

**CITY OF COTATI
Strategic Planning**

FY 2008/09 GOALS

1. Make measurable progress toward a balanced budget (where expenditures do not exceed revenues), establish a reserve policy, and explore revenue enhancement opportunities.
2. Encourage business and development which further Cotati's commitment to sustainability and walkability.
3. Pursue partnering opportunities for programs, projects and grants.
4. Maintain and strengthen Cotati's position as a regional leader in sustainability and environmental concerns.
5. Prioritize public projects based on the greatest benefit to the City.
6. Maintain a City organization that fosters effective operations and promotes greater efficiency and improved service to the community.
7. Ensure emergency preparedness for the community.

CRITERIA FOR PRIORITIZATION

1. Necessary

- Legal mandates
- "Must Do's"

2. or Discretionary

- Impact: short or long term
- Resources: requires fewer resources or substantial resources
- Time: short range, mid-range or long-range

Baseline

- What has to be done
- What can be accomplished

City Manager Day to Day Departmental Responsibilities

- ❖ Oversight of All City Departments
- ❖ Records Management for Resolutions, Ordinances and Policies
- ❖ Provide Information, Advice and Recommendations to the City Council
- ❖ Lead on all Public Records Request Responses
- ❖ Implement Council Policies
- ❖ Grant Management
- ❖ Responsible for all Phases of Personnel Management
- ❖ Prepare City Council / Agency Board Agendas
- ❖ Create Minutes for Council / Board Meetings
- ❖ Participant in Chamber of Commerce Economic Development Committee
- ❖ Conduct Municipal Elections and Related Reporting Requirements
- ❖ Oversee Mobilehome Rent Stabilization Program
- ❖ Liaison for Community Environment Commission
- ❖ Creation and Operation of All City Recreation Programs
- ❖ Facility and Park Rental Scheduling and Processing
- ❖ Coordinate City Events
- ❖ Oversight and Direction for the Annual Budget
- ❖ Interface with Citizens, Business Owners, Developers on City Policies and Procedures
- ❖ Redevelopment Agency Administration – Including Affordable Housing
- ❖ Property Management including Acquisitions and Sales
- ❖ City Representative for Regional Issues including CAD/RMS, California Tiger Salamander, SCTA, CDBG
- ❖ Website updating and maintenance

Representation at Regional Meetings and Coordination with Outside Groups:

- | | |
|---|--------------------------------------|
| • SCTA Board | • SCWMA |
| • SCTA TAC | • REMIF |
| • SCTA Bike/Ped Committee | • City Manager meetings |
| • California Tiger Salamander | • League of California Cities (LOCC) |
| • Community Development Commission (CDBG) | • Northbay Division (LOCC) |
| • CAD/RMS | • Chamber of Commerce |

City Manager Department
Project List for Fiscal Year 2008/09

	Projects	Status	Legal	Must-Do	Discretionary
	City Manager				
1	Organizational Planning	ongoing		X	
2	Downtown Specific Plan (Development only)	100%		X	
3	Mobile Home Park Conversion Ordinance	100%			
4	Economic Development	10%		X	
5	Housing Element	0%	X		
6	Redevelopment Plan 5 Year Update	0%	X	X	
7	Research Grants	20%		X	
8	Identify Next Affordable Housing Project	100%		X	
9	Intermodal Project	80%			X
10	Work with Chamber Business Advocacy Group	100%			
11	Strategic Planning	ongoing		X	
12	Identify Administrative Policy Needs	50%		X	
13	Climate Protection	ongoing			X
14	Finalize Contract maintenance and tracking	100%		X	
15	Highway 101 Widening/ Soundwall Project	95%		X	
16	Webstreaming of City Council Meetings	90%		X	
17	County/ City Bicycle/ Pedestrian Master Plan	100%		X	
18	Monitor museum construction process	75%			X
19	Teambuilding	ongoing			X
	Recreation				
1	Create City Map w/ Community Center, Parks, etc.	0%			X
2	Implement Teen Program	20%			X
3	Outreach w/ Local Groups to Promote City Events	10%			X
4	Revisit Community Guide (purpose, printing)	100%			X
5	Increase art shows at City Hall	0%			X
BASELINE					
1	Draft Administrative Policies, incl. Records Retention			X	
2	Complete Community Center Improvements				X
3	Develop Long Range Facility Master Plan				X
4	Implement Records Management				

