

# Implementation and Governance Policy Framework

Draft for Public Review

*February 2024*

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# Table of Contents

Overview .....	1
Introduction.....	1
General Plans.....	1
Petaluma's General Plan Update.....	1
Policy Frameworks .....	1
Purpose and Structure.....	2
Topics Covered .....	2
Next Steps.....	3
Key Definitions .....	3
Policy Framework Foundations.....	5
Existing Conditions Key Findings.....	5
City Organization and Decision-Making .....	5
Community Engagement .....	5
Current General Plan and Implementation Program .....	5
Related Vision, Pillars, and Guiding Principles .....	6
Vision .....	6
Pillars .....	7
Guiding Principles.....	7
Summary of Framework Approach .....	9
Goals, Policies, and Actions.....	9
Goal GOV-1: Proactive General Plan Implementation .....	9
Goal GOV-2: Transparent Government & Engaged Community .....	11
Goal GOV-3: Regional Leadership .....	14
Goal GOV-4: Embracing New and Emerging Technology.....	15
Notes.....	17

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# Overview

This Public Draft Policy Framework was prepared for review by the Petaluma community. The first two sections provide important context and are identical in each of the draft policy frameworks. The “Introduction” section briefly explains general plans, Petaluma’s General Plan Update project, policy frameworks, project next steps, and key terminology. The “Policy Framework Foundations” section summarizes the analysis and community input that informed this policy framework.

The remaining sections are the core of this document that the City would like the community to review. The first of these sections, “Summary of Framework Approach,” summarizes the overall approach to the topic addressed by this framework. Next is the main body of the framework, the “Goals, Policies, and Actions” section, which is organized into several goals. Each goal, in turn, has several related policies. And many policies have actions that implement those policies.

## Introduction

### General Plans

State law requires that each city “adopt a comprehensive, long-term general plan for the physical development of the county or city.” This general plan must contain an “integrated, internally consistent and compatible statement of policies” that appropriately responds to local conditions and circumstances. General plans are organized into different “elements,” or chapters, like conservation, housing, and land use. There is no required time interval at which jurisdictions must update their general plans, though Housing Elements must be updated every eight years.

State law stipulates that capital improvements and certain other planning policies, such as specific plans, zoning actions, development agreements, and subdivisions, must be consistent with the general plan. The general plan also includes policies that relate to a wide variety of matters under local jurisdiction, which can guide future decision-making.

### Petaluma’s General Plan Update

The current Petaluma General Plan was adopted in 2008 and last updated in 2012, and it accounts for a planning period through 2025. Petaluma has experienced a great deal of change since then, so the City initiated an update to the General Plan internally in 2020, and brought a consultant team on to assist with the project in 2021.

Petaluma’s updated General Plan will address many topics, including: natural environment, hazard mitigation, historic preservation, land use, urban design, housing, mobility, parks, facilities, the arts, economic development, and environmental justice. To meet State deadlines, the Housing Element was completed, adopted, and certified by the State in early 2023. Concurrently with the General Plan Update, the City is also developing a Climate Action Plan, the “Blueprint for Carbon Neutrality” (Blueprint); the team has worked to align the two concurrent efforts and will continue to align greenhouse gas reduction strategies with the General Plan elements as the Blueprint moves through the adoption process.

For more information about General Plans and Petaluma’s General Plan Update process, go to <https://www.planpetaluma.org/>.

# Policy Frameworks

## Purpose and Structure

Policy frameworks such as this one outline the proposed General Plan goals, policies, and implementation actions for each topic addressed by the General Plan. They were developed based on:

- The existing General Plan (<https://cityofpetaluma.org/general-plan/>)
- Key findings from the Existing Conditions Reports (see the “Policy Framework Foundations” section below)
- State requirements and guidance
- Related technical, policy, and programmatic resources
- Extensive community input (<https://www.planpetaluma.org/getinvolved>)
- The Vision, Pillars, and Guiding Principles developed based on community input (see the “Policy Framework Foundations” section below)
- Input from the General Plan Advisory Committee (GPAC) (<https://www.planpetaluma.org/gpac-page>)
- Input from City committees, boards, and commissions, and
- Guidance from City staff and consultants.

