Council needs to support the Police Department. Council needs to get a plan together on how they are going to fix the roads. Council needs to fix Ives Park. Council needs to support the Rotary in their plans for Ives Park.</p> <p>Council needs to revisit ADU policy so that people who build ADUs contribute money to the City and pay for the infrastructure they use.</p>
<p>Council needs to trim staffing and the budget. Expenses exceed revenue. Council needs to court hotel developers. Council needs to support the Police Department or contract with the Sheriff's Department. Eliminate excess bureaucracy that cost time and money. Consider eliminating the Planning Commission, the Climate Action Committee and other non-essential commissions which use staff time and create extra work and embark on extraneous projects like Creek Naturalization and Two Way Streets. Focus on the basics - Revenue, Roads and Public Safety.</p>
<p>Council wastes a lot of time and money on issues that do not generate revenue and cost the City money. The focus needs to shift. The City and Council need to say no to pet and niche projects that do not generate revenue for the City. The City needs to be reimbursed by the County for expenses that the County has brought to the City like the expenses associated with Elderberry Commons. The City needs to stop subsidizing Park Village. The City needs to cut expenses so it does not go into debt. The City needs to get a higher share of the property tax money from the County.</p>
<p>Current path is turning us into Napa, do you want to live in Napa?</p>
<p>Disengage yourself an un American liberal Democratic politics.</p>
<p>Disengage yourself an un American liberal Democratic politics.</p>

Diversity is lacking here - likely due to this not being affordable for many.
Don't try to change the roads back to two-way. It's not necessary! Work with Cal-Trans to build a bypass. Sebastopol is tired of gridlock traffic! Pathways at Ives Park are so bad and need attention before someone sues the City for negligence! I reported the problem last year! Repair the broken sidewalks and Complete the sidewalks all around town! Paint crosswalks. Install flasher at South Main and Burnett.
Don't waste taxpayers money. Find ways to be more sustainable, encourage the community to take care of the town, stop litter in the streets, needs to be a litter campaign in the city about people throwing there cigarette butts in the street. Sick of seeing this all over the streets. Get students from high school involved with city littering and beautifying the city.
Encourage groups such as Sebastopol World Friends, support the arts and promote music; host high school and middle school music groups at Ives or other venues. Bring the children forefront and promote community.
Find a solution for public parking downtown. Especially near library, senior center, Copperfields.
Get back to the basics. Concerned about rotary wanting to beautify Ives park and being turned down because of some long term plan that won't help anybody now and will hurt our music concerts Concerned about fire hazard landscaping and owners who don't prune forcing senior citizens and others to walk in the middle of the road. I'd like to see the city do something about that. Enforce the building codes to make the town cuter. Neon signs on nail salons are incredibly tacky. Get the community involved in beautifying the town.
Get your minds out of where they are now. Do things that will result in pride of being a Sebastopolian.
How much will it cost to change our streets again?! Will it be worth spending the limited city resources?

I am still unclear as to whether our financial sustainability is based on tourism or local participation - the messaging can be a bit conflicting. We should be independently sustainable first and welcome additional traffic if possible IMO

I appreciate all the time council members volunteer

I appreciate you doing this. All the problems are so complex. Little towns can only do so much, given larger content of current disorder, constant chaos and dwindling support from Feds. I wish I had some brilliant ideas!

I do not believe that Sebastopol can turn this ship around. Economic headwinds and expensive fuel and inflation will not bring tourists. Raise taxes, oh yeah at the limit on that as I still pay for Palm Drive, another Genius Move to give it away. As a very large share of commuters are students in High School removing this burden will free up traffic.

I feel they should, but no guarantees, have already got the gist from my answers. I would like to reiterate one point, as it feels to be an important point. It is not to be discourteous or insolent. It is to share my experience.

I attended one of the two way street CC meetings, the 4+ hour long one (maybe there was more than one). I watched and listened, with interest as each person, including myself, stood to share OUR opinions on a major subject that would/will directly affect our businesses. I also watched the council and all those who sit behind their protective tables. All but one person appeared to take an interest. Many, at one time or another had heads down into devices. Whether working or not, does not matter when your towns people are there to be heard, not ignored/dismissed. This sent an obvious message, to those of us who took our valuable/limited time, after, and possibly even during our work day (you are there because this is the job you chose) that our time is not appreciated or respected. It appeared decisions had already been made, and the CC was simply fulfilling the obligatory process of this particular meeting, to which I can not get those 4+ hours back. If you want to sit on the CC, at least pretend to give a damn about the business owners/residents of this town. You can b*tch, gripe and grumble behind the scenes (we all do) but when seated in front of the taxpayers, at least pretend to care. It is because of this behavior (and timing) that I do not attend these meetings often. For those of you who know, you know I do not mince words, it is a waste of time and energy, and feels somewhat spurious. I appreciate authenticity, and would hope our CC does as well. Thanks for asking ;)

I hate the project replacing the Mormon church. Please stop that horrible project.

I have lived in Sebastopol for 28 years. For most of my time here, the various City Councils have focused on politics and pet projects over making the City safe and financially sustainable. The failure to do everything possible to keep the hotel across from the Barlow from turning into a homeless shelter was inexcusable, depriving the City of a significant source of revenue.

The City Council should be doing everything possible to get the old CVS building occupied, including taking actions to designate it as a public nuisance, which would make the building owner much more likely to lower rent demands and get it rented out.

The City Council should appoint Mary Gourley as the permanent City Manager. She is far more knowledgeable and competent than past City Managers.

The City Council has chosen a very good Chief of Police. The City's Public Works Department has always provided excellent service.

Bottom line--I want a City Council whose first and foremost responsibility is doing everything possible to make the City financially sustainable and family friendly. I don't want our City turning into another Healdsburg.

I have lived in Sebastopol for all of my 80 years. I love my community, but it has become an expensive place to live. It would be wonderful to be able to shop in Sebastopol for every day necessities. We can buy groceries, gas, medication, & bank, but you have to drive to other communities to shop for clothing, shoes, housewear, hobbies, etc. In the past you could find anything you might need for a reasonable price in town.

I know it's a tough job. So many activities/organizations/programs that we would all like to support. But we simply can't. We are a small city with limited funds and tough decisions have to be made, and you volunteered for the job. Make the hard calls and the citizens will support you.

I like the public arts program. I think it is working to attract people to Sebastopol through Sebarts, the library art displays and the sculptures around town. More attention to the Sebastopol Spire, please.

I live in bodega bay,sebastopol is my tribe , my community , I spend the majority of daily living money in Sebastopol.

I love Sebastopol and am grateful for the hard work of city council and all the public workers

I recently spent a week in Billings, Montana where our kids are in college. I was so, so sad to come home to Sebastopol. The people here are not friendly, the driving is aggressive, its not clean, there are homeless everywhere and its impossible to get anything done because everyone whines about being short-staffed, blah, blah, blah. No one follows through. Government employees have no accountability. The city gets a study that says if you make the streets two-way again, its going to increase traffic and they decide to go ahead and do that . . . what???. Its ridiculously expensive and I have no idea why. Why is diesel, for example, so much more expensive in Sebastopol than it is in Santa Rosa? Maybe the Council could actually think about what's reasonable for the majority of the people who live here . . . those of us who don't ride our bikes everywhere (we actually do have to drive) and don't shop at Whole Foods. On that note, please approve the proposed Grocery Outlet store.

I stopped paying attention when the Linda Kelly conflict came up. I thought the council must be dysfunctional in the extreme.

I think in general, Sebastopol is a nice town, but I've lived here for over 20 years and have slowly watched the charm and diversity erode. I loved the Asian fest in Ives Park but there also used to be a Renaissance fair. There could be a Juneteenth event, there used to be a Cajun festival. I stopped going to the film festival years ago because it too started to become really white washed. I think the people of Sebastopol are gatekeepers who really need to invite more Black people and people of color to the table and give us a voice too.

I think that the two-way design for 116 through town is a big mistake. I was driving there today and there were so many cars and bikers. As our population ages, I think it's better to keep things simple. Also this time of year has a lot of traffic going to the river, etc. so keeping things simpler for drivers is best.

I think the structure of the Council is set up for bad decisions to be made in a public forum where information is unclear or one-sided. I know that staff is supposed give good reports on "all sides" of an issue, but I don't like to see working in ordinances changed in the middle of a meeting without the kind of thoughtful analysis that time can provide.

Not sure what to do about that, other than provide more funding to council members to hire research assistants?

<p>I would be sitting on the Council if I had the time. You spend too much. Make silly mistakes, like the pizza permit. Allow hotels without adequate parking. (They developer said that the employees will bike to work. They will be only ones using the bike lanes. Actually I did see on bike in the bike lane last year. Money and inconvenience wekk spent.</p>
<p>I'm not in favor of changing traffic back to 2 way streets. It's a huge disruption and cost for questionable benefits.</p> <p>When the roads were changed from 2 way to one way 30+ years ago, there were far fewer people driving here, and it was still a MAJOR disruption.</p>
<p>I'd love to see more 2 way streets downtown</p>
<p>If Sebastopol can't get hotel developers to start building it can do more to incentivize developers to build housing. More downtown residents supports Main St businesses, and encourages different type businesses to come to Sebastopol.</p>
<p>I'm an Unincorporated Sonoma County resident in the Sebastopol zip code with a young family, active in local community resilience work and cultural infrastructure formation. My professional background is in systems & governance design and cultural production. I'm happy to be a resource if any of this is useful to the Council's planning.</p>
<p>I'm glad you are asking and am hopeful that the results of this survey will be available on the Sebastopol website. I hope our input isn't a wasted effort as the two-way street initiative was. Sebastopol needs to build trust. Also, it annoys me to see wasteful spending by merely continuing to patch problems rather than investing in longer term solutions. This is wasteful in many ways.</p>
<p>it would have been helpful if there had been a link to the full list of priorities considered at the April 25 meeting to provide depth beyond the general one sentence included for each in this survey. Thank you for this oppty to provide inut.</p>
<p>Its not woke or inclusive if everything is all white, all the time.</p>
<p>Keep 1 way streets, listen to the people, listen to local small businesses, fire consultants if you are not going to listen to their uninfluenced decisions, dont listen to the chamber of commerce, ignore the big developers, the hotels will never get built, understand the few downtown blocks are nice, hopmonk is great, sebastopol will never be hwaldsburg, wine is so 90s</p>
<p>Keep all big chains out of town.</p>
<p>Keep bugging whoever is in charge to re-route thru traffic !</p>

Keep sending out surveys and solicit feedback. Also, highlight improvements to let residents know the good work you're completing.
Keep supporting car alternatives. The bike lanes in town are a great start but underutilized because they don't connect to enough longer networks. More free outdoor live music. More strategically located parking. At times it feels like we are getting overrun by tourists and the long-term effects of this path are usually that the city it happens to loses residents and character. Would be nice to keep it livable.
Love the Sebastopol Walks. More gatherings like this to bring people together to get to know the city and what it has to offer!
Maintain Sebto's quirkeyness
Make every effort to bypass the city possibly extend Morris Street to Occidental Road. BALANCE THE BUDGET The town has very little crime. Consider having the county run our police department if it saves money. Many other communities do this. If the Community Center is a drain on finances consider selling it. Keep Mary as the city manager and do not hire another person. Do not plan on any hotels being built in the near future the TOT tax just will not be forthcoming so plan to balance the budget without it. No more planning extensions for the owners of the property next to the Plaza. Tell them- Get another permit and build the hotel or sell the property. Fix Ives Park It deserves to be beautiful. The Sebastopol Center for the Arts is a real gem keep supporting them and their artwork. maybe more murals in town Do not waste any city council time on matters that do not affect the city directly we will never influence world affairs.
Make Sebastopol a destination city.
Improve the link between The Barlow and the old city.
Be proactive about filling the Riteaid building.
Make Sebastopol a nice place to live, not a nice place to drive through and/or park.
More technology and stay current with the rest of the bay area

most of my answers indicated that I feel these priorities should all happen in the short term. I realize this is not possible, but they are all vitally important to the success of our city. We need to focus on getting our city fully staffed by excellent people that can then support the business community and help grow our finances so that we can thrive

My greatest pain point is people driving too fast throughout the town and county areas. Sebastopol used to be known as a speed trap with strong police presence. When you came to the town you knew to slow down. What happened to this outlook? Missing that small town feel. Thank you for listening.

No

No..local business is key to our town.

Not really. Thanks for asking.

Nothing about environmental goals is mentioned in this survey. We want our town to be a leader in environmental policies. One very easy and inexpensive project would be to become an intentional Dark Sky City that helps migrating birds and insects, as well as plants and other animals, by promoting darkness at night and adding top covers to existing street lights municipally and for private use. This is just one example.
<https://darksky.org/what-we-do/international-dark-sky-places/>

Oh my gosh. This is not a survey that lends itself to obtaining good feedback. I really don't know enough about what you are thinking of/referring to in order to answer the questions for each goal area. I am a program evaluator and researcher, and I design and implement a lot of surveys. If you do not get the kind of response you are hoping for, I would be happy to help you in the future.

I hope I am just an outlier in my thoughts on this survey. Best of luck with it.