**City Manager Department
Project List for Fiscal Year 2008/09**

	Projects	Status	Legal	Must-Do	Discretionary
5	General Plan Update		X		X
	ADDED: Demonstration Garden	100%			
	ADDED: Dog Focus Group	100%			
	ADDED: Falletti Ranch Purchase	100%			
	ADDED: Transfer of Legal Files	100%			
	ADDED: Update Stationery/Logo Policy	100%			
	ADDED: Coordinate ARRA response	10%			
	ADDED: Research Revenue Measure	95%			
	ADDED: Conduct Polling	70%			

Administrative Services Day to Day Departmental Responsibilities

- Prepare Fiscal Year Budget
- Monitor all Revenues and Expenditures
- Complete and File California State Controller's Reports, County Reports and Bond Related Reports
- Annual Financial Audit
- Computer Network Administration, Interface with Consultant, Plan and Implement System Changes
- Water and Sewer Customers
 - Bi-monthly invoicing for 2600 customers
 - Customer service (service turn on/off, billing issues, waste of water, identification of leaks)
- Water Conservation Program
 - Quarterly Reporting
 - Interface with Water Agency, Building Dept, and City Engineer on programs
- Business License (938 active)
 - Annual Billing
 - Compliance Tracking
- Human Resources-
 - Payroll Processing
 - Benefit Administration
 - Recruitment – Non Police
 - Personnel Rules and Memoranda of Understanding (MOU) compliance
 - Training Tracking (non-police)
- Risk Management
 - Draft Contracts
 - Approve Insurance Certificates / Endorsements
 - Reporting contact for REMIF for all claims
 - REMIF Board of Directors participation
- Fixed Asset Tracking
- Cash and Investment Account Maintenance
- Project Accounting
- Purchasing, Supply Orders
- Developer Deposit Account Maintenance and Reconciliation
- Accounts Payable
- Cash Receipts – Citywide

-Miscellaneous Invoicing (i.e. Weed Abatement, Damage to City Property, etc)

-Assessment Districts

-Cross Connection Control Program (Annual Backflow Prevention Device Inspections / Certifications, Invoicing)

-Grant Reimbursement Requests

-First Time Home Buyer Program

Administrative Services Department

Project List for Fiscal Year 2008/09

	Projects	Status	Legal	Must-Do	Discretionary
1	Increase Investment Evaluation to Maximize Return	80%		X	
2	Hire New Auditor (RFP process, contract development) for FY 08-09 Audit	0%		X	
3	Human Resources - Create Training Tracking Database	100%	X		
4	Water Conservation				
	-Additional Programs Tier II - HELD PENDING IMPLEMENTATION TIMELINE	0%		X	
5	DSP Financing, Potential Bond Issue HELD PENDING DSP ENVIRONMENTAL	0%		X	
6	Capital Equipment Replacement Program			X	
	- Technology Upgrade Policy	50%			X
7	Definitive List of Low-Mod Housing Stock & Process for Updates	25%			X
8	Personnel File Clean-Up	100%			X
9	Policy on Use of City Funds	15%			X
10	Financing City Services Brochure	0%			X
11	ADDED - Revision of Personnel Rules	80%			X
12	ADDED - Revision of MOUs	80%			X
13	ADDED - Research Opinion Polling / Potential Revenue Measures	100%			X
14	ADDED - Create Database for Water Budget / Evaluate System Capabilities	2%			
14	ADDED - Management Discussion and Analysis in Audit due to Single Audit Requirement	0%			X
BASELINE					
11	Business License Field Audit				X

Community Development -Planning **Day-to-Day Departmental Responsibilities**

Planning:

- ❖ Evaluate environmental impacts and review development proposals (zone changes, variances, conditional use permits, subdivision maps, site plans, limited term permits, design review, street name changes, General Plan and Specific Plan amendments)
- ❖ Respond to Telephone and Counter Inquires
- ❖ Review final plans for compliance with conditions of approval prior to permit issuance
- ❖ Conduct site inspections to assure compliance with conditions of project approval
- ❖ Provide staff support to the Staff Review Committee, Design Review Committee, Planning Commission, and City Council
- ❖ Provide minutes for Design Review Committee, Planning Commission, and City Council
- ❖ Prepare ordinance amendments and/or new ordinances
- ❖ Assist the Building Department with Code Enforcement
- ❖ Application of the Land Use Code for projects
- ❖ Maintain current data for land use, zoning, housing stock, and population
- ❖ Process ministerial permits (tree removal permits, sign permit permits, business license zoning checks)
- ❖ Provide information and education regarding natural resources conservation
- ❖ Manage the Sustainable Building Program
- ❖ Evaluate proposed acquisition or disposition of public property
- ❖ Provide Flood Zone information based on FEMA documentation
- ❖ Prepare annual report on Growth Management