## Topics Covered

There is a draft Policy Framework for each of the following topics<sup>1</sup>:

- Natural Environment
- Safety
- Flood Resilience
- Land Use & Community Character
- Transportation
- Infrastructure & Utilities
- Public Facilities
- Parks & Recreation
- Historic Resources
- Arts, Culture, and Creativity
- Economic Development
- Noise
- Health Equity and Environmental Justice
- Implementation & Governance.

There are many connections among the topics covered in different frameworks. Generally, the following topics are addressed as follows. This list includes overarching topics and subtopics, and then lists the frameworks that address this topic in brackets. This is not a comprehensive list of topics covered or of intersections among frameworks:

### Climate Change

- Greenhouse gas reduction (Blueprint for Carbon Neutrality, Parks & Recreation, Transportation, Infrastructure & Utilities)
- Mode shift, active transportation, EV charging, vehicle miles traveled (VMT) (Transportation)
- Green building<sup>2</sup> (Land Use & Community Character, Public Facilities, Infrastructure & Utilities)
- Low impact development<sup>3</sup> (Natural Environment, Infrastructure & Utilities)
- Climate adaptation (Safety, Flood Resilience, Land Use & Community Character, Health Equity & Environmental Justice)
- Just transition<sup>4</sup> (Economic Development)

## **Ecosystems**

- Habitats, wildlife corridors, & open space (Natural Environment, Parks & Recreation, Transportation)
- Urban forestry<sup>5</sup> (Parks & Recreation, Health Equity and Environmental Justice)

## **Petaluma River and Tributaries**

- Ecology, habitats, & wildlife corridors (Natural Environment)
- Flooding (Safety, Flood Resilience)
- Adjacent land uses (Land Use & Community Character, Parks & Recreation, Historic Resources)
- Trails and transportation (Transportation)
- River Access and Enhancement Plan (Parks & Recreation, Flood Resilience)

## **Stormwater, Water Supply, and Wastewater**

- Watershed and river protection (Natural Environment)
- Flood control (Flood Resilience, Parks & Recreation, Safety)
- Public water, water conservation, drought, & wastewater systems (Infrastructure & Utilities, Safety)

## **Transportation**

- Mobility network<sup>6</sup>, accessibility<sup>7</sup>, safety, and VMT (Transportation, Parks & Recreation, Economic Development, Safety)
- Public realm<sup>8</sup> (Land Use & Community Character, Noise)

## **15-Minute Neighborhoods**

- Types, locations, and characteristics (Land Use & Community Character)
- Mobility networks, design, and safety (Transportation)

## **Equity (in addition to the Health Equity and Environmental Justice Framework)**

- Tribal collaboration<sup>9</sup> (Natural Environment, Historic Resources)
- Equitable transportation (Transportation)
- Park and public facilities access (Parks & Recreation, Public Facilities)
- Recreation program access (Parks & Recreation)
- Cultural equity (Arts, Culture, & Creativity)
- Economic justice<sup>10</sup> (Economic Development)
- Community engagement (Parks & Recreation, Implementation & Governance).

## **Next Steps**

The Public Draft Policy Frameworks will be reviewed by the public, Petaluma committees and commissions, the GPAC, and the City Council. Community input and related direction from the City will inform the Draft General Plan, which will also be reviewed by the community before it is presented to the City Council for adoption. A Program Environmental Impact Report (EIR) will be prepared and approved along with the updated General Plan. For the most up-to-date project information and schedule, go to <https://www.planpetaluma.org/>.

## Key Definitions

When reviewing the Policy Frameworks, keep in mind these definitions:

- **Goal:** a general statement that expresses the outcomes towards which planning efforts are directed; often a topic-specific component of the Vision
- **Policy:** a statement of intent or direction that contributes toward achieving a goal and that guides decision-making
- **Action:** a specific activity, procedure, program, or project aimed at implementing a policy.



# Policy Framework Foundations

## Existing Conditions Key Findings

The Existing Conditions Reports for Petaluma’s General Plan Update serve as the technical analysis of diverse dimensions of the city’s status as evaluated in 2021. They provide a detailed analysis of current conditions and provide a data-based foundation for policymaking. The nineteen Existing Conditions Reports as well as a summary presentation can be downloaded from the “Plan Documents” section of the project website: <https://www.planpetaluma.org/documents#ecr-final>.