Lori Mulholland, MA
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Sebastopol, CA
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<p>One additional thought...</p> <p>I would love if there was a walkable playground for children from Main Street. I also would champion the use of the Previous Rite Aid building to be used as a "Community Hub" where orograms for elders, children, etc could be housed!</p>
<p>Our streets and buildings look run down and in need of maintenance and improvement. For instance, tacked up signs instead of real signs for the business. Who wants to spend time in a shabby looking place?</p>
<p>Our streets and buildings look run down and in need of maintenance and improvement. For instance, tacked up signs instead of real signs for the business. Who wants to spend time in a shabby looking place?</p>
<p>Overall, love that the city is doing surveys for public opinion.</p> <p>We want our town to keep its charm and identity, supporting small businesses and not let in little ceasers and grocery outlet, which is what makes our town unique and attractive. I'm sure members of the public would prefer a trader joes or good earth any day over grocery outlet. Let's make Sebastopol a destination attracting more grassroots, farmers markets, delicious eateries, wineries, arts & culture.</p> <p>Let's work on all the ramshackled buildings, temporary signs, broken / no sidewalks in heavy pedestrian areas, remove abandoned vehicles that are in disrepair with expired license plates. These are cluttering our streets and an embarassment - a town that doesnt care or looks the other way.</p> <p>There is a building on the corner on Petaluma ave as you drive into the town that needs to be torn down and the defunct drive through bank teller on Sebastopol Ave next to Jaspers should be removed and put a parking lot in there - it's wasted space. There needs to be parking nearby for those businesses.</p> <p>Permit fees to build ADUs are not clear and outrageous with no warning! Just got a final bill for final permit granting over 12 k!! Almost \$5k for traffic assessment out in the country!?? Outrageous!</p>
<p>plan infrastructure improvements around outdoor cafes, parakeets, playgrounds</p>

Please don't let Sebastopol become just another city that lets any business in, no matter what the level of moral corruption. Big box stores don't care about our community, don't keep money in our community, don't invest in workers from our community. They change the whole vibe of the city they enter in a negative way. It broadcasts the message "we don't give a crap, everyone for themselves!" That's NOT what Sebastopol was built on. Please don't let it devolve to this!!

Please don't let the Food for Less come to town. Where will all the people park? We don't need them. Wait for Lucky to go out of business!!

Please prioritize native plants in any landscape project. Thanks for reading my answers and for asking!

Please retain the one-way streets.

Currently, as you drive south on South Main Street, when a vehicle in front of you backs into their driveway, you simply merge into the other southbound lane without stopping.

Imagine what it would be like if there were only ONE lane going in your direction: The vehicle in front of you signals a turn and then backs up into (or backs OUT of) a driveway or parallel parks, COMPLETELY HALTING TRAFFIC in your direction.

Two lanes going the same direction are needed to allow parking for access on both streets.

Priorities:

Parks

Housing

Roads (keep the one way streets don't waste money and time experimenting)

Economic development

Public Safety

Homelessness

Provide supportive and positive feedback and empowerment to the City volunteer committees and their members periodically, not just when a member is outgoing. This includes City Council members, Climate, DRB, PC, PAC, etc.

Public and planning advises against changing traffic patterns. Leave it alone, will create lots of chaos
Quality of life here is really good, but only for the few who can afford it.
Quit making and then reversing decisions when there is public outcry! Take controversial decisions slowly and then stick by the decisions. Otherwise, you are cementing your reputation as wishy washy and quick but careless. Establish governing principles for decisions along each main pillar, and refer to those constantly to check your decisionmaking.
Reduce traffic.
Refund the ADU policy recently passed to be able to sell it separately. With all the new development this will lead to more traffic congestion. Remove the bike lanes on Petaluma Ave and regain a lane of traffic.
Sad to see so much emphasis on the Barlow. Worried about downtown stores. With Rite Aid gone now at least there is usually enough parking. Hope it stays that way or another large parking lot is made available for downtown shoppers.
Safety at the Square, my son was hit on his face, and needed stitches, on his nose and and plastic surgery on his eye, for orbital fracture, on 13 March, he was stuffed in the passenger seat of his own car and was driven by some man to the Safeway store, and left without any medical attention for hours. He was unconscious. Face all bloody, tell a young man and woman saw him, dried blood by then and called the ambulance, . The man that hit him was homeless. He's still in the hospital. It's been a week. The police are involved now.
Sebastopol Gallery has been a big part of the appeal of Main St. for 18 years, Lost our lease to a non-local business that offers nothing to the community - really we need an interior decorator on Main St.? I would love if the City Council took more notice of what is happening to our downtown, by which I mean Main St., not the Barlow - how could you allow the Barlow signage at the entrance to town be a chain restaurant. You need to keep an eye on the look and feel of the town. The Barlow should have major directional signage for the center of town.

Sebastopol has the community and resources to fundraise around projects for things like parks, beautification projects, and other non-emergency / non-safety net needs. Sebastopol under invests in low and moderate income household needs compared to neighboring cities. This is creating a feeling of elitism throughout Sonoma County, though I don't imagine that's what most in Sebastopol want (or do they?) Sebastopol is an amazing town with character, good people, and nature. Low and moderate income families and adults should have some accessibility here outside of weekend visits. Invest in homelessness, invest in workforce programs, invest in moderate-income housing. Encourage new housing projects, and make it known to your community that you're here to support everyone, not bend to NIMBYs who are afraid of the unknown.

Not suggesting building new housing projects in the heart of downtown. I get it. But, Sebastopol is known by neighboring cities as being unfriendly towards homeless investment, housing investment, and unwelcoming to those with lower incomes. Even Healdsburg invests a lot more than Sebastopol in these things, and IT'S HEALDSBURG!

Sebastopol is an unique beautiful city
It would be an asset to keep Main Street and the immediate area as such.
I believe the space where the proposed Grocery Outlet is being considered could be a pivotal space for locals and tourists alike.
Sebastopol doesn't need another grocery store.
I hope for your attention to be creative and financially viable for existing businesses and our community.
Thank you

Sebastopol needs to be a leader in smart growth & smart energy use. It also needs to keep its artistic funky charm. We should be looking at innovative towns around the world & learning from them so that we grow strategically & efficiently. I used ChatGPT to plug in some of the things I've put in the feedback section: harnessing tourism, becoming innovators, focusing on food, civic engagement, local / community engagement, music & art, repurposing, etc.

These are the comparably sized towns to which we could look for ideas: Hardwick, Vermont (local food economy); Battleboro, Vermont (art & culture); Traverse City, Michigan (food, wine, tourism); Totnes, England (a "transition town" model), Todmorden, England (public spaces as edible landscapes); Tomelilla, Sweeden (innovative governance- "doughnut economics" focusing on repurposing); Lewes, England (local economy experimentation).

We should also look at towns that FAILED and learn from their mistakes. Examples: Coos Bay, Oregon, Josephine County (town in Grants Pass, OR), Marfa, Texas, and maybe Taos, New Mexico.

Sebastopol will not be able to handle the ADUs infill and other projects.

Some things that came to life are: Live music, some walkable streets, a vibrant community center, lots of classes for teens to do stuff after school, affordable rent for businesses so that locals can go out without tourist pricing. Beautiful library with more diversity of use of space.

Thank you for seeking stakeholder input.

Start making it so hard to do business in this town.

Stop being so arrogant and LISTEN to what people want - do your job and actually represent the people in the community instead of pursuing your own personal goals

Stop embracing idiotic, leftist, California concepts.

Stop grocery outlet. Apologize for little Caesar's. Adhere to the general plan for the town.
Stop raising sales tax.

Stop spending money trying to change the streets. If it's going to cost the city money, don't do it!.

Find more ways to make money for the city, not more ways to spend money.

<p>Stop the hotel. Create an green open space with no asphalt or cement in the center of the city like Sonoma, Healdsburg, Petaluma, San Francisco, New York City, Vancouver (and many, many, many other towns, villages and cities). A destination for locals and visitors to enjoy.</p>
<p>Thank you for all that you do for our city.</p>
<p>Thank you for all the work you do for our community!</p>
<p>Thank you for asking for public input.</p>
<p>Thank you for asking these questions. Your work is complex but not impossible. It requires creativity, maturity, collaboration, and thoughtfulness. Please be aware of your own limitations and those of your group, and solicit support to fill those gaps. Admitting a wrong or a mistake builds trust so much stronger than trying to cover up incompetence.</p>
<p>Thank you for doing this thankless job. I so appreciate the time and energy you give to our city. I live close to downtown and the walkability is very important to me. Safety for pedestrians is top concern. I have had too many close calls and have see pedestrians hit. Very scary. But I LOVE SEBASTOPOL.. Moved to the Hessel area in 1971 and have been a resident in town for 23 years.</p>
<p>thank you for the opportunity and your efforts</p>
<p>Thank you for working for a better Sebastopol. We are a wonderful community.</p>
<p>Thank you for your service.</p>
<p>Thank you for your time and considerations.</p>
<p>The biggest issue I have as someone who walks through town everyday is how unkempt and shabby parts of downtown look. Can Public Works keep the sidewalk cleaner (wash dog urine down), pick up litter, keep planters weeded and plants healthy. Can business be required to remote dead plants in planters and keep plants healthy looking?</p>

The city is spending more than it receives by like more than \$1,000,000 per year. Worst streets in county. Homeless crime is still high and the Commons will make it worse in yet another key commercial area the city depends on for sales tax revenue. You were proud of the 50+ goals last year but you didn't improve the financial situation, barely a pot hole got fixed even though you committed 40% of measure U to streets two years ago. The biggest street project was "reimagining" downtown streets like they were 40 years go...something that can't happen for "8-15 years. The most critical work is not getting done because city staff is scurrying around doing Council and Planning Commission pet projects. It is time to focus on a few initiatives that move the needle. Better streets not just pothole repairs, reduce serious crime, get the homeless off our streets and into housing.

The Council does not represent or elicit adequate input from citizens who are longer-term residents. The Council appears to cater to novel and trendy, which causes drift from the well-loved traditional qualities of Sebastopol. Sebastopol is losing the hippy vibe, the freedom and safety that does not come at commercial value, The Council invests in projects to support commercial business interests, while not investing in an original culture that Sebastopol was known for... The Council has taken up too many well-meaning but insubstantial financially risky ventures resulting in indebtedness and inability to provide for public safety and infrastructure maintenance.

The Council must prioritize issues that support a prosperous, vital, and safe city. Past decisions have been detrimental to Sebastopol's long-term success. The Council's focus on niche issues that benefit only a few at the expense of the majority is troubling. For instance, the excessive time and money spent on attracting low-income and zero-income residents while neglecting pressing issues like our skyrocketing crime and the fact that many of our streets are crumbling. This Council, and past ones, seem uninterested in making the tough decisions that will ensure Sebastopol's prosperity.

the east entrance into the Whole Foods parking lot should be exit only. It is an accident waiting to happen as cars come around the blind curve to confront slowed or stopped vehicles trying to get into the parking lot. This is a quick fix response to a traffic snarl on McKinley Street.

The money spent on outside consultants, while sometimes necessary since we cannot expect the Council to be experts on all issues, is draining our finances. I feel like the Council leans on consultants, and surveys of the community, but then makes decisions contrary to these recommendations — for example the issue of returning to 2 way streets. The streets are functional and fairly safe. Why spend money on something that is not broken because we have many broken and decaying buildings, streets, and parks

The timeline options you provide are arbitrary. ALL of the categories need work on all timeline options. Pick small achievable immediate goals and concurrently work on the big picture. Be financially responsible in every situation.

My city expenses for living in Sebastopol are growing fast (water/sewer, permits, property tax, sales tax etc) but the value received is declining. This is not sustainable.

There are great examples of daylighting creeks and combining walkways and indoor/outdoor dining.

Music in lves is compatible with the creek restoration and the trail could feed a lively music, arts and dining mix along the creek path including a redevelopment along the path all the way to the Laguna. Car overpasses and pedestrian underpasses would slow traffic and speed walking safely around town via a network of trail.

Increase our access to the laguna and beautiful views it can present, building the park on the east end of palm avenue with a trail connection (Gravenstein). Include power and a built in stage to face music east and build more benches, grassy knolls and friendly spaces for free music events with a majestic view.

Maybe a hotel at the empty lot north of the cafe du croissants. Or a park. There aren't enough parks on the south side of town and walking on the highway is unsafe and unpleasant. The sidewalk ends often. It's bizarre.

There have been multiple broken benches in the Laguna Preserve for years. They should be fixed.

Ives Park should be a jewel. It's hardly that. Support the original Master Plan with flexible implementation to leverage community energy and money--like the Rotary proposal. The creek advocate group did not seem to understand the adverse impacts of their proposal on community event space.

It may not generate a lot of revenue at this point, but consider a ballot measure to raise the TOT. It will pay off in the long run.

Initiate a task force seriously focused on streamlining of regulations--including public bidding requirements/process, encroachment permit/insurance requirements, the tree ordinance, sign ordinance, and other permitting requirements. Requirements could be simplified to reduce costs and time impacts on small businesses and homeowners.

As soon as fiscal conditions allow, start restoring the local non-profit funding that the City cut, to support the work of these key organizations.

They have contributed to the worst traffic conditions in the history of the City.

This community was originally an anti-corporate, pro-organic local ag, healthy, artsy, local-business, community. Keep it that way - there is plenty of big city around us in Santa Rosa, RP/Cotati, and further out. Many people in surrounding communities come here to shop and eat - they are DRIVING because they will be returning with groceries, and will spend the day shopping and eating. Screwing up traffic even MORE for a few recreational bike riders is ridiculous! Focus the funding on repairing the roads, improving traffic flow, and making it safer for pedestrians.

This is a great place to live. Let's keep it that way. Thanks for your service.

This is a terrible questionnaire, poorly put together, uninviting and robotic. Geez, where is the humanity?

Better design needed.

This is NOT a user friendly survey
Confusing!! ☐

<p>This survey was extremely vague. No specific plans, details or any information. How is City of Sebastopol planning to achieve these vague headline objectives?</p>
<p>this was not a useful survey....too vague</p>
<p>town is built on local entrepreneurs, family-owned farms, and other local merchants. The community chose to keep the Sebastopol local small town charm vs going the route of Santa Rosa and building it out. What attracted me to this community is the local charm, small town feel. The need to maximize what we already have is important and a focus on improving facilities and creating places for the youth/young adults.</p>
<p>traffic flow and accessibility to downtown businesses needs to be improved. also the safety of driver through Sebastopol is important implementing speed cameras to support local police should be considered.</p>
<p>Unsatisfied with the decisions of city Council to ignore the will of the people.</p>
<p>Use the tax dollars to fix important infrastructure and make the city safer. I voted for the tax increase and want to see the money used for the roads I drive on, equipment that delivers water to my home and making the downtown safer from so many crazy acting transient men. Stop making decisions that lowers the quality of life in the city. I want lower water prices. The increase was insane.</p>
<p>We citizens trust that the City Council recognizes the value of a small town feel. Growth for growth's sake is not a positive goal. Please do not allow Sebastopol to become another Healdsburg. Newcomers might want more glitter; let them go elsewhere. Sebastopol has the feel of a real town, not a tourists destination. Every decision the Council makes has an impact on whether Sebastopol remains Sebastopol or becomes a different town. You live here because of what Sebastopol is. Don't make decisions that make it something else.</p>

We don't need 8 grocery stores for a town of 8000 people. It's absurd.