Representation at Regional Meetings and Coordination with Outside Groups:

- **Cotati Creek Critters**
- **Southern Laguna Watershed Committee**

**Community Development Department
Planning Division Project List For Fiscal Year 2008/09**

	Projects	Status	Legal	Must-Do	Discretionary
	Planning				
1	Housing Element	0%	X		
2	Grants - ARRA	5%			X
3	Redevelopment 5-year plan	0%	X		
4	Affordable Housing	10%	X		
5	Downtown Specific Plan Adoption Process	20%		X	
6	General Plan Update	10%	X		
7	Develop informational hand-outs	75%			
8	Bicycle and pedestrian Wayfinding Program	0%			X
BASELINE					
1	Develop a file storage system for ease in retrieving archived information, and begin a record microfilming or digitizing program	10%		X	
2	Massage Ordinance				
3	Update Sustainable Building Program	10%		X	
4	Code Enforcement	5%		X	
5	Land Use Code Maintenance	15%		X	

Community Development Department - Building **Day-to-Day Departmental Responsibilities**

Building:

- ❖ Track and Process Building Permits (from Application to Final or Certificate of Occupancy)
- ❖ Building Plan Review
- ❖ Perform Field Inspections
- ❖ Process Permits
- ❖ Customer Service (Telephone, Counter, Community Outreach, Surveys)
- ❖ Prepare Building Reports (Daily, Monthly, Quarterly, Annual)
- ❖ Budget Management
- ❖ Enforce Land Use Code Violations
- ❖ Manage Outside Consultants Services
- ❖ Assign Addresses (New projects)
- ❖ Street Light Activation
- ❖ Track and Process Improvement Plans
- ❖ Track and Process As Built Plans/Record Drawings
- ❖ Track and Process Final Maps
- ❖ Track and Process Encroachment Permits
- ❖ Administer Water Conservation Program (Indoor Survey, Outdoor Survey, Plumbing Retrofit)
- ❖ Administer Annual Back Flow Device Testing per Ordinance
- ❖ Administer Weed Abatement Program

Representation at Regional Meetings:

- **Redwood Empire Association of Code Officials (REACO)**
- **California Building Officials Annual Code Meeting (CALBO)**

Community Development Department
Building Division Project List For Fiscal Year 2008/09

	Projects	Status	Legal	Must-Do	Discretionary
	Building				
1	AB 811 Program	0%		X	
2	Research Home Re-Sale Inspection Program	0%			X
BASELINE					
1	Procedure Manual	5%			X
2	Code Enforcement	5%		X	

Police Department Day-to-Day Departmental Responsibilities

- ❖ Community Outreach (Neighborhood Watch, Explorers, Volunteers, Citizen Meetings)
- ❖ Community Safety (Individual, Property, and Traffic)
- ❖ Conduct Investigations – criminal, civil, personnel, employee backgrounds
- ❖ Animal Control
- ❖ Neighborhood Abatement of Urban Blight
- ❖ Property/Evidence Collection and Preservation
- ❖ Neighborhood Patrol to Increase Community Involvement and Deter Crime
- ❖ Receive and Dispatch both Emergency and Routine Calls-For-Service
- ❖ Crime Prevention and Suppression Activities (High Density Patrols, Vacation House Checks)
- ❖ Monitor Crime Trends to Predict and Deter Future Criminal Activity
- ❖ Issue Traffic Citations, Make Arrests, and Testify in Court
- ❖ Direct and Oversee Personnel Recruitment
- ❖ Meet with Community Groups and Individual Citizens
- ❖ Training (Departmental, Specific , Emergency, Operations)
- ❖ Computer Support and Maintenance (Department Systems, State Systems, CAD/RMS)
- ❖ Grant Administration & Coordination
- ❖ Scheduling of Staff for Day to Day and Special Operations/Needs
- ❖ Statistics for Department of Justice (Both State and Federal)
- ❖ Records Administration