The following key findings from Existing Conditions Reports informed the preparation of this policy framework:

### City Organization and Decision-Making

Petaluma is a Charter City with a Council-Manager form of government. In this type of government, an elected City Council serves as the City’s primary legislative body and appoints a professional City Manager to supervise day-to-day municipal operations across the City’s departments.

The seven-member elected City Council regularly establishes goals, priorities, and work plan items, often in conjunction with the annual budget process. To date, the Council’s goals and priorities have not consistently and explicitly referenced General Plan goals and policies.

The City currently has numerous Commissions, Committees, and Boards (CCBs) as well as volunteer groups that represent various community interests and perspectives and help the City Council make informed decisions on a range of issues. Some City staff have identified opportunities for reorganization and management of CCBs, in order to maximize the effectiveness of each body and to optimize staff capacity.

### Community Engagement

The City proactively uses a variety of tools to engage with the public and share information. The City’s online tools include a City website, mobile app, mailing lists, weekly newsletter, social media platforms, and open data portal. City staff also engage community members directly in discussions about specific policies and projects to ensure stakeholders have ample opportunity to be aware of, understand, and participate in public decision-making, from the early stages of project design through implementation.

In recent years, the City has expanded its communication channels to include Spanish-language messaging and started offering simultaneous Spanish interpretation at certain public meetings. The City is also undertaking a Latinx community engagement and communications project to improve engagement with this segment of its population.

### Current General Plan and Implementation Program

The City of Petaluma prepared an Implementation Plan and Mitigation Monitoring Program in conjunction with the 2025 General Plan to help integrate General Plan policies into everyday City activities, budgeting, and planning efforts. The Implementation and Mitigation Monitoring Plan does not include all of the policies in the General Plan, only those with programs identified. Of these policies, the Plan:

- Assigns the responsibility of implementing and/or monitoring the program to a City department or combination of departments and agencies.
- Identifies an anticipated timeframe for implementation.
- Provides a cost estimate or funding source where possible.
- Indicates whether the program is also a Mitigation Measure identified in the General Plan's Environmental Impact Report (EIR).
- Provides an opportunity to add, modify, or remove programs as needed and update cost estimates where appropriate throughout the General Plan horizon.
- Does not present any order of priority for the programs.

## Related Vision, Pillars, and Guiding Principles

The Vision Statement, Pillars, Guiding Principles, and Supporting Concepts reflect community engagement input that occurred during the Visioning Phase of the General Plan Update in 2021. On February 17, 2022, the GPAC voted unanimously to recommend that the City Council accept these Vision materials as the guidance for the ongoing General Plan Update planning process, and the City Council accepted them on March 21, 2022.

- The Vision Statement describes the desired future conditions and characteristics of the city.
- The Pillars are the core community values.
- The Guiding Principles and Supporting Concepts provide the broad direction and pathways to achieve the vision and honor community values, with a focus on the community's specific challenges and opportunities.

The Vision Statement, Pillars, and Guiding Principles and Supporting Concepts can be downloaded from the "Plan Documents" section of the project website: <https://www.planpetaluma.org/documents#gpuvision>. Together, the Vision Statement, Pillars, and Guiding Principles and Supporting Concepts provide the basis for the goals, policies, and programs included in the General Plan Public Draft Policy Frameworks.

The following verbatim excerpts from the Vision Statement, Pillars, and Guiding Principles informed the preparation of this policy framework:

### Vision

- **Petaluma is a vibrant river town rooted in the relationship between our people and the land.** We acknowledge that Petaluma is the traditional territory and unceded lands of the Coast Miwok peoples. We appreciate that our name springs from those tribes who first called this land home.
- **We are caring and connected.** We celebrate our differences by providing inclusive community spaces for the diverse people that form Petaluma and by cultivating a sense of belonging. We welcome newcomers seeking refuge, a place to call home, and new opportunity. Our engaged residents and local government ensure equity, livability, opportunity, and access for all residents. We embrace each other's cultures, lift each other up, and move forward together.
- **We are forward-thinking leaders.** By achieving carbon neutrality in 2030, we demonstrate that equitable, carbon-neutral, regenerative communities and economies are possible through action and collaboration with other cities, communities, and our region. We have adapted to climate change with a community-driven, whole systems, and nature-based approach to development.