We need to focus on keeping independent grocery stores in business.

Find ways to keep Sebastopol unique. Incentivize Gravenstein Apple products. I think seeing more Sebastopol t-shirts and the like has been nice. Keep things laid back. Focus on the history, arts, music, fresh culinary experiences, agriculture, farmers. More functional outdoor seating and tables. Tables for chess games, getting people outside. Way more improvement to landscaping public areas, walking routes. Make it quaint, not modern. Take ideas from cute neighboring towns. What works for them? Have conversations so there is less assumption on what works and what doesn't.

We need a fire department that should be a priority in a changing world that is more and more dangerous. Changing traffic flow is a waste of tax payer dollars, will make using the downtown impossible especially for those with limited mobility as there will be less access and parking. It will make traffic even worse than it already is and ultimately I plan to completely bypass the downtown by using back roads and side streets. Without parking I will go to a different town that is more accessible to make my purchases and spend my dollars.

We need community work days to bring us all together.

? Bowling alley?

Martial arts?

We need to attract more diversity to Sebastopol, we already know that diversity creates a vibrant pool of access to more ideas and a community that is built on trust and care for each other.

We've lived in Sebastopol since 1982. We love our town and try to be supportive in any way we can. I'm sorry to express a negative tone in some of my responses. I know we all want the best for our town. The council works hard as do all the city employees. My only suggestion (stated above in one of my responses) would be to listen to the residents and be willing to change your mind when new information is presented.

<p>We've lived in Sebastopol since 1982. We love our town and try to be supportive in any way we can. I'm sorry to express a negative tone in some of my responses. I know we all want the best for our town. The council works hard as do all the city employees. My only suggestion (stated above in one of my responses) would be to listen to the residents and be willing to change your mind when new information is presented.</p>
<p>We've spend hundreds of thousands of dollars on studies that were a waste. le the study of putting in low cost housing on parking lot when we need more parking not less to support local businesses</p>
<p>While improvements to walking in the core are important, with better sidewalks, etc., the needs of those who cannot walk long distances or need a vehicle to carry things have to also be addressed. I appreciate the refocus on bike lanes, which are rarely used, and trying to facilitate the through traffic on 12 and 116, you will need to address the traffic patterns and perhaps add more stop lights on the North/South patterns if you implemented two way streets to allow local traffic to function. Adding to this, a need to address the increasing issues of parking before drawing in more outside cars (tourists). Currently the amount of cars exceeds the parking lots and spills out into the neighborhoods even when there is no special event.</p>
<p>Why are you so in debt?</p>
<p>What are you doing about water crisis? I see ZERO attention to this in Sebastopol-why? We have tons of tourists-they aren't informed</p>
<p>Work together. No one wants to hear individual Councilmembers moan about their pet peeves. Work for the City on all levels, healthy living, good economy and realistic goals. No pie in the sky unaffordable dreams.</p>
<p>Y'all are embarrassing and way to proud of your ignorance</p>
<p>Yes - focus on ideas to improve our community to bring more young families to live in our town!</p>
<p>You are about to approve 150 housing units or so on two parcels on Valentine ave. Please consider the impacts to our neighborhood. Maybe adjust the density of the Mormon church property.</p>

You have a tough job. You need a good and experienced City Manager to help with the hard decisions. You must keep up with inflation and increase fees as needed while keeping costs in line. I was in your shoes over 25 years ago. We had tough decisions after fees had been neglected for decades. I helped hire two city managers. It is unfortunate that, as well meaning as the city attorney was, he was not a good city manager and you are unfortunately paying for that now. The great recession and COVID were completely outside the city's control. What is in the city's control however, it to improve your PR to the business and development community to increase the local economy, increase housing opportunities for middle income workers and help the city thrive. Sebastopol has a terrible reputation in the development community and a flaky one in the business community outside of Sebastopol. Recognize that and do what you can to counter it. Many citizens want to see the city preserved in amber. It cannot. The community is aging and it is not welcoming for young families and younger workers. You need to turn this around, stat. Do not let those that hate change hold the city back. The most environmental thing to do is grow within city limits and leave the county to nature. I wish you well. I know you want to do what is best, and I support you in this. While I no longer live in town, I own my office on South Main and continue to work in Sonoma County. I had to leave in 2014 because I could no longer afford to live in Sebastopol after 23 years. I had to flee to Oregon but I come back often.

Your fees are crazy expensive and it feels like we are trying to be the "city" of saying no to everything. The arborist recently denagrated the former arborist which I found insulting. And then it cost me \$3,000. and a solar fight to get a huge and dangerous tree removed. Citizens need to have more say over what happens on their property.

Review the tree ordinance and make it make sense.

Local Residents are being priced out of home, shopping and extracirricular activities here in Sebastopol as well as all of Sonoma county. our transportaion systems are highly inefficent and our housing is so bad, people are being squeezed. We are loosing our personality by allowing rent prices to go for market value. Housing should not be a commodity to get rich off of. This just makes for an unstable population that has to get moved around at the whims of property owners. These are our homes. This kills creativity and thoughtful, productive movement forward. Protect the poeple who live here. Value what is already here over attracting big money. The reason tourists love it is because we are here making it great. When we are priced out, this place slowly becomes like any other. A thriving creative community comes from residents who do not have to soley focus on basic needs.

Theme Definition	Theme	Timeline	Count
Overwhelming focus on council needing to listen to residents, respect public input, rebuild trust, and reflect community will in decisions	Council Listening / Responsiveness / Public Trust	Short-term	22
Concerns about budget deficits, wasteful spending (consultants, studies, pet projects), fiscal responsibility, and tax/fee management	Fiscal Concerns / Budget / Spending / Waste	Short-term	18
Concerns about traffic flow, parking availability, one-way vs two-way streets, bike lanes, pedestrian safety, and bypass routes	Traffic / Parking / Street Configuration	Short-term	16
Concerns about unhoused individuals in public spaces, drug use, encampment removal, downtown cleanliness, and linking homelessness to public safety/economic vitality	Homelessness / Downtown Safety / Cleanliness	Short-term	14
Support for locally-owned businesses, opposition to chains/big box stores (especially Grocery Outlet), preserving Sebastopol's unique identity	Local Business Support / Anti-Chain / Small-Town Character	Short-term	13
Concerns about rising housing costs, ADUs, density, attracting young families, rent control, and demographic shifts	Housing Affordability / Development Density / Young Families	Mid-term leaning Long-term	11
Focus on road repair, potholes, sidewalk maintenance, pedestrian safety, and deferred infrastructure maintenance	Infrastructure / Roads / Potholes / Sidewalks	Short-term	10
Specific feedback about Ives Park: fence, pool, landscaping, events, creek daylighting, and general park maintenance	Ives Park / Public Spaces / Parks / Trails	Short-term leaning Mid-term	9
Specific comments about council infighting, egos, meeting demeanor ("miserable"), and organizational culture/drama	Council Behavior / Culture / Drama / Egos	Short-term leaning Long-term	8

Responses indicating satisfaction, gratitude for council work, love for Sebastopol, or "keep doing what we're doing"	Status Quo / Satisfaction / Gratitude / "Love Sebastopol"	Mixed (Short & Long-term)	8
Responses indicating confusion about survey goals, "not sure what this means," or criticism of survey design/clarity	Unclear / Confused / Survey Design Criticism	Mixed (Short, Mid, Long-term)	7
Specific focus on building hotels (Rite Aid/CVS sites), generating TOT revenue, and leveraging tourism for fiscal sustainability	Hotel Development / Lodging / TOT Revenue	Short-term leaning Mid-term	6
Mentions of Dark Sky certification, native plants, creek daylighting, heat island reduction, and climate adaptation as infrastructure priorities	**Environmental / Climate Resilience / Dark Sky / Native Plants** *(Emergent)*	Mid-term leaning Long-term	5
Focus on arts, culture, music venues, and creative industries as economic drivers and community identity markers	**Arts / Culture / Music / Creative Economy** *(Emergent)*	Short-term leaning Mid-term	5
teen spaces, after-school programs, youth engagement, and family-friendly activities to retail	**Youth / Teen / After-School Programming** *(Emergent)*	Mid-term	4
Specific tension or comparison between the Barlow and Downtown areas, calls for better connection, or criticism of Barlow's impact on downtown	**Barlow vs. Downtown Dynamics** *(Emergent)*	Mid-term	4
Calls for adequate police staffing, fire department restoration, public safety funding, and enforcement approach	Police / Public Safety / Fire Department	Short-term	4
Concerns about permitting complexity, ADU fees, regulatory burden, and calls for streamlining for small businesses/homeowners	Regulations / Permits / Fees / ADU Policy	Short-term	4
Concerns about water/sewer rates, infrastructure aging, fund transparency, and utility management	Water / Sewer / Utilities / Rates	Short-term leaning Mid-term	3
Concerns about welcoming people of color, diverse demographics, inclusive decision-making, and addressing gatekeeping	Diversity / Inclusion / Racial Equity	Mid-term leaning Long-term	3

Responses	Topic(s)	Goal 1: <i>Community Vitality</i>
Vice Mayor Sandra Maurer	<ul style="list-style-type: none"> Downtown History Walk I ❤️ Sebastopol Event 	
Phill Carter	<ul style="list-style-type: none"> WESCO Urban Multi-Sport Facility — Youth Sports Infrastructure Downtown 	

Responses	Topic(s)	Goal 2: <i>Public Safety</i>
Phill Carter	<ul style="list-style-type: none"> Joe Rodota Trail Corridor Safety — Vegetation Management and Sight Line Improvements 	

Responses	Topic(s)	Goal 3: <i>Infrastructure</i>
Vice Mayor Sandra Maurer	<ul style="list-style-type: none"> Desktop feasibility study for the Apple Blossom Trail Prioritize care of the Laguna Wetlands Preserve Traffic Ad hoc Committee 	
Phill Carter	<ul style="list-style-type: none"> Apple Blossom Trail — Active Transportation Corridor Development Gravenstein Trail — Active Transportation Corridor Development 	
Stephen Zollman	<ul style="list-style-type: none"> Review cost allocation plan and make necessary adjustments 	

Responses	Topic(s)	Goal 4: <i>High Performance Organization</i>
Phill Carter	<ul style="list-style-type: none"> Establish a West County Enhanced Infrastructure Financing District (EIFD) 	
Stephen Zollman	<ul style="list-style-type: none"> Strengthen collaborative working relationships between the City and recognized labor unions through proactive communication, transparent processes, and early engagement on operational, budgetary and workforce issues 	

Responses	Topic(s)	Goal 5: Long Term Financial Sustainability
Phill Carter	<ul style="list-style-type: none"> Clean Energy Rate Competitiveness, GeoZone Investment, and Pavement Asset Management 	
Stephen Zollman	<ul style="list-style-type: none"> Review pension/other benefits funding levels. 	

Councilmember Information	Date Submitted	Priority or Goal Title	Explanation of Goal or Priority (brief description of the problem, opportunity, or area of focus)	Desired Outcome (what you hope will be achieved if this priority is implemented)	Timeframe	Anticipated Budget/Resource Impact	Notes/Additional Information
Vice Mayor Sandra Maurer	4/1/2026	Community Vitality: Downtown History Walk	Downtown History Walk to memorialize Sebastopol events (bar fight/standoff, two china towns, train, agriculture, Laguna Pomo/Miwok History, Charles Schulz was here, quirky reputation, Occupy bench...) The Public Arts Committee could coordinate with the West County Museum to identify key historical facts and locations.	Support Sebastopol cultural education in downtown core with a dozen or more bronze plaques, or painted historic markers commemorating different historical events	Mid-term (1-3 years)	Could be \$20K over 3 years for bronze plaques or much less if painted as a historic marker.	
Vice Mayor Sandra Maurer	4/1/2026	Community Vitality: I ❤️ Sebastopol Event	A celebration of the best of Sebastopol: arts, music, food, history, local businesses and people. Rohnert Park has an I ❤️ Rohnert Park with a week of activities. Many people LOVE Sebastopol and this would be an opportunity to celebrate the best of our city.	A week long party to celebrate our wonderful city	Short term- within this year	Under \$10k	
Phill Carter	3/20/2026	WESCO Urban Multi-Sport Facility — Youth Sports Infrastructure Downtown	<ul style="list-style-type: none"> WESCO United Soccer Club serves 1,200+ youth across a 450-square-mile service area with zero dedicated fields and an 86% capacity deficit, relying entirely on shared school fields that are increasingly unavailable. Unused space behind the Youth Annex in downtown Sebastopol presents a rare opportunity to create an urban multi-sport facility (soccer, pickleball, basketball) without land acquisition costs. A vendor quote from Urban Soccer Park has been obtained (~\$80K for a basic model, 5-month delivery timeline), and grant applications are in progress — this project is shovel-ready pending city authorization. Youth sports infrastructure is a direct community vitality investment: it keeps families in Sebastopol, activates underutilized downtown space, and addresses a documented equity gap in recreational access for lower-income youth who cannot afford club travel. 	<ul style="list-style-type: none"> City authorizes use of Youth Annex adjacent space for multi-sport facility installation. Grant funding secured (applications in progress); project proceeds within current fiscal year. Facility operational within 6 months of authorization, serving WESCO's 1,200+ youth and available for broader community recreation use. Downtown activation — new reason for families to come to the core, supporting adjacent businesses. 	Short-term (0-12 months)	Estimated \$80K for basic Urban Soccer Park installation. Grant funding in application; city may need to bridge or co-fund. Ongoing maintenance costs minimal. No land acquisition required.	<ul style="list-style-type: none"> WESCO April 7th agenda item — if funded prior to goal-setting, this becomes a delivered community vitality win rather than a new ask. Urban Soccer Park vendor contact: Lyndsay. Quote on file. Facility design can accommodate soccer, pickleball, and basketball — broadening community benefit beyond youth soccer.