Representation at Regional Meetings:

- **County Public Health Task Force (Police Chief's Representative)**
- **County Emergency Management Committee (Police Chief's Representative)**
- **County Weapons of Mass Destruction Grants (Chief's Representative)**
- **Sonoma County Emergency Management Committee**
- **Sonoma County Police Chief's Association member**
- **Sonoma County Training Managers (Chief's Representative)**
- **Sonoma County Parolee Liaison**
- **Sonoma County Gang Task Force**
- **Sonoma County Records Supervisors**
- **Sonoma County I/LEADS and CAD (Computer System)**

Police Department

Project List 08-09

	Projects	Status	Legal	Must-Do	Discretionary
1	Properly Sign Downtown Corridor to Allow for Enforcement Activities	Eliminated			X
2	Emergency Management Training	Ongoing		X	
3	Update Emergency Operations Plan (NIMS)	Ongoing		X	
4	Community Partnerships (Alcohol) Program and Formulation of Ordinance	Ongoing		X	
6	Address Night-Time Manpower demands in Downtown	Ongoing			X
7	Coordination of Special Events	Ongoing		X	
8	Volunteer Program Coordination and Participation	Ongoing			X
9	Neighborhood Watch Program Coordination and Participation	Ongoing			X
10	Conduct Traffic Surveys	Ongoing	X		
11	Initiate a Massage Therapy Ordinance - MOVED FROM BELOW BASELINE	2%			X
12	ADDED - Silver Sentinel Disaster Exercise Oct 2008	100%			
13	ADDED - Off Leash Program at Parks	90%			
BASELINE					
12	Institute COPE (Citizens Organized to Prepare for Emergencies) training				X
13	Research / Purchase Surveillance Equipment for Graffiti Reduction				X

Public Works/Engineering **Day-to-Day Departmental Responsibilities**

- ❖ Infrastructure Planning (Water, Sewer and Street Systems)
- ❖ Water Conservation Activities
- ❖ Routine Office Activities (Water, Sewer and Street Systems)
- ❖ Routine Field Activities (Water, Sewer and Street Systems))
- ❖ Emergency Activities (Water, Sewer and Street Systems)
- ❖ Compliance Sampling (Water System)
- ❖ Industrial Waste Monitoring (Sewer System)
- ❖ Pavement Management
- ❖ Signage/Painting
- ❖ NPDES Compliance
- ❖ Signal Maintenance
- ❖ Street Lighting Maintenance
- ❖ Traffic Studies
- ❖ Park Maintenance
- ❖ Building Maintenance
- ❖ Landscape Maintenance
- ❖ Public/Private Infrastructure Inspections (Development)
- ❖ Development Review/Coordination

Representation at Regional Meetings and Coordination with Outside Groups:

- **Technical Advisory Committee (TAC)**
- **Water Advisory Committee (WAC)**
- **Russian River Watershed Association**
- **Russian River Watershed Association Working Group**
- **Sonoma County Transportation Authority (TAC)**
- **Subregional TAC**
- **Solar Sonoma County**
- **Climate Protection Campaign**
- **Sonoma County Waste Management Agency**

Public Works / Engineering Department

Project List FY 08-09

	Projects	Status	Legal	Must-Do	Discretionary
1	Groundwater Study / Water Supply Assurance	30%		x	
2	Building Lighting Retrofit (GHG Reduction Measure)	10%	x		
3	Water / Sewer Motor Retrofit (GHG Reduction Measure)	50%			
4	PV Arrays (GHG Reduction Measure)	10%	x		
5	Pursue Grant Opportunities - ARRA and Regular Grant Programs	On-Going		x	
6	Well 1A and 3 Filter Media Replacement	10%		x	
7	Sanitary Sewer Management Plan	20%	x		
8	Tier 2 Water Conservation Implementation	20%	x		
9	Update Utility Base Mapping	0%		x	
10	ADA Curb Ramp Replacement Program *	On-Going	x		
11	East Cotati Ave Phase II Rehab & Bike Crossing at Laguna *	100%		x	
12	Demonstration Garden	100%			x
13	USGS Santa Rosa Plain Groundwater Study Coordination	75%		x	
14	La Plaza Structures Sealing / Staining	100%		x	
15	Paint City Hall Interiors (Phase 1)	0%			x
16	Highway 101 Widening - Review/Coordination	On-Going		x	
17	Recycled Water - Subregional Negotiations	25%		x	
18	Intermodal Facility-County Coordination	75%		x	
19	SHOPP 116 Improvements -Review/Coordination	5%		x	
20	Well 1A Tank Replacement	100%		x	
21	Water Level Monitors for Wells	100%			x
BASELINE (EXISTING STAFF)					
22	Develop/Implement GIS for Infrastructure Planning and Management	10%		x	
23	New Development Water Conservation Standards	0%		x	
24	Support Admin Services in Conservation Multi-Tier Rate Study	50%		x	
25	Sewer Inflow/Infiltration Flow Monitoring Program	10%		x	
26	W. Sierra Tank Coating Inspection / Repair	20%		x	
27	Filter Foundation Root Repair at Well 1A	0%		x	
28	Create Facility Maintenance Plan	0%		x	
29	Water / Sewer Capacity Modeling	0%		x	
30	Update & Maintain City Standards	0%		x	