## Pillars

- **Equity, Justice, and Demographic Changes.** Current demographic trends indicate that Petaluma will have an older, more diverse population well into the future. Petaluma commits to advancing social and economic justice to create an inclusive and equitable city in which all can thrive. The General Plan must prioritize supporting those who have been most affected by injustice and inequity and advances bold action in terms of housing, transportation, public spaces and intergenerational and multi-cultural programs in order to take advantage of opportunities and meet challenges as they arise.
- **Participatory Decision-Making and Government Transparency.** Success in these endeavors will depend on an engaged community that participates in decision-making and a government that is open and transparent. The General Plan must reflect the perspectives of Petaluma's diverse population, ensuring that opportunities to engage in public dialogue are accessible to all and setting the stage to address and solve future challenges with integrity, creativity and collaboration.

## Guiding Principles

There are a total of sixteen Guiding Principles, each with multiple, lettered Supporting Concepts. The following Guiding Principles and Supporting Concepts informed this policy framework:

- **4. Promote social and economic justice to address structural social and economic inequities and racism.**
  - Recognize the legacy and presence of structural racism and inequities in Petaluma and implement anti-racist policies and programs.
  - Continually evaluate City programs, policies, and funding decisions to understand who benefits from and who is impacted by each.
  - Advance language justice to ensure equitable access to information and equal opportunity to participate in democratic processes.
  - Engage all residents in the decision-making process through culturally responsive community engagement efforts
  - Ensure important informational materials are accessible for all levels of learning
  - Protect undocumented Petaluma residents and work towards just immigration practices.
  - Ensure equitable access to educational opportunities and city resources and services.
  - Promote and celebrate the heritage and culture of Petaluma's diverse residents.
  - Recognize and enable each individual's fundamental right to have their voices heard in the public process.
- **11. Honor, celebrate, and preserve Petaluma's heritage and historic character and its place in the modern city.**
  - Celebrate the city's early history dating back to the Miwok People, who were the historic stewards of the land.
  - Understand Petaluma's complete history and its people's diversity of stories.
  - Recognize and celebrate the diversity of cultures in Petaluma through events and culturally sensitive communication.
- **15. Advance a forward-looking economic development strategy that focuses on diversity, opportunity, innovation, and resilience.**
  - Recognize that economic development, self-sufficiency, and resilience are vital to the City's overall prosperity and fiscal health – and critical for accomplishing other City goals and programs.

- Support small, local, and BIPOC-owned businesses through a variety of strategies including the potential for incubation spaces and mentorship.
- Incentivize employing local residents, contractors and service providers.
- **16. Be a leader in advancing these guiding principles within the region and beyond.**
  - Continue to strategically partner and participate in collective solutions to advance regional and global issues.
  - Lead by example.
  - Serve as a regional resource and support responses to natural and man-made emergencies, including wildfires and earthquakes.
  - Encourage the exploration of “experimental” policies, ordinances, infrastructure.

# Summary of Framework Approach

The General Plan is only effective to the extent it is implemented by the City and community. This framework identifies clear goals for proactive implementation of the General Plan (Goal 1), participatory governance (Goal 2), City leadership across the region (Goal 3), and effective use of technology (Goal 4). Policies and actions in the framework inform annual City programming and budgeting with the General Plan, expand community outreach and engagement, reinforce Petaluma's collaborative leadership roles, and capitalize on technology that improves governance.

## Goals, Policies, and Actions

### Goal GOV-1: Proactive General Plan Implementation

Petaluma proactively implements the General Plan and regularly adapts the Plan to respond to new opportunities and challenges.

#### Policy GOV-1.1: Integrate implementation into annual City processes

Follow an annual sequential process to integrate the General Plan's implementation with City goals, budgets, and priorities.