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Phill Carter	3/20/2026	Joe Rodota Trail Corridor Safety — Vegetation Management and Sight Line Improvements	<ul style="list-style-type: none"> Overgrown blackberry and dense vegetation along the Joe Rodota Trail creates concealed spaces that reduce natural surveillance, compromise sight lines for trail users, and create safety concerns for walkers, cyclists, and neighboring residents. Systematic vegetation clearing — particularly blackberry removal — along key segments of the trail within city limits would restore sight lines, improve lighting effectiveness, and make the corridor safer for all users. This is a focused, maintenance-oriented intervention consistent with Crime Prevention Through Environmental Design (CPTED) principles: improving the physical environment to reduce opportunity for harmful activity. Note on continuity: Sebastopol has made significant public safety progress — the department is fully staffed and has expanded video capability for crime prevention. Trail corridor safety is the logical next layer of investment. 	<ul style="list-style-type: none"> Targeted vegetation management plan developed for Joe Rodota Trail segments within city jurisdiction, prioritizing highest-concern areas. Blackberry and dense brush cleared along identified segments, restoring sight lines and improving lighting effectiveness. Trail safety perceptibly improved for daily users — walkers, cyclists, school children, seniors. Coordination with Sonoma County (which manages portions of the trail) on a unified approach to corridor maintenance. 	Short-term (0–12 months)	Vegetation management and trail clearing costs to be scoped; can be effective at \$10K depending on extent and partnerships. Potential coordination with existing Ives and CUSP grant-supported work. Ongoing annual maintenance budget item.	<ul style="list-style-type: none"> Coordinate with Sonoma County Regional Parks, which manages portions of the Rodota Trail outside city limits. Ives program and CUSP grant connections may provide supplemental resources or labor. Separate from encampment management policy — this is physical infrastructure maintenance with independent safety justification. Police department's expanded video capability complements physical corridor improvements.

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Vice Mayor Sandra Maurer	4/1/2026	Infrastructure: Desktop feasibility study for the Apple Blossom Trail	Begin preparation for the Apple Blossom bike/walk trail in Sebastopol with a desktop feasibility study.	A bike walk trail that connects the City east west off the main roads.	Short-term (0-12 months)	\$35K	
Vice Mayor Sandra Maurer	4/1/2026	Infrastructure: Prioritize care of the Laguna Wetlands Preserve	Work with City Staff to prioritize care of the Laguna Wetlands Preserve, including working with the Little League on the possibility of upgrading the existing ball field bathroom.	Better overall care of the Laguna Wetlands Preserve and if possible day time access to a public bathroom in the Preserve.	Short-term (0-12 months)	Could be within budget by working with staff and volunteers or more if an upgraded bathroom is possible.	
Vice Mayor Sandra Maurer	4/1/2026	Infrastructure: Traffic Adhoc Committee	Create an adhoc committee to address traffic in Sebastopol	A committee composed of two Councilmembers, one Public Works staff, one Planning staff and the City Manager to discuss and explore options to reduce traffic in Sebastopol.	Mid-term to long term (1-5 years)	Would require staff time.	
Phill Carter	3/20/2026	Apple Blossom Trail — Active Transportation Corridor Development	<ul style="list-style-type: none"> The Apple Blossom Trail represents a critical link in Sebastopol's active transportation network, connecting residential neighborhoods to downtown, schools, and regional trail infrastructure. Continued investment in this corridor supports the city's climate action goals (VMT reduction), provides safe non-motorized access for residents who cannot or choose not to drive, and increases the utility of the broader trail network. This project is intricately connected to the downtown two-way street conversion planning — trail infrastructure and street reconfiguration must be coordinated to avoid conflicting investments and maximize network cohesion. Maintaining momentum on trail development — even in a fiscally constrained year — preserves grant eligibility, consultant relationships, and community engagement that would be costly to rebuild. 	<ul style="list-style-type: none"> Defined next phase of Apple Blossom Trail development scoped, funded, and in construction or design within the fiscal year. Active transportation network connectivity improved for west-side neighborhoods accessing downtown. Grant funding identified and applied for to minimize general fund impact. Trail segment coordinated with downtown transportation planning to ensure network coherence 	Mid-term (1-3 years)	Scope-dependent; est. \$500K for meaningful Joe Rodota connection to Ive's Park segment completion. Grant funding through Caltrans Active Transportation Program, OBAG, and County Parks and Openspace similar sources to be pursued. Staff time for grant administration required.	<ul style="list-style-type: none"> Trail development and downtown two-way conversion are interdependent — coordinate planning timelines. Even modest progress this cycle (design, permitting, desktop studies, grant applications) maintains project viability for future capital investment. Apple Blossom and Gravenstein trails form a network — progress on one strengthens the case for the other.
Phill Carter	3/20/2026	Gravenstein Trail — Active Transportation Corridor Development	<ul style="list-style-type: none"> The Gravenstein Trail corridor connects Sebastopol to regional destinations along Highway 116, providing non-motorized access along one of the city's primary commercial and residential corridors. Development of this trail segment supports equitable access to employment, services, and recreation for residents who rely on active transportation — particularly youth, seniors, and lower-income households. Like the Apple Blossom Trail, the Gravenstein corridor is interconnected with the downtown transportation planning effort and must be advanced in coordination to avoid stranded investments. Maintaining forward momentum — even at a planning or grant-application level — is essential to preserving the project's position in regional funding queues. 	<ul style="list-style-type: none"> Defined next phase of Gravenstein Trail development scoped, funded, and in design or construction within the fiscal year. Regional trail connectivity improved, linking Sebastopol's internal network to broader West County active transportation infrastructure. Grant applications submitted for available funding cycles. Planning coordinated with Apple Blossom Trail and downtown street conversion work. 	Mid-term (1-3 years)	Scope-dependent; est. \$500K-\$2M for meaningful segment. Grant funding through Caltrans ATP, OBAG, and TDA Article 3 to be pursued. Staff time for coordination and grant administration.	<ul style="list-style-type: none"> Gravenstein and Apple Blossom trails are complementary — submitting both as separate priorities ensures each has an independent funding case. Proximity to Highway 116 and The Canopy development (80 new housing units) strengthens the active transportation demand case. Road repair and pavement management along the corridor should be coordinated with trail development to avoid double-mobilization costs.

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Phill Carter	3/20/2026	Establish a West County Enhanced Infrastructure Financing District (EIFD)	<ul style="list-style-type: none"> Sebastopol faces significant capital needs — library expansion and senior center co-location, active transportation infrastructure, downtown corridor improvements, and ongoing asset management — with limited tools to finance them without direct budget impact or voter-approved bonds. An Enhanced Infrastructure Financing District captures property tax increment from rising assessed values and dedicates it to infrastructure investment, requiring only City Council and participating agency approval — not a voter supermajority. Sonoma County and Sebastopol have already begun preliminary discussions about a West County EIFD; formalizing this as a city priority creates institutional momentum to move from conversation to formation. While EIFD formation requires meaningful staff and legal time upfront, a functioning district significantly reduces the long-term burden of financing capital projects one by one — making it an investment in organizational capacity, not just a capital tool 	<ul style="list-style-type: none"> City Council formally authorizes exploration and formation of a West County EIFD in partnership with Sonoma County. City retains legal and financial advisory support to complete formation documents, identify project area boundaries, and designate eligible capital projects. EIFD becomes an active financing vehicle within 18–24 months, capable of supporting library/senior center consolidation, trail infrastructure, and downtown capital improvements. Staff gains a durable, repeatable financing tool that reduces ad hoc capital scrambling for future projects. 	Mid-term (1–3 years)	<p>An initial \$20K allocation for legal and financial advisory scoping is requested to determine formation feasibility, project area boundaries, and County partnership terms. Full formation costs are estimated at \$50K–\$100K, eligible for reimbursement from district proceeds once formed.</p> <p>To understand the return on that \$20K, consider the capital needs this single tool could help finance:</p> <ul style="list-style-type: none"> Library expansion + senior center co-location: \$13M–\$29M Apple Blossom Trail completion: est. \$1M–\$3M Gravenstein Trail development: est. \$1M–\$3M Downtown corridor improvements: est. \$2M–\$5M Total identified capital need: \$17M–\$40M <p>A functioning EIFD could generate an estimated \$5M–\$10M in capital financing capacity over 20–30 years — reducing the size, cost, and voter-approval risk of any future bond measure. The alternative — a stand-alone General Obligation Bond — requires a 2/3 voter supermajority, costs \$50K–\$200K in campaign expenditures win or lose, and generates capacity for one project only. EIFD formation costs less, carries no campaign risk, imposes no new taxes, and creates a durable 45-year financing tool the city can deploy across multiple projects. The \$20K scoping phase answers the threshold question: is formation feasible, and can we secure County partnership?</p>	<ul style="list-style-type: none"> EIFD is distinct from a Mello-Roos or GO bond — no new taxes, no voter supermajority required. Sonoma County participation is critical; early engagement with the Board of Supervisors should be a near-term staff action. Project area should be drawn broadly to capture increment from downtown, Highway 116 corridor, and north Sebastopol to maximize financing capacity. Library feasibility study (Phase 1, ~\$100K–\$150K) and EIFD formation can proceed on parallel tracks and inform each other.
Stephen Zollman	4/9/2026	Strengthen collaborative working relationships between the City and recognized labor unions through proactive communication, transparent processes, and early engagement on operational, budgetary and workforce issues					

Councilmember Information	Date Submitted	Priority or Goal Title	Explanation of Goal or Priority (brief description of the problem, opportunity, or area of focus)	Desired Outcome (what you hope will be achieved if this priority is implemented)	Timeframe	Anticipated Budget/Resource Impact	Notes/Additional Information
Phill Carter	3/20/2026	Clean Energy Rate Competitiveness, GeoZone Investment, and Pavement Asset Management	<ul style="list-style-type: none"> • Sonoma Clean Power Authority (SCPA) serves as Sebastopol's community choice energy provider. As SCPA develops its 2026 Integrated Resource Plan, decisions made now about geothermal development (GeoZone) and rate structure will directly affect resident and business energy costs for a decade or more. • Rate competitiveness with PG&E is a fiscal resilience issue: if SCPA rates drift above PG&E, residents opt out, SCPA loses ratepayers, and the financial model weakens for remaining customers — a negative spiral the Board must actively manage. • On the infrastructure side, Sebastopol's road pavement management represents its largest unfunded long-term liability. Deferred maintenance is not free — it compounds exponentially. A dollar of preventive maintenance today avoids \$4-\$8 of reconstruction cost later. • Connecting clean energy investment and pavement asset management under a single financial sustainability goal reflects a unified principle: investing in the right things now prevents far larger costs later. 	<ul style="list-style-type: none"> • SCPA Board (with Sebastopol's active participation) adopts a 2026 IRP that maintains rate competitiveness with PG&E while advancing GeoZone geothermal development as a long-term baseload resource. • Sebastopol's ratepayers retain access to competitive, locally-controlled clean energy that reduces household energy burden. • City adopts or updates a Pavement Management Program with a multi-year funding commitment, prioritizing preventive maintenance over reactive repair. • Roads budget reflects true lifecycle cost of pavement assets, reducing long-term general fund exposure. 	Mid-term (1-3 years)	SCPA IRP participation is staff time (Board meetings, technical review); GeoZone capital is SCPA's balance sheet, not the city's. Pavement management program update: est. \$30K-\$50K for professional assessment; ongoing capital commitment to be determined by PMP findings. Enterprise Committee oversight recommended for both.	<ul style="list-style-type: none"> • SCPA IRP filing deadline: June 1, 2026. Board engagement on rate alternatives must happen in Q1-Q2. • GeoZone geothermal represents a long-term hedge against volatile natural gas prices — the fiscal case is strong independent of climate goals. • Enterprise Committee (formed to oversee infrastructure) is the appropriate ongoing oversight body for pavement management. • Road repair framing: this is cost avoidance, not new spending. A well-maintained road network is a financial asset.

Councilmember Information	Date Submitted	Priority or Goal Title	Explanation of Goal or Priority (brief description of the problem, opportunity, or area of focus)	Desired Outcome (what you hope will be achieved if this priority is implemented)	Timeframe	Anticipated Budget/Resource Impact	Notes/Additional Information
Phill Carter	3/20/2026	Economic Gardening— Budget Renewal and Next Phase: Downtown Business Listening Series	<ul style="list-style-type: none"> Economic Gardening—growing the businesses Sebastopol already has rather than recruiting from outside — is the most cost-effective economic development strategy available to a city of Sebastopol's size and character. The program established in the prior goal cycle has demonstrated the approach; this cycle's goal is to renew the budget commitment and advance to the next phase: direct engagement with downtown business owners through a structured listening series. Downtown owner-operators — many of whom have built their businesses over decades — represent irreplaceable community assets and economic anchors. They deserve a formal channel to engage with city leadership, surface barriers they face, and co-develop solutions. A complementary 'Downtown Roots' recognition initiative would celebrate long-tenured local business owners publicly, reinforcing the city's commitment to the businesses that define Sebastopol's character and giving them a reason to stay and reinvest. 	<ul style="list-style-type: none"> Economic Gardening program budget renewed for the coming fiscal year. Downtown Business Listening Series launched: structured conversations with owner-operators to surface regulatory, parking, access, and support needs. Downtown Roots recognition event or initiative piloted, celebrating long-tenured locally-owned businesses. Action items from listening series identified and assigned to staff or council for follow-up — closing the loop with business owners. 	Short-term (0–12 months)	Budget renewal for existing Economic Gardening program (amount from prior year allocation). Listening series: staff time plus modest event costs (~\$5K–\$10K). Downtown Roots recognition event: ~\$5K–\$10K. Total incremental ask modest relative to economic impact of retaining anchor businesses.	<ul style="list-style-type: none"> Economic Gardening philosophy: growing existing businesses is more efficient than business recruitment. Sebastopol's scale makes retention the right focus. Listening series format: small group conversations, not town halls — more likely to surface honest feedback from business owners. Downtown Roots concept: recognize businesses and makes use of public marketing media. Reinforces community identity. Coordinate with downtown transportation planning — business owners' input on parking and access is directly relevant to the two-way conversion.