Public Works / Engineering Department

Project List FY 08-09

	Projects	Status	Legal	Must-Do	Discretionary
31	Cypress Tank Design Review / Construction	20%		x	
32	Water Master Plan Update	0%		x	
33	Sewer Master Plan Update	0		x	
0					
34	City Hall Drainage	0%		x	
35	City Hall ADA Accessibility	0%	x		
36	City Hall Roofing	0%		x	
37	Community Center Parking Upgrade	0%			x
38	Update Pavement Management Program	100%		x	
39	Develop/Implement Sidewalk Repair Program	0%		x	

* Contingent on funding availability

CITY OF COTATI
Project List Brainstorming Session
March 23, 2009
Revised 3/30/2009

Item	# Votes	Time 0-5	Money 0-5	Disposition/Comment
Participate in groundwater management planning		2	3	
Pursue affordable housing projects	3	4	3	Staff time paid through low-mod funding
Downtown specific plan	1	2	2	Critical need
General Plan update		5	5	Critical need
Establish quiet zones (along E. Cotati) – SMART; NCRA	2	2	2	
Greenhouse gas reductions --Expanding solar --Improve City Hall energy efficiencies		5	5	Dependent on grant funding

Item	# Votes	Time 0-5	Money 0-5	Disposition/Comment
Falletti Ranch – developing a vision	1	5	3	Dependent on grant funding
Re-examine revenue projections		1	1	We do this on a regular basis
Building financial reserves				Future policy
Move toward 5-day work week		3	3	Meet & confer
Combine police and fire services	1	5	5	
Cablecast and videotape Council meetings		5	3	In process
Display aerial map/photo of Cotati in the Council Chamber				Done
Upgrade/refurbish City marquee		1	3	No funding at this time

Item	# Votes	Time 0-5	Money 0-5	Disposition/Comment	
Set up a computer/projector for citizen use during Council meetings				Abandoned for lack of interest	
Establish citizen sign-in form, including purpose of visit to use as customer service quality gauge			1	1	Creates more work for staff; easier just to address visitor concerns
Establish a facilities master plan			5	4	
Citywide/community emergency response drill			5	5	
Implement an adopt-a-cop program			5	2	
Re-establish the binge drinking task force			3	3	

Item	# Votes	Time 0-5	Money 0-5	Disposition/Comment
Donate old documents (e.g., old budgets; League of CA Cities documents) to library			2	2
Address mobile home crisis			5	We have an ordinance
Put complaint form on web site			2	2
Discuss City investment strategies			1	Provide quarterly reports already
Develop a State of the City presentation			1	Already done in Feb @ Chamber
Discuss a Community Impact Report in conjunction with EIRs			5	Would delay EIR; not required, Council did not direct staff to pursue this.
Review water shut-off policy			1	2

Item	# Votes	Time 0-5	Money 0-5	Disposition/Comment
Establish a standing committee with the Rancho Adobe Fire District			2	2
Discuss banning Styrofoam food containers/plastic bags			3	5
Establish a 2-tiered water billing system			2	In process
Add a third Council meeting per month	1		5	5 Not feasible with current staffing
Review the policy for naming City benches and meeting rooms for profit			2	2
Offer cash or bonus incentives to employees who find cost savings			2	2