- Prepare an annual General Plan implementation status report using the General Plan's Implementation Plan and performance metrics (see Policy GOV-1.2:).
- Inform the City Council's goal setting, operating and capital budgets, and departmental and CCB priorities with the General Plan goals, policies, and actions as well as the General Plan implementation status report (see Policy GOV-1.3:, Policy GOV-1.4:, and Policy GOV-1.5:).

#### Policy GOV-1.2: Prepare an annual implementation status report

Prepare an annual General Plan implementation status report.

**Action GOV-1.2.1:** Maintain the Digital General Plan's performance metrics dashboard that tracks outcome-focused performance metrics, shows where the City is and is not meeting targets, and integrates detailed charts where data is available. Regularly update the platform as new data and information are available.

**Action GOV-1.2.2:** Annually update the General Plan's Implementation Plan to reflect the implementation status and prioritization of General Plan policies and actions. When possible, coordinate this process with the annual preparation of the General Plan and Housing Element progress report that the City is required to submit to the State and will also share with the City Council.

**Action GOV-1.2.3:** Use the updated Implementation Plan and the General Plan Performance Metrics Dashboard to prepare an annual General Plan implementation status report. As part of the report, recommend priority goals, policies, and actions, and note the need for any General Plan updates.

**Action GOV-1.2.4:** Widely and regularly publicize updates on General Plan implementation through the City's communication channels so that residents continue to stay apprised of General Plan progress.

**Action GOV-1.2.5:** Provide regular opportunities for community members to provide feedback on General Plan implementation and priorities (i.e., through online surveys, public workshops, etc.).

**Action GOV-1.2.6:** Update General Plan targets every 5 years.

### **Policy GOV-1.3: Inform City Council goals with the General Plan**

Inform the City Council's goal setting with the General Plan and its implementation status.

**Action GOV-1.3.1:** Consider findings from the implementation status report when prioritizing goals.

**Action GOV-1.3.2:** Include necessary interim General Plan updates among City goals, as appropriate.

**Action GOV-1.3.3:** Conduct targeted updates to General Plan elements concurrently with the Housing Element update cycle to reflect changes in State regulations, new technologies, and new opportunities and challenges. Use these targeted updates to evaluate the relevancy of the General Plan's goals, policies, and actions and amend or remove them as appropriate.

### **Policy GOV-1.4: Inform City Budgets with the General Plan**

Design and implement City budgets that are guided by data-driven information and are consistent with the General Plan as well as the priorities of the community and City Council.

**Action GOV-1.4.1:** Use the findings of the General Plan implementation status report and the City Council's goals during the early stages of the budget process to inform prioritization and resource allocation.

**Action GOV-1.4.2:** Ensure robust public engagement opportunities to allow community members to provide feedback on the allocation and distribution of City funds.

**Action GOV-1.4.3:** Explore developing a pilot participatory budgeting program where residents can vote on ways to spend part of the City budget, with the goal of embedding participatory budgeting as a permanent part of the policy cycle. The process should include:

- A clear timeframe, process, and rules/criteria for community members to contribute feasible ideas around improving the community.
- A platform where community members can vote, comment, and discuss ideas proposed, as well as access important background information from subject matter experts where appropriate.
- Regular and widely publicized community updates to keep the public apprised of project implementation.

### **Policy GOV-1.5: Use the General Plan to prioritize departmental and CCB programs**

Prioritize departmental and CCB programs and projects based on the goals, policies, and actions of the General Plan and its implementation status to ensure that City departments are actively working towards implementing the General Plan.

**Action GOV-1.5.1:** Organize and coordinate related services across departments citywide to improve alignment with the General Plan and to facilitate General Plan implementation.

**Action GOV-1.5.2:** Present the key findings of the annual General Plan implementation status report to each implementing department and CCB and recommend priorities for CCB work plans (see Policy 2.3).

## **Policy GOV-1.6: Ensure plan and policy consistency with the General Plan**

Ensure that existing and future plans, regulations, and other implementation mechanisms are consistent with General Plan policy.

**Action GOV-1.6.1:** Conduct a scan of existing ordinances, standards, specific plans, etc., and identify any modifications that need to be made for existing regulations to demonstrate consistency with the General Plan.

**Action GOV-1.6.2:** Adopt implementing ordinances, standards, specific plans, etc. consistent with the policies of the General Plan as soon as appropriate.