Councilmember Information	Date Submitted	Anything else
Vice Mayor Sandra Maurer	4/1/2026	<p>Support Carry Over Goals from 2025:</p> <ul style="list-style-type: none"> • Road repairs • Sewer and water repairs • Avoid builders remedy • Emergency preparedness • Restoring public trust • Balanced Budget • Diversify revenue base • Grant opportunities • Quarterly Financial reporting • Budget at a Glance • Pursue no additional costs and or low cost solutions to homelessness • Support community events with city sponsorship and reduction of fees • Holiday decorations (electrical support) • Pomo and public art and updating city web site • Local business support (Economic Gardening) • Continue Ives Park improvements (CUSP, Rotary, ADA pathways, fencing)
Vice Mayor Sandra Maurer	4/1/2026	<p>I'd like to see: Volunteer Program with a Volunteer Coordinator (once the city has planning staffing in place), increase police foot patrols downtown whenever possible, and a Charles Schulz Peanuts/ Snoopy public art sculpture (Public Arts project?).</p>

ONE YEAR GOALS THROUGH JUNE 30, 2026

Goal 1: Community Vitality

Enhance Sebastopol as a great place to live that values community health and well-being. Preserve Sebastopol's unique character.

Strategy/Project	ACTION PLAN	Department Responsible	Constraints	Potential Costs to City Budget	Level of Effort	Additional Notes	Status of Item	FY25-26 Funding	\$ spent as of 12/15/25	Carryover	
1	Restore or repair labyrinth teen memorial (\$5000) (since the goals meeting, discussions with PW indicates a figure of \$6000/not \$5000 as previously stated)	The work will consist of volunteers re-establishing the labyrinth and public works staff relocating benches and the sign, and public works ordering and paying for the large rocks/boulders.	Public Works/ Engineering	Funding/Staff Time	Estimate \$6,000 for boulders, plus 25 hours of PW staff labor.	Medium	Public Works staff will assist in moving benches and the sign. Volunteers will set the labyrinth.	Completed	\$6,000.00	\$5,726.19	N/A
2	Support community events with city sponsorship and reduction of fees	Staff to continue to review and process requests for waivers of fees; staff time; materials as the requests come in.	Public Works/ Engineering	Staff time to review permit/fee waiver request/prepare agenda item	None other than loss of revenues	Minimal	Waivers are reviewed by Council on a case by case basis at a City Council Meeting.	On Going. Ongoing-Request for Waivers received to date:	N/A	\$950.00	Ongoing
3	Pomo and public art and updating city web site/land acknowledgement	Collaboration with Pomo representatives. City staff to meet with Graton Rancheria tribal secretary Melissa Elgin (707) 566-2288, ext 115 and Marianne Rebullida, Executive Assistant for FIGR. 707-566-2288, ext. 111, mrebullida@gratonrancheria.com ; and Greg Sarris, Tribal Council Chairman: GSarris@gratonrancheria.com and Angela Hardin, Tribal Council Executive Assistant: ahardin@gratonrancheria.com	City Administration/ City Attorney/ CDD to Monitor Future projects	Research of Land Acknowledgments from other cities	\$3000 for art mural and City staff time	Medium	Once completed, recommend that Public Arts Committee be involved in any art work/projected related . Email sent to Tribe with language; once comments received agenda item will return to Council. Once language is adopted; CDD to Monitor as projects come to the City consistent with state law.	Website Completed; Interim City Manager put the Public Arts Committee in touch with the tribe to discuss Art Work. Language approved; language is now included on City agendas as well as City website	No funding is in the current budget; reviewed by BC on 11/17/25 and allocate \$3,000 for the POMO Art Mural and update costs for the Storm Drain Lid Painting Project, funded by the Art in Lieu Fund.		Yes (mural)
4	Clean up of Graffiti	Clean up of Downtown	Public Works/ Engineering	Funding of Staff/materials for removal	None Redistribute staff time./Other costs would be staff time for setting/attending downtown walk with businesses.	moderate	Downtown maintenance is a routine task for Public Work. Providing additional services, as needed, will be scheduled. The Community Development Director and the Public Work Director will work with downtown businesses and the Chamber to discuss what is needed to beautify the downtown. Graffiti removal on private property is done by owner. For public spaces, Public Works currently spends 200 hours annually and \$550 for materials.	On Going Bi-Weekly Staff will submit informational item to Council on work conducted such as sidewalk cleaning/plaza/and future work planned (in agenda report)	N/A		Ongoing
5	Festive Activities/Holiday Events	CDD and PW to work with downtown businesses/Chamber of Commerce to review/discuss plans for potential holiday events.	Public Works	Staffing; potential funding depending on scope	TBD	moderate to high	Public Works for set up/permitting as needed. Community Development involved as supportive of Economic Development (where a Econ. Dev. Strategy allows for participation). CDD and PW will work with the Chamber of Commerce, the Downtown Association, and schools to see how they can participate. Options for decorations will be reviewed.	Met with Myriah and discussed holiday decorations , tree lighting and window painting for the business.	\$5,000.00	\$5,393.00	Yes
6	Grant Writer	City staff to work with Sonoma State to ascertain if one or more students would be able to help research/write grants; otherwise staff would prepare Request for Proposals to determine costs for grant writer	City Administration	Costs for RFP/Contract or costs for hiring of grant writer	Last grant writer was \$60,000		Staff continues to apply for grants and to identify opportunities for new grants such as the ProHousing Incentive Program (PIP) Grant.	Staff has not yet reached out to Sonoma State to see if this is feasible. Staff will continue to apply for grants and will reach out to Sonoma State by mid year	N/A		Yes

ONE YEAR GOALS THROUGH JUNE 30, 2026

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/Project	ACTION PLAN	Department Responsible	Constraints	Potential Costs to City Budget	Level of Effort	Additional Notes	Status of Item	FY25-26 Funding	\$ spent as of 12/15/25	Carryover	
1	Explore Ways to Address Homelessness	Pursue New County-wide Lead Agency for Homelessness	City Manager/ Council Liaison	Unknown at this time if any costs	Low	The Board of the Homelessness Coalition has the authority to replace the County as the Lead Agency for homelessness; the City has a seat on that Board. The Sonoma County Mayors and Councilmembers Board will be considering funding for homeless as a priority regionally wide. Homeless Board also to consider agenda from Council representative for review of HUD Funding and distribution to cities; to include review of Homeless Coalition role. An agenda item has been requested to at contracting out HMIS and doing an RFP for a new lead agency.	This is a discussion at the homeless coalition board meetings.	N/A		Council Consideration	
2	Pursue no additional costs and or low cost solutions to homelessness	Homelessness: Ordinance to restrict sleeping or sitting that blocks public access to buildings and on sidewalks	City Manager/ Council Liaison	Unknown at this time if any costs	Low	The Board of the Homelessness Coalition has the authority to replace the County as the Lead Agency for homelessness; the City has a seat on that Board. The Sonoma County Mayors and Councilmembers Board will be considering funding for homeless as a priority regionally wide. Homeless Board also to consider agenda from Council representative for review of HUD Funding and distribution to cities; to include review of Homeless Coalition role. An agenda item has been requested to at contracting out HMIS and doing an RFP for a new lead agency.	This is a discussion at the homeless coalition board meetings.	N/A		Council Consideration	
		County-wide allocation of Homelessness Resources	City Manager/ Council Liaison/Police	Interagency collaboration delays	\$40000 allocated in general fund for WCCS contract	Low	Council rep to Homelessness Coalition could pursue information on allocation of resources/ County-wide Homeless Board also to consider agenda from Council representative for review of HUD Funding and distribution to cities; to include review of Homeless Coalition role. An agenda item has been requested to at contracting out HMIS and doing an RFP for a new lead agency/Police to work with WCCS Outreach Coordinator to work with County on grant funding	WCCS \$40k outreach funding approved by city council August 5th. In process of bringing HEART Personnel on-board with police department. NOFA funding application in progress. Julian Sanchez from SoCo DHS HEART commenced with the police department Jan 20th, 2026 and is progressing very well, working collaboratively with the police dept staff to achieve mutually beneficial outcomes.	\$ 40,000	\$10,000.00	Yes
3	Revisit Infrastructure for back up of City emergency systems	The feasibility study will explore both short-term and long-term solutions, ensuring that the EOC remains operational during power outages or emergencies. The final report will include analysis, recommendations, and cost estimates.	Public Works/ Police	\$20,000 is for feasibility for full building assessment	Moderate	The feasibility study will include a site assessment, evaluation of short-term and long-term power solution, regulatory review, cost analysis, and a feasibility study report. The short term solution would look at running the dispatch operations and setting up the EOC in one room and determining additional portable generator that might be needed to supplement the existing 40kW generator. The long term solution would consider cost of replacing the existing 40 KW generator with the needed amount that would support the EOC operations.	Complete	Included in CIP (#1002-25.04)	\$15,000.00	No	
		Add CIP project when Feasibility Study is complete for long term power. This will require a new generator at the Police Station to support the EOC.	Public Works/ Police	Funding of long-term solution	\$400000/\$150,000 currently funded in Fund 103.	High	The existing generator at the Police Station is a 40KW size generator that can only supply power to the dispatch center. A vendor quote of \$400k was obtained for a new 400kW generator that can support the entire building. This does not include electrical upgrades needed to support the larger generator. A feasibility study will identify the optimum size of the generator needed. Staff is also looking at immediate temporary generator of \$105,000 - more details to come	Feasibility Study Complete. Design underway and construction in FY27 CIP (#1002-25.04)	\$ 420,000	\$0.00	Yes
4	Improve Emergency Preparedness; Update Emergency Operations Plan	Improve Emergency Preparedness; Update Emergency Operations Plan	Police	Staff time - insufficient staff and time to dedicate to the detailed review of the plan that is required	\$40,000 budgeted in FY 25 26 for EOC Assessment/equipment; Police submitted Emergency Operations Plan Update to county oes for review.	High	The timeline is dependent on the availability of time. Former Chief believed that the dept would need consultant assistance to make significant progress and this has merit, as the current chief does not have an administrative assistant, records supervisor and only recently filled the Lt position full time, along with daily operational duties and filling patrol shifts as necessary. The current chief has been working on EOC and EOP around these considerations.	<ul style="list-style-type: none"> Sept 2025 - Emergency Operations Center assessment in progress; Chief has been attending various table top exercises with county and nearby city stakeholders to ascertain further information for design of EOC and EOP July through October 2025. October 2025 - Equipment purchased for EOC ordered. November 2025 - Equipment ordered for EOC installed/delivered. 1st draft Emergency Operations Plan over at County DEM for review. December 2025 - Review of 1st draft plan completed. Draft documents will be made publicly available after council review when community feedback will be solicited. January 2026 - EOP submitted to City Attorney for review before being offered for community feedback and again placed on council agenda. Plan draft has been adjusted/updated after initial council review in December 2025 and submitted to city attorney for a review Jan 22nd, 2026. Upon receipt of approval by city attorney, plan will be made available for public opinion and then back to council for their consideration in March, 2026. Proposed to be completed by end of 2026. 	\$ 40,000	\$8,113.11	No -work completed to EOC, Carryover for emergency operations plan Training will be Ongoing
		Update Hazard Mitigation Plan	Building/ Public Works	N/A	Budget has \$10k toward Conty MIHMP	High	State Mandate; Deadline for next update is: December 2026	City is Participaing in the Multi-Jurisdictional Hazard Mitigation Plan (MIHMP) led by County of Sonoma. Draft due June 2026	\$ 10,000	\$0.00	No
		SAFE Program	Council liaison/ Police	N/A	Seek to be county funded	Low	To monitor County activity	Chief has been liaising with SAFE in Petaluma and they have advised of a recent scandal which has necessitated that they not expand or modify their services whatsoever for at least 1-2 years. As such, it is not possible for Sebastopol to procure their services at this time. There is still no anticipated date for this program being available for the city to consider as of 1/2026	\$ -	\$0.00	Council Consideration
5	Community Emergency Response Team - County free offerings	Communciate with Chief Helfin and Dr. Nancy Brown on Free Trainings Offered for CERT	City Manager/ Council Liaison/Police	Staff time to dedicate	Staff time	Low	Dr Nancy Brown is leading our county's emergency response department. Her department received a grant and started running CERT trainings, the first being in Petaluma last Fall. Her thoughts are that all cities could encourage folks to become CERTS so that they could be deployed throughout the county when needs arise. This way no one city has to spend time on trainings, managing certifications and incurring perceived liabilities. Sebastopol Neighborhood Communications Unit (SNCU)/For training purposes and emergency response: Purchasing and installing two 50-watt GMRS base stations inside the Sebastopol police station, one for use of the police department and the other to allow SNCU net control volunteers to communicate with radios throughout the City. Budget: Two 50-watt GMRS base stations \$210 x 2 \$420 Two AC/DC regulated power supplies \$140 x 2 \$280 Two external mast-mounted antennas, plus cable and fittings, estimated \$2,000 Total \$2,700 We will also ask for a working space within the Police Department, perhaps some counter space in the room now used for forensics.	CERT are included in the 1st draft EOP as a volunteer group that can be called on by the Director of Emergency Services for the city in the event of an emergency where their assistance is deemed necessary. The PD are supportive of having them on standby and can assist in promoting their free trainings on receipt of any information that they wish to push out to the community, such as sharing any social media or website information that they may wish to promote to our residents. The PD staff do not have the bandwidth to be facilitating or running any trainings on behalf of volunteer groups at this time due to staffing levels and would submit that CERT, not being a city organization, would be responsible for organizing trainings. The PD are happy to support their effort and if at all possible, provide the police department training room for any potential suitability for that training.	N/A		Council Consideration