Item	# Votes	Time 0-5	Money 0-5	Disposition/Comment
Outreach to increase citizen volunteers	1	3	3	
Review term limits			2	2
Increase traffic safety in local communities		2-4	2-4	
Improve communication between Council, staff, and citizens		1-4	1-4	
Strengthen ties with the University (as a neighbor and as a resource)	1	2	2	

Item	# Votes	Time 0-5	Money 0-5	Disposition/Comment
<p>End Council meetings by 10:30 p.m. unless there's a unanimous vote to extend; otherwise, continue discussion to the following week</p>				Council discretion
<p>Find Money --Revenue enhancement --Pursue stimulus funding --Grant funding --Find funding that doesn't decimate programs</p>	4	5	5	Critical need

**(Time and Money 0-5: 0 = no effort; 5 = maximum effort)



MEMORANDUM

To: City Manager Dianne Thompson, City of Cotati
From: City Manager Nina Regor, City of Cloverdale
Date: March 20, 2009
Subject: Cotati Council Relations and Council/Staff Relations Themes: A Working Protocol

On January 31, 2009, the Cotati City Council discussed a working protocol for Council as a Board as well as between Council and staff. This working protocol is the first step in the goal setting process.

On February 24, I provided a memo with some draft themes based on Council's responses to six questions. The Department Directors subsequently responded to the same questions. Their responses are reflected in the revised draft themes summarized below. The themes have not changed from the 2/24 memo; however, some of the identified traits have been expanded or clarified.

The draft protocol is based on my observations of your (i.e., the City Council and staff) responses. You may draw different conclusions after you have reviewed the transcription of the various meetings, or after having given further thought to the topic. Once you finalize the working protocol, it can stand alone or it can be incorporated into other decisions, e.g., a values statement.

It has been a pleasure working with the City of Cotati on this project.

CITY OF COTATI DRAFT WORKING PROTOCOL

Collaboration (working together to achieve common goals). Identified traits include compromise; balance; flexibility; consensus; constructive criticism; and keeping an open mind. Partners in collaboration include, not just Council and City staff, but also the citizens, i.e., responsiveness and commitment to the community.

Respect toward others. Identified traits include diversity of opinion; listening; not blindsiding others; and fostering a positive work environment. An important component of this theme is an understanding of and respect for organizational roles, especially Council as a board (legislative head of the City) vs. individual Council members, and the role of the City Manager (administrative head of the City).

Professionalism and effectiveness. Identified traits include clear and consistent direction and limiting changes in direction; transparency in the decision-making process; competence; knowledgeable, i.e., being well-prepared and keeping up-to-date on regulations and new developments; ability to think on one's feet; efficiency (being cost conscious); honesty and integrity; and speaking with a unified voice once a decision is made.

Creativity and Vision. Identified traits include thinking outside the box; grasping a situation, understanding its implications, and evaluating clearly articulated alternatives in response; making decisions based on the best interests of the community as a whole; and representing the City's interests to the region.



MEMORANDUM

To: City Manager Dianne Thompson, City of Cotati
From: City Manager Nina Regor, City of Cloverdale
Date: March 20, 2009
Subject: Cotati SWOT Analysis and Recommendations

Goal setting can take place in a variety of ways. The approach we are following takes place in a series of steps:

- Establish working protocol – relationship among Council members and between Council and staff
- Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis – City Council and Department Heads
- Develop Goals based on SWOT results
- Develop strategic plan, including high priority projects

On January 31, 2009, the Cotati City Council discussed a working protocol for Council as a Board as well as between Council and staff. This working protocol is the first step in the goal setting process. This step in the process was discussed in a February 24, 2009 and a separate March 20, 2009 memo.

The purpose of this memo is to summarize the SWOT analyses and to make recommendations toward the drafting of goals.

Summary of SWOT Analyses

The Cotati City Council conducted a SWOT Analysis on February 18, 2009; the Department Heads conducted one on February 19. Following are some observations of those exercises:

- The only clear consensus from the City Council's SWOT was that addressing the City's current financial condition is a high priority (received 4 votes).
- No other statement on the City Council's SWOT received more than two votes.
- There was consensus on the Department Head SWOT centering around financial stability and the economy; impacts of employee turnover; the potential that exists in articulating a clear community identity; the potential that the downtown's vacant land offers; and the impact to City services caused by growth outside the City limits (4 votes each).
- In reviewing the individual SWOT statements, there are some common themes that exist on both SWOT Analyses.