## **Goal GOV-2: Transparent Government & Engaged Community**

Petaluma government maintains an exceptional level of openness, transparency, and accessibility of information, and all segments of the community, particularly groups that are traditionally underrepresented, are actively engaged and empowered to participate in the City's decision-making processes.

### **Policy GOV-2.1: Share accessible information with the public**

Share information in a timely manner and in formats that the public can easily access, understand, and use.

**Action GOV-2.1.1:** Proactively share information about City policies, programs, and projects through a variety of media channels, including newspaper ads, City newsletters, social media, and email.

**Action GOV-2.1.2:** Evaluate the readability of existing and future marketing materials, website language, City reports, presentations, and other proceedings or documents to ensure clear and plain language. Where possible, strive for public-facing City materials to meet a readability grade of 8 or lower.<sup>1</sup>

**Action GOV-2.1.3:** Evaluate printed materials for sufficient color contrast levels, readable fonts, and font sizes, adequate text alignment and line spacing, and images that reflect diversity and inclusion when possible. Provide alternative formats (i.e., large print, braille, and audio versions) if a reader requests them.

**Action GOV-2.1.4:** Continue to maintain the accessibility of City websites and mobile applications, keeping in mind the needs of users with visual, auditory, and cognitive disabilities and those with lower levels of digital literacy. Annually audit City websites and mobile applications for compliance with Web

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<sup>1</sup> Content that has a readability score of grade 8 or lower is generally readable by 85% of the general public.

Content Accessibility Guidelines (WCAG) and Section 508 standards and identify areas where the City could exceed standard accessibility guidelines.

### **Policy GOV-2.2: Seek public feedback on City programs and services**

Proactively solicit public feedback on resident satisfaction with City programs and services, as well as interactions with and customer service provided by City employees and departments.

**Action GOV-2.2.1:** Develop a simple, standardized evaluation process where all community members, both residents and non-residents, are invited to share their experience interacting with City programs, services, employees, and departments. Retain, adjust, or eliminate programs and services as appropriate.

**Action GOV-2.2.2:** Share results from programs and services evaluations with City Departments and the public every two years.

### **Policy GOV-2.3: Enhance commissions, committees, and boards**

Maximize representation and effective operations of City Commissions, Committees, and Boards (CCBs).

**Action GOV-2.3.1:** Conduct targeted outreach to encourage candidates of diverse backgrounds to apply for vacant CCB positions.

**Action GOV-2.3.2:** Provide education and support the participation of underrepresented populations in the City's CCBs to serve on resident advisory bodies, foster effective relationships, and navigate complex policy topics.

**Action GOV-2.3.3:** Consider exploring a partnership with Urban Habitat or a similar organization to offer the Boards and Commissions Leadership Institute in Petaluma.

**Action GOV-2.3.4:** Assess CCB enabling legislation, the number and focus of CCBs relative to General Plan goals and priorities, and outreach efforts every two to four years, consistent with the terms of appointment.

**Action GOV-2.3.5:** After receiving the annual General Plan implementation status report each year (see Policy 1.5), establish annual CCB work plans consistent with General Plan goals and City Council goals.

### **Policy GOV-2.4: Expand culturally and linguistically accessible services**

Continue to expand the City's capacity to provide culturally and linguistically accessible services.

**Action GOV-2.4.1:** Recruit and retain staff who speak multiple languages, particularly Spanish, to build staff capacity for engaging non-English speaking residents.

**Action GOV-2.4.2:** Provide incentives for existing staff to learn languages spoken by local residents.

**Action GOV-2.4.3:** Train multi-lingual staff to facilitate community discussions in a culturally sensitive manner.



**Action GOV-2.4.4:** Train all staff members to provide culturally and linguistically responsive navigation of City services, resources, and public input opportunities.

**Action GOV-2.4.5:** Continue to provide simultaneous interpretation and translation of materials at relevant public meetings and when requested.

**Action GOV-2.4.6:** Building off the Latinx Community Engagement and Communications Project, conduct focus groups with other targeted populations (i.e., older adults, people with disabilities, students, etc.) to understand how underrepresented residents use the City's official communication channels, their preferred sources for obtaining information, and how the City can improve the way it disseminates information. Use this information to strengthen the City's communication channels and study ways to incorporate new technologies and platforms into the City's community engagement strategy.