6	Coalition of Housing/Keep County or review no-profit/change lead agencies	This action plan is similar to goal above/consider combining this goal with goal above. Pursue New County-wide Lead Agency for Homelessness	City Manager/ Council Liaison/Police	Ability to dedicate staff time	Staff time	Low	The Board of the Homelessness Coalition has the authority to replace the County as the Lead Agency for homelessness; the City has a seat on that Board.	WCCS have remained a service provider to the city under the police budget and the SoCo DHS have in partnership with the city, offered a HEART member be positioned at the PD to offer assistance to the unhoused community. Julian Sanchez from SoCo DHS HEART commenced with the police department Jan 20th, 2026 and is progressing very well, working collaboratively with the police dept staff to achieve mutually beneficial outcomes.	N/A		Yes
7	Keeping drugs out of town / drug enforcement/ needle exchange	Increased foot presence of police officers downtown/ TheCity also reviewed a request for a harm reduction vending machine (also known as wellness supply vending machine) that would be dispensing naloxone (used to rescue people overdosing from opioids), fentanyl test strips, pregnancy & COVID tests, condoms, feminine hygiene products, dental hygiene kits, personal hygiene kits (soap, shampoo, tissues, etc.), and socks. Council has not reviewed this item as a whole.	Police	Staffing levels & vacancies	Only staff time	Low	Direction issued to PD staff to perform foot patrols where possible and this has been occurring. 789 foot patrols by patrol officers from 3/1/2025 through to 12/8/2025. Police chief is also making regular foot patrols of downtown, the Barlow district, local businesses and stopping to engage with children and community members. In addition, Public Works Director met with West County Health for possible placement of harm reduction vending machine targeting youth. There is some consideration being given to the installation of free NARCAN being made available at locations yet to be determined and agreed to. Further discussion necessary, though the police chief suggests that if a location is supported in the city, that the Library may be most appropriate location. This NARCAN dispensing location was before city council January 20th, 2026 and the location provided on the corner of McKinley and N Main was rejected (not a location ever supported by the police chief) and sent back for further consideration for other locations potentially more suitable.	Part of current duties as time permits during daily operations and calls for service Narcan has been completed	N/A		Narcan completed, Carryover for patrols

ONE YEAR GOALS THROUGH JUNE 30, 2026

Goal 3: Infrastructure

Maintaining High Quality Infrastructure, Facilities and Services includes repairing/replacing outdated city facilities, improving streets, stormwater and wastewater infrastructure.

	Strategy/Project	ACTION PLAN	Department Responsible	Constraints	Potential Costs to City Budget	Level of Effort	Additional Notes	Status of Item	FY25-26 Funding	\$ spent as of 12/15/25	Carryover
1	Caltrans grant – Sustainable transportation	Staff to create with consultant a proposed project and funding list.	Planning	Staffing	Main Street STG Planning Grant Local Match for staff time of \$27,622 to be paid from Traffic Impact Fee Fund. FY24-25, local match estimated expenses of \$3,178 which leaves \$24,444 in FY25-26	Medium	No additional costs; part of STG grant; In Kind staff support costs = \$24,444	Completed and signed resolution 6695-2025. PC and CC have selected a preferred alternative; Dragt Plan to return in April (PC) and May (CC)	N/A		No
2	Potholes/Street Resurfacing	Continue annual pavement repairs and repaving program where needed, as identified in the City's approved Pavement Management Program Budget Report. Resurfacing projects are limited by budget. The first year of the program will focus on digouts and repairs of severely impacted streets. Staff to create a list of areas for limited area digout and resurface (spot repairs).	Public Works	Budget limits any significant resurfacing projects.	\$500,000	High	Digout Repair List approved. Street rebuild project will be presented to Council 4/21.	Staff prepared a grant application for the City's 5-year paving program and submitted on 8/2/25. Public Works is developed a list of locations. Palm Ave and Strout are going back to Council 04/21	\$ 500,000	\$5,401.84	Yes
3	Wastewater Pipes/Infrastructure/Sewer master plan	Flood Resiliency Master Plan	Public Works		\$155,000	High	Contract awarded 10/7/25	Wood Rodgers is developing GIS database converted from CAD for Santa Rosa review.	\$ 169,000	\$38,048.75	Yes
		Sewer Master Plan	Public Works		\$157,000	High	Contract Award will be presented to Council at the 4/21 mtg	Underway	\$ 157,000	\$132,634.00	Yes
4	Storm Drain Plan – Removal of silt from Calder Creek Pipeline	This project will be addressed in the Flood Resiliency Plan that is currently underway. The work is for removal of silt in the Calder Creek pipeline and the first order of work is to prepare plans, specification, estimate, and permitting. The cost of the silt dredging is very high and staff will need to pursue grants, if any.	Public Works	High cost of what should be an on going maintenance item; \$200k for assessment, \$2M for dredging work. Update: PW has received an alternative proposal and plans to advance this project this summer	\$250,000	High	Alternative methodology suggested by Flood Resiliency Master Plan consultant has lead to significant cost reduction	Flood Resiliency Master Plan will have cost for silt removal.	Flood Mitigation Funds (FY27) - \$256,026	\$0.00	Yes
5	CUSP Grant Application for Phase I of Naturalization of Calder Creek and Ives Park	Staff to work cooperatively with CUSP pending granting agencies' responses to Council approved grant applications. Staff to create a list of projects that can be done that follows the master plan and not interfere with the grant.	Planning and Public Works	Staffing and Subject to Grant awards	None	Moderate to High	Two reciprocal matching grant application resolutions approved by Council on 4.15.25. Next steps depend on status of grant award.	CUSP is preparing to submit grant applications that would allow design work to proceed.	N/A		Yes
6	Implementation of Rotary Centennial Plan (with revisioning of Ives park) Council review first	Staff to work with Rotary on Plan Review/Item to be returned to Council for consideration	Planning and Public Works	Staffing	None	Low	Construction work is by Rotary. Public Work will request plans and review them. Update: Public Works to meet with Rotary and CUSP to align project and path forward 4/3/26	Since staff, Rotary, and CUSP had met the Rotary has taken this item off any future Planning Commission agendas as they work through some redesigns. PD Parks Subcommittee formed 3/25 and tasked with resolving conflicts in plans.	N/A		Yes
7	Well 4 (updates/funding)	Issue RFP for engineering services to develop standard plans & specifications.	Public Works/Engineering	Construction costs	0-\$400,000 for design	High	Contract to complete test well and design was approved by Council 3/17/26. Moving forward with design in 2026	RFP Complete. Design work in 2026.	N/A	\$0.00	Yes
8	SCTCA Funding Plan Cycle/Bodega Ave Bike Lanes. SCTCA Funding Plan Cycle 2	Continue to engage with SCTA TAC and represent the City's interests in pursuit of Go Sonoma grant funding. Staff has provided a list of transportation projects as part of the "Move Sonoma 2050" plan. Next Call for Projects is estimated to occur in June 2025.	Public Works/Engineering	Larger grant projects for Go Sonoma projects are listed in the Move Sonoma 2050 plan and based on federal grant funding available to SCTA.	Local match (min. 15%) required for Go Sonoma grants	Moderate	This is an ongoing task as part of the SCTA TAC that public works staff attends. Staff can provide as needed updates as part of the monthly department reports.	Completed. Submitted grant for SCTCA in Dec 2025. Waiting to hear back on potential funding in FY26-27	N/A		Yes

9	EIFD	Item on hold until June 2025; when we hope to know more about the likelihood of our obtaining the full ½ cent from Measure U.	City Manager	Staffing	Future costs unknown at this time.		The EIFD Ad Hoc and staff met with the County and Kosmont in early April. Kosmont has completed initial work on the impact of an EIFD on the General Fund. With our projections showing years of deficits unless other significant revenues materialize, we agreed to put this on hold until June, when we hope to know more about the likelihood of our obtaining the full ½ cent from Measure U. We are now on pause until that all shakes out. In the meanwhile, Kosmont is coordinating with Supervisor Hopkin's office on some additional analysis in unincorporated area and a potential briefing to the full board on this work this summer.	Council approved Resolution of Intention Dec 2nd. Once committee assignments were approved, staff holds committee meeting. Council working with Supervisor on funding for next step	N/A			Council Consideration
10	ADA walk way in Ives Park	Finalize plans for Ives Park Segment 2 ADA path from restroom to parking lot and prepare specifications and updated costs. This project is in the CIP.	Public Works	Funding	\$180,000 plus staff time to perform inspection in house	Moderate to High	The plans are 80% complete and would need to be finalized, specs prepared and then bid. Cost is estimated at \$180,000 for final design and construction. Funded with Measure M Parks.	Project is programmed in FY 27 CIP utilizing Measure M Funding	\$ 180,000	\$0.00		Yes
11	Items below added from September 2024 Approved Goals list: Water / Sewer Master Plan. City buildings	Water Master Plan	Public Works		\$115,000	High	This project was approved in FY 2024-25 and is already underway. Council can be provided project updates in the monthly Department updates.	Engineering work is ongoing. List of preliminary CIP projects was presented to council 12/2.	\$ 115,000	\$75,459.00		Yes
		Pursue Trench Cut ordinance so contractors working on City streets pay for repairs	Public Works		Minimal	Medium	Develop ordinance using existing neighboring cities as an example. Prepare City Council agenda item.	Not yet started due to other ordinance and policy priorities.	N/A			Yes
		Develop schedule for replacing major components of buildings, and determine amount of funding needed and to be set aside each year.	Public Works	Extensive assessment of city facilities needs to be done first.	Unknown	High	This is a best practice in financial management, typically prepared by consultant w/input from City staff.	Not yet started.	N/A			Yes
		Fleet: Develop Replacement Plan & Electrification of City Fleet and State Air Board compliance	Public Works	PG&E sponsored grant to make electrical improvements needed to accommodate electrical chargers.	Initial project costs for engineering support is estimated to be \$40 to \$50k	High	There will be two applications for both city sites, which include the Police Department and the Corporation Yard. We can likely lease instead of purchase some vehicles which may be more cost-effective. State electrification mandate likely infeasible. Implementation costs are about \$150,000 to \$200,000 for each site. Staff will reach out to Sonoma Clean Power to see if they can participate through a grant.	Need to coordinate with PG&E and Sonoma Clean Power about Grants.	N/A			Yes

ONE YEAR GOALS THROUGH JUNE 30, 2026

Goal 4: High Performance Organization

	Strategy/Project	ACTION PLAN	Department Responsible	Constraints	Potential Costs to City Budget	Level of Effort	Additional Notes	Status of Item	FY25-26 Funding	\$ spent as of 12/15/25	Carryover
1	Achieving staffing/ Program targets that match best standards and efficiency/operational staffing efficiencies/baseline budgets/performance management	Review staffing assessment study and work to match staffing levels with service demand and seasonal trends.	Human Resources/ Administrative Services/City Manager	Funding for Staffing	Dependent Upon position	High	The classification study job specifications will be presented to the Council by July 1, 2025, for those without fiscal impacts. Meanwhile, work will continue with the HR Advisor and City Manager to address additional classification changes and equity adjustments during the FY25-26 budget process. The HR Advisor and City staff are also working on implementing staffing recommendations from the recently amended staffing assessment study, aligning them with business needs. The City will return to the Council as opportunities arise.	Public Works Director onboarded; Recruiting Planning Director	N/A		No ((Ongoing)It'll be a routine item for continue recruitments)
2	City Council Protocols and Procedures		City Management/ Ad Hoc Committee			High	City Council review policies on an ongoing basis during City Council Meetings.	ONGOING	N/A		Yes
3	RFP for HR Management		Administrative Services/ City Manager			Medium		RFPs for various consultants has been issued	N/A		No
4	Avoid builder remedy	A.Staff is actively processing Housing element updates (completed) and implementation to remain in compliance (underway)	Planning	Staff time	None	Moderate to High		First round (critical items) completed January 2026. PC Subcommittee working on further implementation during 2026	N/A		Yes
5	Housing Element Implementation/Association of Bay Area Government (ABAG) Priority Development Grant	PDA Grant will assist in implementing the certified Housing Element	Planning	Staff time	None/ABAG Grant of \$190,000 ; \$40,000 for City Administrative Staff Time; \$150,000 ABAG to retain for consultant costs	Moderate to High	This potential issue is much less of an issue for Sebastopol than other County jurisdictions but we are being proactive about remaining in compliance with our Housing Element program. City Attorney Mog has provided a memo for information on the Builder's Remedy /Partially Implements Housing Element Program; ABAG hiring consultant to start in September.	Consultant selected and PDA Grant kicked off early 2026; contract to CC this spring	N/A		Yes
6	Evaluate Replacement of SMART Gov permitting system	Staff has reviewed several different vendors and has received one proposal. Current system is paid for through June of next year and we would be looking at starting any replacement a few months before that. We have been working with current vendor getting some upgrades make current program better.	Planning/ Building/ Admin Services/ Public Works	Newer programs are much more expensive	\$30,000 up front and an addition \$10,000-\$20,000 per year.	Moderate	Our current system is difficult to work with, contributes to inefficient processes, slows the review of projects.	Under Review. We are continuing to interview alternative vendors as a possible replacement to our current vendor.	N/A		Yes
7	Replace CIP Software		Public Works/ Admin Services			High	CIP budget uses two software packages (Breeze and Springbrook) that do not communicate with each other. Identify a single CIP budget preparation and project budget tracking software so that the communication process is mechanized and not performed manually.	Will revisit in FY 2026-27 due to costs.	N/A		Yes
8	Restoring public trust	Acknowledge and Address Past Issues/openly share decisions, data, and reasoning/Use plain language in communication/Set measurable goals and report progress/create independent oversight/respond to feedback visibly and respectfully/include goals in agenda items and demonstrate them in decisions.	All Departments			High	Ongoing	ONGOING - STAFF CONTINUES TO REVIEW WAYS TO INCREASE PUBLIC TRUST	N/A		Ongoing