SWOT Common Themes

While Cotati's current financial condition was the only consensus priority among Council members themselves and between Council and staff, there were several sub-themes.

Physical Attributes. About a quarter of the statements pertained to Cotati's physical attributes and impacts on and from them, including physical layout, location, and amenities. These attributes can be natural or man-made. Examples include:

- Strength: Cotati's size – it can be encompassed easily, it has walkability and focus; Cotati is

centrally located in Sonoma County, and is a jewel of the wine country.

- Weakness: Cotati is bisected by major roadways, and those roadways bisect in different ways, leading to a perception of distance among neighborhoods.
- Opportunity: The vacant land in downtown presents an opportunity, as do the Falletti Ranch and the SMART amenity.
- Threat: None identified.

Governmental Issues. About a quarter of the statements pertained to governmental issues, both internal to the City of Cotati and external or intergovernmental relations. Issues pertaining to credibility, accountability, and the impact on Cotati of other governments' decisions fall in this category. Examples include:

- Strength: Cotati has a competent and dedicated staff that works together as a team.
- Weakness: Not enough people have confidence in the City (either management or Council).
- Opportunity: There is an openness to consider changes, thinking outside the box and resetting our priorities.
- Threat: Growth outside our City limits (e.g., Sonoma Mtn Village) place an increasing demand on our services, including our roads, and are in direct competition with Cotati as an attractor for new business.

Cultural/Social Qualities. About twenty percent of the statements pertained to non-physical attributes of the community. These include quality of life, events and programs, and other aspects of Cotati's identity or vision. Examples include:

- Strength: Cotati has a rich social history with a high degree of "discoverability." When people visit, they see there's more to us than what they thought.
- Weakness: Our community has different and competing visions and identities.
- Opportunity: Our community has an inherent charm and a strong musical history that can be built upon, e.g., to increase tourism.
- Threat: Our way of life is going to change.

Cotati People/Community. About sixteen percent of the statements pertained to attributes of Cotati residents, including community involvement and interaction between the Cotati government and its residents. Examples include:

- Strength: Cotati has a very diverse and vocal population, with active volunteers.
- Weakness: Communication is not direct – people tend to talk about rather than to other people and issues, i.e., use of rumors and gossip.
- Opportunity: There is a potential to improve communication to the community about City programs.
- Threat: A certain sense of hopelessness exists that can tend toward finger-pointing and not accepting responsibilities.

Environmental/Ecological Issues. About eight percent of the statements pertained to environmental or ecological topics. Examples include:

- Strength: The laguna and watershed are a significant public asset rich in biological resources; the community has a strong environmental ethic.
- Weakness: The endangered CA Tiger Salamander (CTS) places constraints on the community.
- Opportunity: We have the opportunity to protect and conserve our natural and biological resources.
- Threat: The future of the region's water supply poses a significant threat to the community.

It's important to note that many of the individual statements could be placed in more than one category, so the percentages listed are not important. However, the general groupings are a reasonable characterization of the responses provided by the City Council and Department Heads.

Recommendations

Like most small communities, Cotati's resources are significantly constrained, both financial and human. Small staffing levels mean that workplans are likely already heavily- or over-committed, making it difficult to identify staff time to accomplish new projects, even reactive ones. That doesn't mean that it cannot be done; however, it's likely that other, current tasks may need to be set aside or delayed in favor of higher priority activities. Following are some recommendations for consideration that can be used to help form Cotati's goals:

- Since there is currently only one clear consensus (i.e., Council majority), the only goal I would recommend at this stage is to address the City's current financial condition. Additional goals should follow the next step in which the Council identifies and prioritizes its project list.
- Consider maximizing physical assets. The Cotati community has significant physical assets and amenities that could be used to help address other goals. For instance, development of the Falletti Ranch could increase tourism, which in turn would increase revenues to both the community and to the City government. Therefore, development of the Ranch could become a goal in and of itself, or could become an objective or strategy as part of a broader goal.
- Consider engaging in a process to articulate a community identity and/or vision. This is a process that could be a goal on its own, or could be the first step in a long-range strategy. Once complete, working on achieving that identity or vision could help focus the use of finite City resources.
- Consider whether to focus on immediate or long-term issues. That determination could result in very different goals.