**Action GOV-2.4.7:** Implement recommendations from the Latinx Community Engagement and Communications Project to better reach Spanish-speaking residents in the city.

### **Policy GOV-2.5: Support and partner with community-based organizations**

Continue to support and partner with Community-Based Organizations (CBO) and recognize the expertise and value of community groups.

**Action GOV-2.5.1:** Identify opportunities for potential partnerships with CBOs to pursue various grant opportunities.

**Action GOV-2.5.2:** Continue to actively seek out and expand the City's number of Latinx partners (such as Latino Service Providers, Petaluma Health Center, and Petaluma Adult School) to engage with a broader cross-section of residents.

**Action GOV-2.5.3:** Continue to support CBOs for their work in support of City initiatives.

### **Policy GOV-2.6: Proactively engage the public**

Proactively engage the public at times and locations that are convenient and as accessible as possible.

**Action GOV-2.6.1:** Locate public meetings in locations and at times that are reasonably convenient for community members

**Action GOV-2.6.2:** Increase the number of public meetings held in Equity Priority Areas.

**Action GOV-2.6.3:** Explore opportunities to support childcare services during public meetings.

**Action GOV-2.6.4:** Explore opportunities for staff to discuss City issues, services, and initiatives with community members at community events and not exclusively at City-sponsored events.

### **Policy GOV-2.7: Expand public participation in City processes**

Expand participation in local democratic processes.

**Action GOV-2.7.1:** Consider offering a community academy to demystify city services, processes, and decision-making.

**Action GOV-2.7.2:** Support programs that teach community members about local government processes and encourage community participation in civic efforts.

**Action GOV-2.7.3:** Explore new, creative ways for the City to engage voters and increase voter registration, particularly among underrepresented groups.

### **Policy GOV-2.8: Implement equity practices**

Operationalize racial and social equity practices across City departments, from hiring to contracting and procurement to program management.

**Action GOV-2.8.1:** Continue to support a citywide DEI Team to ensure inclusivity and accessibility in City operations policies and programs.

## **Goal GOV-3: Regional Leadership**

Petaluma is a model community that leads the region in creatively and collaboratively addressing complex challenges around climate change, social services, transportation, infrastructure, equity, and more.

### **Policy GOV-3.1: Advocate for federal and State legislation and resources**

Continue to advocate for federal and State legislation and resources that can affect City services and further City objectives.

**Action GOV-3.1.1:** Proactively seek appointments to regional and State committees and boards.

**Action GOV-3.1.2:** Identify opportunities for regional collaboration in obtaining federal and State funding sources.

### **Policy GOV-3.2: Proactively collaborate**

Maintain strong collaborative relationships with adjacent jurisdictions and proactively work together on projects of mutual interest and concern.

**Action GOV-3.2.1:** Where applicable, ensure that local regulations, programs, and projects account for and align with plans from adjacent jurisdictions and the surrounding region.

**Action GOV-3.2.2:** Continue to play an active role in the Association of Bay Area Governments (ABAG) and other regional agencies where Councilmembers hold leadership positions to promote the interests of the city and region.

**Action GOV-3.2.3:** Collaborate with Sonoma County and other adjacent cities and agencies to improve the provision of social services throughout the region and strengthen existing linkages between physical planning and social systems like health care, public safety, and education.

**Action GOV-3.2.4:** Collaborate with Sonoma County Transit and other adjacent cities and regional agencies to support transportation and infrastructure projects that advance regional sustainability goals and benefit both the city and the region.

**Action GOV-3.2.5:** Strengthen partnerships with regional academic institutions (Sonoma State University, Santa Rosa Junior College, Dominican University, College of Marin, etc.) and major employers to craft workforce development strategies, internship opportunities, and other educational programs that serve City objectives.

### **Policy GOV-3.3: Strengthen partnerships with the Coast Miwok community**

Strengthen partnerships with the Federated Indians of Graton Rancheria and the broader Coast Miwok community to identify and implement best practices for partnering, engaging, and consulting with Native stakeholders on local decision-making processes and City and regional projects.