9	IT Audit (approved during earlier Council Meeting)	Conducting an IT audit to assess the city's IT needs before going out to a Request for Proposal (RFP) for IT support services. The audit would focus on various aspects such as system hardware, software, security, internal and external IT standards, and the efficiency and effectiveness of the IT system. The goal is to ensure that the IT infrastructure is robust, secure, and aligned with the city's objectives.	Administrative Services/ City Manager	None at this time	Costs of Audit will be known once RFPs are returned to the city.	High	Working on a cost/proposal for City wide IT audit first (then RFP for IT Services). Should include determining replacement schedule and funding for IT equipment, and assessment of current software and systems. This could include CIP, Permitting, Records Management System, and/or Finance software listed elsewhere.	RFP was issued in Jan 2026. Received 6 responses and currently under review. Will be completed June 2026	N/A		No
10	Improve Public Communications	Staff to work on creating a communications plan to help develop a bond of trust between the City and our community/Align messages with organizational values and public interests/Set goals for awareness, understanding, trust, and participation/use plain language—avoid jargon, acronyms, and bureaucratic tone/focus on transparency, empathy, and honesty.	All Departments			High	Ongoing	This is ongoing; continue to explore ways to increase communications/providing information to the public /increasing transparency.	N/A		Ongoing
11	Shared Services	Communicate benefits and impacts, not just procedures or policies.	All Departments		Would utilize savings from vacant position to fund.			Staff has reached out to other cities and as of the writing of this report, there were no known opportunities for shared services.	N/A		Yes
12	Cross Training of Administrative Staff/Actions from Class and Comp Study and Staffing Assessment	First step is on-going in the we anticipate Building moving to City hall in the next thirty days. That will allow another admin staff (1 FTE) to move to City Hall and cross train into other areas/Retitling of Positions; Reclassification/recruitment for positions	Building/ ACM	None	\$10,000 - this will be used for scanning and storage of documents for space saving (This is within the FY 24 25 budget	High	This is the first step of streamlining City government and create cross training for city employees	Building Department now located in city hall; Two Admin Techs onboarded	N/A		Ongoing

ONE YEAR GOALS THROUGH JUNE 30, 2026

Goal 5: Long Term Financial Sustainability

Achieving Greater Fiscal Resilience and Long Term Fiscal Sustainability

	Strategy/Project	ACTION PLAN	Department Responsible	Constraints	Potential Costs to City Budget	Level of Effort	Additional Notes	Status of Item	FY25-26 Funding	\$ spent as of 12/15/25	Carryover
1	Balanced Budget	To achieve a balanced budget, review the current financial status and set clear goals. Explore new revenue sources and reduce non-essential spending. Regularly monitor and adjust the budget, plan long-term, and update financial policies. This ensures financial stability and sustainability.	Lead: City Administration/ Administrative Services Contributing: ALL DEPARTMENT	Achieving a balanced budget can be difficult due to revenue shortfalls, increased expenditures, and economic downturns. Policy changes and unforeseen events like natural disasters can also disrupt budget plans. Deferred maintenance leads to higher future costs. Inadequate financial planning further contributes to budget imbalances.		Achieving a balanced budget demands substantial effort and collaboration from all departments. It involves continuous monitoring and adjustments to ensure we live within our means, while implementing cost-saving measures when necessary.	Treating public funds with the same care and responsibility as one would their own personal money. This means not spending more than what is incoming and making thoughtful, prudent decisions to ensure financial stability. By regularly monitoring expenditures and making necessary adjustments. This approach ensures that public resources are used efficiently and effectively, benefiting the entire community.	The adopted FY25-26 budget continues to reflect a surplus position, demonstrating the City's ongoing commitment to fiscal responsibility. To ensure proactive oversight and timely adjustments, the Budget Committee has committed to meeting on a monthly basis to review and address any budget-related matters that may arise throughout the fiscal cycle.	N/A		Yes
2	Quarterly Financial report/annual long term budget reductions	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.	Lead: Administrative Services Contributing: ALL DEPARTMENT	None	Staff Time	Moderate	Routine reports	Provide ongoing quarterly updates to the Budget Committee for review and feedback, followed by an update to the City Council for acknowledgment and acceptance	N/A		Ongoing
		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.	Lead: Administrative Services Contributing: Public Works/Engineering	None	Staff Time	Moderate	Routine reports	Provide ongoing quarterly updates to the Budget Committee for review and feedback, followed by an update to the City Council for acknowledgment and acceptance	N/A		Ongoing
		TRUST FUND - 115	Administrative Services	None	Staff Time	Moderate	Yearly Update on Pension trust	Last updated on pension was in June 2025	N/A		Ongoing
3	Measure U Priority Resolution reviewed during Budget Process	This process is already incorporated in the FY25-26 budget discussion	Lead: Administrative Services	None	Staff Time	High	Resolution utilized for review of use of Measure U funds/City staff keeping track of expenditures from Measure U fund; will provide information as part of quarterly reports	Provide ongoing quarterly updates to the Budget Committee for review and feedback, followed by an update to the City Council for acknowledgment and acceptance	N/A		Ongoing
4	Publish Reports on Budget Illustrating Budget (Budget at a Glance)	A "Budget at a Glance" provides a concise overview of the financial plan. It highlights key financial metrics and summaries, making it easier for the public to understand the budget's main components without delving into detailed documents.	Administrative Services	Current staff is lack of specialized skills in financial design and presentation. Crafting a clear, concise, and visually appealing budget summary requires expertise in graphic design, which is not readily available with current staff	\$5,000 for a 12-Pager \$7,000 for a 24-Pager	High	Creating a professional and polished "Budget at a Glance" is challenging due to the lack of resources and specialized skills required for producing graphic visual summaries. Our team does not have the expertise needed to design and implement these visual elements effectively. Staff could review current practices to create clear graphs (such as pie charts) for easier read and transparency	4 pages of Budget at a Glance was developed by staff and posted on city website.	N/A		Ongoing
5	Diversify City Revenue base	Support small business growth and entrepreneurship through grants, and regulatory streamlining. Promote tourism, cultural districts, and local events to increase visitor spending/Collaborate with private investors for infrastructure, development projects, or service delivery.	Planning/City Manager/Finance	Lack of brick and mortar shops with the advent of Amazon Etc	None- To be completed within departmental budget OUTSIDE CONSULTANT SUPPORT WILL LIKELY BE NEEDED	Medium	Staff to reconsider reinstating the façade improvement program	With direction from the Budget Committee we could revive the façade improvement program to focus on beautiful of the downtown businesses. This item if directed by the Budget Committee it would come back to a mid year budget review in 2026.	N/A		Yes (Façade improvement grants)
6	Update Financial Policies/Ensure meets CIRA	Staff would need to consult with CIRA Team and provide them with the City current financial policy and request a review	Administrative Services	Staff would need to devote time to ensure the approach updating the financial policy not only meets CIRA standard also need to meet governmental accounting standard board (GASB) as well for local government	Staff Time to Coordinate with CIRA	High	Staff capacity remains limited at this time. To ensure the updated financial policy aligns with both CIRA standards and Governmental Accounting Standards Board (GASB) requirements for local governments, dedicated time and resources will be necessary.	Progress is contingent on the availability of staff to support this dual compliance effort.	N/A		Yes
7	Increasing Revenue Base	To increase the city's revenue base, consider implementing fee increases for services, introducing new fees or taxes, and applying for grants. Encouraging new construction and development projects can boost property tax revenues. Engaging in public-private partnerships and optimizing operational efficiency are also effective strategies.	Planning/Admin Services	Economic downturns can impact the effectiveness of revenue-generating strategies. For example, during a recession, new construction projects may slow down, and residents may be less willing to accept fee increases	None- To be completed within departmental budget MAY NEED OUTSIDE FUNDING	High	We have adopted Resolution 6592-2024 which raised permit fees for construction by about 18-20 percent. We also passed through Council in November 2024, a resolution to raise building valuations, which indirectly raises permit fees.	Draft RFP prepared for Impact Fee Study and Use Fee Study. Currently working with several developers on new projects including the Barlow Hotel. We are expecting to permit summer 2026.	N/A		Yes
8	Update of Impact Fees and More Information	The staff will undertake a comprehensive review of the 2021 impact fee study to determine whether the fee requires an update or if a complete new study should be conducted.	Building / Planning	Staffing	\$80,000	Medium	Fee study is overdue. Changes in state law have increased the cost of a new study (no longer just an update). RFP underway; cost may exceed the budgeted \$70k USER FEE STUDY IS ALSO DUE IN 2026 ; RFP will include as an optional task so we can get rough costs and potential economy of scale	There are new statutory requirements for impact fees and providing more user friendly access to information about the fees. Draft RFP for Impact Fees has been prepared and anticipated to be released by end of April 2026	\$ 70,000	\$0.00	Yes

9	Grants from Regional Bodies	Identify Relevant Regional Funding Sources/Partner with neighboring municipalities, nonprofits, on joint proposals/Engage external grant consultants if resources are limited.	All Departments	Staff time/lack of grant writer experience	VARIABLE - matching funds typically required; grant administrative costs can also be high	Medium	City staff representatives and attendees to regional bodies will provide monthly updates to council of upcoming grant opportunities from regional boards.	City has submitted for the following grants: Cultural Arts District; SCTCA Grants; NOFA Measure O grants; Sonoma County TIF Funds and will submit for T Mobile Grant	N/A		Yes
10	Review of Zoning Codes for streamlining of permitting	In process; Planning Commission has appointed a subcommittee to evaluate Housing related Zoning Code updates	Planning	Staffing; Funding	Zoning Code changes are expensive: community outreach, publication costs for multiple hearings, heavy PD and CA time costs; codification expenses. Budget \$10k for 2026	High	None.	Similar to Goal 4-4	N/A		Yes

ONE YEAR GOALS THROUGH JUNE 30, 2026

Goal 6: Economic Development

	Strategy/Project	ACTION PLAN	Department Responsible	Constraints	Potential Costs to City Budget	Level of Effort	Additional Notes	Status of Item	FY25-26 Funding	\$ spent as of 12/15/25	Carryover
1	Growing Businesses Together /"Requested to be Retitled to: Economic Gardening Program"	City staff to work withto create a town hall or business event.Launch an Economic Gardening program that grows home-grown businesses—especially artisan food, farm-to-table, and boutique manufacturers—by boosting retention, expansion, and high-value job creation while using minimal City staff time and cost.	Planning/ CM	Staffing; Funding	\$3000/20 hours staff time	High	This includes an event and on-going support to promote local businesses using an approach tried in other communities. Business 2 Business Support program could be a potential initiative if/when an Economic Development Strategy project is developed. •Higher local sales, more visitors stopping, stronger brand as a "foodie/artisan hub." •Job and wage growth with low public cost (far cheaper than recruitment incentives). •Durable public-private communication channel, reducing friction on permits and policy.	Listening session accomplished 9/30/25 with all departments in attendance. First event held 3/26/26 (Councilmember Carter).	N/A		Council Consideration
2	Presentation from new CDD on economic development/plans/strategy/ responsibility of who (what department) is keeping track of businesses?/ How we are working as part of economic development /working with brokers who are working with people who are seeking spaces/how develop relationships	Develop Economic Development Strategy	Planning/ CM/ Admin Services	Staffing; Funding	None- To be completed within departmental budget	High		Scope for PDA project is being adjusted to add economic vitality data that will be needed for a future vibrancy/economic development plan.	N/A		Yes
3	Finalize Completion of Permitting for Barlow Hotel	Staff curenly working with developer to finalize construction plans. Expected completion late fall. Expect permit to be ready to issue in February 2026 if developer continues to follow through.	Planning/ City Manager/ Building/ Public Works	Financial constraints for developer is the main constraint. Lower intrest rates would help		High	Development Agreement approved July 2025	Land Use Entitlement Completed. Expecting plan submittal for construction by September 2026	N/A		Yes

GOAL 1	Community Vitality						
	Strategies/Priorities	ACTION /TASK					
			Carter	Hinton	Maurer	McLewis	Zollman
Councilmember Priorities							
1	Downtown History Walk (bronze plaques or markers); “I ♥ Sebastopol” week-long event.						
2	WESCO Urban Multi-Sport Facility (youth soccer/pickleball/basketball) at Youth Annex – shovel-ready						
3	Volunteer Program with Coordinator						
4	Charles Schulz Peanuts/Snoopy public art sculpture						
Public Input							
5	Preserve local character / support small businesses / avoid chain stores (42 responses)						
6	Traffic, parking, and street configuration concerns (26)						
7	Infrastructure repairs including roads and sidewalks (20)						
8	Downtown cleanliness, safety, and homelessness (16)	Review of continued removal of old/and installation of new garbage cans; work with Chamber of Commerce to provide/maintain flower baskets; conduct police patrols; utilize WCCS and HEART personnel for homeless					
9	Public spaces, parks, arts, and community events (13) <i>(Can merge with Staff Priority of 125th Centennial Celebration)</i>	City Council ad hoc committee created for Centennial; work with organizations such as Chamber or BID for events to be held downtown					
City Staff New/Revised/Carryover Priorities							
10	Pomo and public art	Mural funded for \$3000; Public Arts to continue work on this project					
11	Festive Activities / Holiday Events	Review of installing electricity in the downtown light poles rather than using solar lights for trees; work with Chamber on window decorations					
12	Public Arts Committee Requested Return to Monthly Meetings	Return to Monthly versus bi monthly meetings (staff to review work plan)					

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
2	Clean up of Graffiti
3	Land acknowledgement on all city agendas

GOAL 2	Public Safety						
	Strategies/Priorities	ACTION /TASK					
			Carter	Hinton	Maurer	McLewis	Zollman
Councilmember Priorities							
1	Joe Rodota Trail Corridor Safety – vegetation management, sight-line improvements, blackberry removal						
2	Increase police foot patrols downtown (<i>Merged with former approved Council goal: Keeping drugs out of town / drug enforcement/ needle exchange</i>)	Increased downtown foot patrols by Police Personnel					
Public Input							
3	Homelessness enforcement / public space management / drug activity concerns (24) (<i>This can be merged with item 2 above</i>)	Increased downtown foot patrols by Police Personnel; Increase patrols in City Parks and trails					
4	Traffic enforcement and speed control (22); (<i>Can be merged with Staff priority: Traffic enforcement; community policing; walking downtown; walking the plaza and parks routinely</i>)	Increase Community Policing and Visibility and traffic enforcement					
5	Increased police visibility and community policing (18)	Increase Community Policing and Visibility					
6	General satisfaction with current services (17)						
City Staff New/Revised/Carryover Priorities							
7	Prioritize public safety through programs and initiatives that assist the Council, City departments and the community prepare for a major disaster and continue disaster preparedness with a regional approach	Finalize Emergency Operations Plan; Conduct Trainings for City Council and City Staff (especially City staff appointed to EOC during emergencies) (See Item 12 below)					
8	Prioritize volunteer programs to enhance public safety, support the Police Department in non-enforcement duties and improve community relations by engaging in a variety of community service roles.	Continue to work on volunteer programs such as the community service volunteer program; mounted horse unit					
9	Evaluate industry’s best practices in public safety delivery models and identify potential opportunities to adapt and expand capacities, including a focus on staffing strategies and limiting reliance on overtime						
10	Explore Ways to Address Homelessness/ Pursue no additional costs and or low cost solutions to homelessness	<ul style="list-style-type: none"> a. Homelessness: Ordinance to restrict sleeping or sitting that blocks public access to buildings and on sidewalks b. County-wide allocation of Homelessness Resources c. SAFE Program 					
11	Update/Finalize Emergency Operations Plan	<ul style="list-style-type: none"> o Finalize Emergency Operations Plan 					

		<ul style="list-style-type: none"> ○ Conduct Trainings for City Council and City Staff (especially City staff appointed to EOC during emergencies) 					
12	Community Emergency Response Team – County free offerings	Continue to work with County to distribute through all media channels all available trainings					
13	Infrastructure for back up of City emergency systems (Emergency Operations Center Generator)	Add CIP project when Feasibility Study is complete for long term power. This will require a new generator at the Police Station to support the EOC.					
14	Coalition of Housing/Keep County or review non-profit/change lead agencies						

GOAL 3	Infrastructure						
Strategies/Priorities		ACTION /TASK					
			Carter	Hinton	Maurer	McLewis	Zollman
Councilmember Priorities							
1	Desktop feasibility study for Apple Blossom Trail (\$35K); and Gravenstein Trail development (coordinated with downtown street reconfiguration)						
2	Prioritize Laguna Wetlands Preserve care (including possible bathroom upgrade)						
3	Traffic Ad Hoc Committee.	Form and convene a Traffic Committee to address traffic, parking, and street configuration concerns					
Public Input							
4	Roads, potholes, and repaving (58 responses) <i>(Can merge City Staff Priority: Potholes/Street Resurfacing)</i>						
5	Parks and public spaces including Ives Park (18) <i>(Can merge City Staff priority of Street Paving)</i>	<ul style="list-style-type: none"> ○ Utilize the Pavement Management Program (PMP) as a foundational tool to guide roadway investments. ○ Combined PMP recommendations with the CIP Program, available funding, and community priorities 					
6	Bike infrastructure and trails (14)						
7	Sidewalks and pedestrian safety (12)						
8	Water and sewer infrastructure (11) <i>(Can Merge with City Staff Priority: Wastewater Pipes/Infrastructure/Sewer master plan; Well 4 (updates/funding))</i>	<ul style="list-style-type: none"> ○ Flood Resiliency Master Plan ○ Sewer Master Plan ○ Water Master Plan 					
City Staff New/Revised/Carryover Priorities							
9	Advance Project Readiness for Grant and Funding Opportunities	<ul style="list-style-type: none"> ○ Develop a portfolio of projects to at least 50% design across infrastructure sectors. ○ Position the City to compete effectively for state and federal funding by maintaining “shovel-ready” projects. ○ Leverage both internal expertise and specialized consultant support, as appropriate, to efficiently advance design. 					
10	Advance Implementation of the City’s Asset Management System	<ul style="list-style-type: none"> ○ Continue building out and refining asset inventories, including stormwater and roadway systems, and validating legacy data. ○ Integrate work order tracking, maintenance activities, and inspection programs into a unified system. 					

11	Deliver the FY 2026/27 Capital Improvement Program	<ul style="list-style-type: none"> ○ Successfully implement the full suite of programmed CIP projects. ○ Maintain focus on schedule, budget, and quality delivery. ○ Utilize a balanced approach of internal staff and consultant resources to optimize project outcomes. 					
12	Storm Drain Plan – Removal of silt from Calder Creek Pipeline						
13	CUSP Grant Application for Phase I of Naturalization of Calder Creek and Ives Park	City staff working with CUSP to submit grant applications.					
14	Implementation of Rotary Centennial Plan (with revisioning of Ives Park)	Parks Ad Hoc Committee working with Rotary and CUSP for collaboration of projects.					
15	SCTCA Funding Plan Cycle/Bodega Ave Bike Lanes. SCTCA Funding Plan Cycle 2						
16	ADA walk way in Ives Park						
17	Other:						
		a. Pursue Trench Cut ordinance so contractors working on City streets pay for repairs					
		b. Develop schedule for replacing major components of buildings, and determine amount of funding needed and to be set aside each year.					
		c. Fleet: Develop Replacement Plan & Electrification of City Fleet and State Air Board compliance					

GOAL 4	High Performance Organization						
	Strategies/Priorities	ACTION /TASK					
			Carter	Hinton	Maurer	McLewis	Zollman
Councilmember Priorities							
1	Establish West County Enhanced Infrastructure Financing District (EIFD) – initial \$20K scoping for legal/financial analysis to fund major capital needs (library/senior center, trails, etc.).	Subcommittee working to schedule meeting to discuss next steps needed to move forward.					
2	Strengthen collaborative working relationships between the City and recognized labor unions through proactive communication, transparent processes, and early engagement on operational, budgetary and workforce issues						
Public Input							
3	Council responsiveness and listening to community input (23)						
4	Fiscal management and reducing waste (20)						
5	Staffing levels and filling City vacancies (11) <i>(Can merge City Staff Goal: Support an environment of transparency, clear public communication, collaboration and teamwork. Enable the City to recruit, train and compete for talent and high-performing employees and ensure institutional knowledge is retained.)</i>	City staff continues to recruit for vacant positions. As of the writing of this report, police staffing is close to full staffing; City has conducted two recruitments for Planning Director with no success and has initiated a second recruitment for Associate Planner. City staff is working to fill positions with permanent employees; but will also be reviewing a Request for Proposal for Planning Services dependent upon the outcome of the recruitment.					
6	Transparency, accountability, and public trust (10)	City staff is committed to increase transparency, accountability and regaining public trust.					
City Staff New/Revised/Carryover Priorities							
7	Proactively manage the loss of institutional knowledge by documenting procedures, practices and processes and succession planning efforts including the ability to provide for overlap in critical positions.	City staff is creating Continuity of Operation Plans for City personnel.					
8	<u>Municipal Code Updates – City Wide</u> Update ordinances and policies to reflect current regulatory requirements, sustainability goals, and operational needs.	Items Include but not limited to: <ul style="list-style-type: none"> o Water loss and construction water use o Sidewalk maintenance and responsibility o Non-functional turf and water efficiency 					
9	Strengthen Development Review Integration with all Departments	<ul style="list-style-type: none"> o Reestablish leadership in the development review process to ensure infrastructure consistency and long-term maintainability. 					

		<ul style="list-style-type: none"> ○ Develop clear workflows and coordination protocols across departments. ○ Expand staff capacity and training to increase in-house capability, while continuing to partner with consultants where specialized expertise is needed. 					
10	City Council Protocols and Procedures	Continue to work to create/update a City Council Protocol Handbook					
11	Avoid builder remedy	Develop and implement strategies to avoid triggering the builder's remedy, including proactive housing element compliance and streamlined permitting processes					
12	Housing Element Implementation/Association of Bay Area Government (ABAG) Priority Development Grant						
13	Evaluate Replacement of SMART Gov permitting system/CIP Software or Other Software for Efficiency/Ease of Use	City staff to review / create RFP to review new vendors					
14	Shared Services	City Management and Human Resources continue to see solutions; currently working with City of Cloverdale					

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

GOAL 5	Long Term Financial Sustainability						
	Strategies/Priorities	ACTION /TASK					
			Carter	Hinton	Maurer	McLewis	Zollman
Councilmember Priorities							
1	Clean Energy Rate Competitiveness (SCPA 2026 IRP – GeoZone geothermal), GeoZone investment						
2	Pavement Asset Management (preventive maintenance to avoid higher future costs).						
3	Review cost allocation plan and make necessary adjustments	City to continue to review cost allocation methodology.					
4	Review pension/other benefits funding levels.	Review uses of funds; increase/decrease funding amounts.					
Public Input							
5	Balanced budget concerns (32) <i>(Can merge with City Staff Goal: Ensure a fund's fiscal year-end balance estimate is positive; Balanced Budget)</i>						
6	New revenue generation such as tourism taxes (TOT) (28) <i>(Can merge with City Staff Goal: Increasing Revenue Base; Diversify City Revenue base)</i>	City staff meeting with Sonoma County Tourism to discuss ways to increase visitors to Sebastopol					
7	Spending reductions and limiting consultant costs (24)	Staff is working to implement protocols for limiting consultant costs and reviewing all City departments budgets for non-essential expenditures.					
8	Interest in hotel development to increase TOT revenue (18) <i>(Can merge with City Staff Goal: Barlow Hotel); and Facilitate the development of entitled and proposed hotels to increase local amenities and options for future visitors.)</i>	<ul style="list-style-type: none"> o Staff currently working with developer to finalize construction plans. Expected completion late fall. Expect permit to be ready to issue in February 2026 if developer continues to follow through. o Continue to work with Hotel Sebastopol 					
City Staff New/Revised/Carryover Priorities							
9	Review and evaluate reserve policies, including reserve levels and criteria governing the use of reserves. Evaluate the long-term structural balance of revenues and expenditures to maintain a sustainable General Fund						
10	Invest in technologies that minimize low value-add processes, increase transparency in communications and most efficiently utilize our staff. Commit to continuous improvement in the communication of City financial information through a variety of media acknowledging that the City's professional staff and consultants are obligated to conform to accounting and reporting standards in order to provide balanced financial information that informs policymakers.						

11	Strive to achieve cost recovery goals for fee-based services						
12	Reduce City utility costs by assessing and identifying strategies to increase efficiency and sustainability.						
13	Conduct a comprehensive community engagement effort to build understanding of City services, finances, and budgetary limitations.						
14	Continue to evaluate the most cost-effective method to provide services at a specified level that provides the City with flexibility in all economic conditions, including the use of contracted services, shared services, and regular and limited-term employees.						
15	Implement efforts for improved business license compliance; strengthen code enforcement						
16	Update Financial Policies/Ensure meets CIRA	City staff to work with CIRA on updating financial policies					
17	Update of Impact Fees and More Information	City Staff conducting a Request for Proposal to review City Impact Fees/Update of User Fees					
18	Grants from Regional Bodies	Continue to research available grants/Could consider Request for Proposals for Grant Writer					

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/Provides Quarterly Reports	<p>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.</p> <p>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.</p> <p>c. TRUST FUND - 115</p>
2	Measure U Priority Resolution reviewed during Budget Process	Incorporated into the budget process.
3	Publish Reports on Budget Illustrating Budget (Budget at a Glance)	Update Yearly Budget at a Glance

GOAL 6	Economic Development						
	Strategies/Priorities	ACTION /TASK					
			Carter	Hinton	Maurer	McLewis	Zollman
Councilmember Priorities							
1	Renew Economic Gardening program budget; launch Downtown Business Listening Series + “Downtown Roots” recognition for long-tenured businesses. <i>(Can Merge with Staff Goal: City staff to work with to create a town hall or business event. Launch an Economic Gardening program that grows home-grown businesses—especially artisan food, farm-to-table, and boutique manufacturers—by boosting retention, expansion, and high-value job creation while using minimal City staff time and cost.)</i>						
Public Input							
2	Strong support for local businesses and limiting chains (42)						
3	Reuse of vacant commercial spaces (Rite Aid, CVS, etc.) (22)						
4	Traffic and parking impacts on downtown businesses (20)						
5	Reduce regulations and streamline permitting (16) <i>(Can be merged with City staff goal: Review of Zoning Codes for streamlining of permitting/Continue streamlining development processes/policies)</i>						
6	Tourism promotion and hotel development (15)	This can be merged with Goal 5; Item 6.					
City Staff New/Revised/Carryover Priorities							
7	Explore additional community event offerings and continue sponsoring non-profit events.	City continues to sponsor Events with Waiver of Fees and Co Sponsorship. This could be considered a part of day to day operations or merged with Goal 1; Item 9.					
8	Identify and evaluate strategies to support local businesses, including bike racks, use of sidewalks for table service; parklets on selective streets; and selective street closures for events.						
9	Develop Economic Development Strategy	City staff would recommend that when a new planning director is hired; they work with the Chamber of Sonoma County Tourism and Economic Development Board to generate visitors to the City. Could be combined with Goal 5; Item 6.					

TOTAL: 68 Strategies/Priorities