## **Goal GOV-4: Embracing New and Emerging Technology**

Petaluma continuously leverages new and emerging technologies that enhance participation in local governance and expand available City information.

### **Policy GOV-4.1: Maintain and expand the City's digital offerings**

Regularly maintain, update, and expand the City's digital offerings.

**Action GOV-4.1.1:** Monitor how City datasets and online document repositories are being used, who is accessing City data and documents, and common barriers to accessing City information, and improve the scope and accessibility of City data and documents.

**Action GOV-4.1.2:** Expand the City's available GIS data to include layers for historic and cultural assets, environmental and infrastructure data, demographic and public health data, and other new datasets as they become available.

**Action GOV-4.1.3:** Study and implement new product features to improve the discoverability and usability of data and documents.

**Action GOV-4.1.4:** Support access to City digital offerings with mobile applications when feasible.

### **Policy GOV-4.2: Expand the City's data sharing**

Expand interdepartmental and interagency collaboration around data collection, sharing, and use.

**Action GOV-4.2.1:** Promote data sharing beyond the extent of legal obligations for all City departments.

**Action GOV-4.2.2:** Partner with neighboring jurisdictions and regional agencies to explore mechanisms for facilitating standardized data collection, data sharing, and integration of data portals.

**Action GOV-4.2.3:** Develop a data management plan for gathering, automating, managing, analyzing, and sharing data across City departments. Include strategies that ensure security and privacy compliance and uphold ethical practices for data collection and use.

### Policy GOV-4.3: Leverage new communication tools

Maintain flexibility in adapting to and leveraging new communication platforms and tools as they emerge to improve community outreach and public service provisions.

**Action GOV-4.3.1:** Identify public services (i.e., payments, applications) that can be digitized and streamlined.

**Action GOV-4.3.2:** Train City staff, appointed officials, and elected officials in the use of new electronic communications tools, applications, and information technologies as needed.

### Policy GOV-4.4: Expand digital access and participation

Continue to improve access to public meetings by providing multiple ways for community members to participate.

**Action GOV-4.4.1:** When possible, enable both in-person and online participation in all public meetings.

**Action GOV-4.4.2:** Update City Council Chambers as needed to continuously provide a high standard of technological use.

**Action GOV-4.4.3:** Explore opportunities to provide additional public engagement platforms.

### Policy GOV-4.5: Adopt Smart Cities tools

Adopt Smart Cities technologies that prioritize privacy, equity, and public control of data. Smart cities use emerging data and technology to tackle problems ranging from reducing carbon emissions to improving traffic flow. Various technologies support smart cities, including information and communications technology (ICT) that transmit data and information, as well as sensors embedded within City infrastructure that can collect and share data.

**Action GOV-4.5.1:** Based on input from City staff, community stakeholders, and industry experts, craft City policies and investment priorities for emerging technologies (including procurement and vendor management) that ensure responsible regulation and implementation of new technologies in public spaces.

**Action GOV-4.5.2:** Test smart city technologies before citywide deployment to minimize risks related to security, equity, ethics, and privatization of personal or public data.

# Notes

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<sup>1</sup> The Flood Resilience and Land Use policy frameworks will be released after the other frameworks. These Frameworks relied on the development of a comprehensive update to the City's floodplain model, which was completed in late 2023.

<sup>2</sup> Environmentally responsible and resource-efficient planning, design, construction, operation, maintenance, renovation, and demolition of buildings

<sup>3</sup> Techniques to increase water infiltration, reduce runoff, and improve water quality

<sup>4</sup> The protection of workers' rights and livelihoods while economies are shifting to sustainable production, combating climate change, and protecting biodiversity

<sup>5</sup> The management of trees in urban settings

<sup>6</sup> The system of streets, walkways, trails, and railroads used to move goods and people

<sup>7</sup> The ease of reaching destinations by people of all abilities

<sup>8</sup> Public space that is open and accessible to the general public, including roads, trails, public squares, and parks

<sup>9</sup> Communication and coordination among local government and Native American Tribes

<sup>10</sup> Creating opportunities for every person to have a dignified, productive, and creative life