

April 14, 2011

BENICIA PLANNING COMMISSION

CITY HALL COUNCIL CHAMBERS

AGENDA

Thursday, April 14, 2011

7:00 P.M.

I. OPENING OF MEETING

A. Pledge of Allegiance

B. Roll Call of Commissioners

C. Reference to Fundamental Rights of Public - A plaque stating the Fundamental Rights of each member of the public is posted at the entrance to this meeting room per Section 4.04.030 of the City of Benicia's Open Government Ordinance.

II. ADOPTION OF AGENDA

III. OPPORTUNITY FOR PUBLIC COMMENT

This portion of the meeting is reserved for persons wishing to address the Commission on any matter not on the agenda that is within the subject jurisdiction of the Planning Commission. State law prohibits the Commission from responding to or acting upon matters not listed on the agenda.

Each speaker has a maximum of five minutes for public comment. If others have already expressed your position, you may simply indicate that you agree with a previous speaker. If appropriate, a spokesperson may present the views of your entire group. Speakers may not make personal attacks on council members, staff or members of the public, or make comments which are slanderous or which may invade an individual's personal privacy.

A. WRITTEN

B. PUBLIC COMMENT

IV. PRESENTATION

A. [COMPLETION OF OPEN GOVERNMENT AWARENESS TRAINING](#)The Open Government ordinance requires that all public officials and some employees read the Open Government Ordinance and attend an annual training on the ordinance. This training will also include a review of the Brown Act, the City's Code of Conduct and other related documents.

V. CONSENT CALENDAR

Consent Calendar items are considered routine and will be enacted, approved or adopted by one motion unless a request for removal for discussion or explanation is received from the Planning Commission or a member of the public by submitting a speaker slip for that item.

*Any Item identified as a Public Hearing has been placed on the Consent Calendar because it has not generated any public interest or dissent. However, if any member of the public wishes to comment on a Public Hearing item, or would like the item placed on the regular agenda, please notify the Community Development Staff either prior to, or at the Planning Commission meeting, prior to the reading of the Consent Calendar.

A. [Approval of Minutes of March 10, 2011](#)

V. REGULAR AGENDA ITEMS

A. [REVIEW, DISCUSS, AND FINALIZE UPDATES TO THE PLANNING COMMISSION'S RECOMMENDED WORK PROGRAM FOR FISCAL YEARS 2011-2012 AND 2012-2013](#)

PROPOSAL:

This draft list provides the basis for recommended actions for the City of Benicia's Strategic Plan (Attached Draft for 2011-2013), as well as ongoing topics for discussion and action by the Commission. This list is reviewed, updated, and prioritized on an annual basis by the Planning Commission and subsequently forwarded on to the City Council for its consideration during the biannual strategic planning process. On March 10, 2011 staff presented this list to the Planning Commission for review, consideration, and possible amendments to coincide with the City Council's strategic planning and budget process. Staff is requesting that the Commission review, discuss, and further edit (if necessary) the draft work program. The Planning Commission's final recommendation for priority projects will be forwarded to City Council for its consideration during the next study session on April 26, 2011. Thereafter the Strategic Plan is anticipated to be completed in May and the Budget adopted in June.

Recommendation:

Review, discuss, and finalize the Planning Commission's recommended work program for City projects.

VI. COMMUNICATIONS FROM STAFF

VII. COMMUNICATIONS FROM COMMISSIONERS

VIII. ADJOURNMENT

Public Participation

The Benicia Planning Commission welcomes public participation.

Pursuant to the Brown Act, each public agency must provide the public with an opportunity to speak on any matter within the subject matter jurisdiction of the agency and which is not on the agency's agenda for that meeting. The Planning Commission allows speakers to speak on agenda and non-agenda matters under public comment. Comments are limited to no more than 5 minutes per speaker. By law, no action may be taken on any item raised during the public comment period although informational answers to questions may be given and matters may be referred to staff for placement on a future agenda of the Planning Commission.

Should you have material you wish to enter into the record, please submit it to the Commission Secretary.

Disabled Access

In compliance with the Americans with Disabilities Act (ADA), if you need special assistance to participate in this meeting, please contact the ADA Coordinator, at (707) 746-4211. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

Meeting Procedures

All items listed on this agenda are for Commission discussion and/or action. In accordance with the Brown Act, each item is listed and includes, where appropriate, further description of the item and/or a recommended action. The posting of a recommended action does not limit, or necessarily indicate, what action the Commission may take.

The Planning Commission may not begin new public hearing items after 11 p.m. Public hearing items, which remain on the agenda, may be continued to the next regular meeting of the Commission, or to a special meeting.

Pursuant to Government Code Section 65009; if you challenge a decision of the Planning Commission in court, you may be limited to raising only those issues you or someone else raised at the Public Hearing described in this notice, or in written correspondence delivered to the Planning Commission at, or prior to, the Public Hearing. You may also be limited by the ninety (90) day statute of limitations in which to file and serve a petition for administrative writ of mandate challenging any final City decisions regarding planning or zoning.

Appeals of Planning Commission decisions that are final actions, not recommendations, are considered by the City Council. Appeals must be filed in the Public Works & Community Development Department in writing, stating the basis of appeal with the appeal fee within 10 business days of the date of action.

Public Records

The agenda packet for this meeting is available at the City Clerk's Office, the Benicia Public Library and the Public Works & Community Development Department during regular working hours. To the extent feasible, the packet is also available on the City's web page at www.ci.benicia.ca.us under the heading "Agendas and Minutes." Public records related to an open session agenda item that are distributed after the agenda packet is prepared are available before the meeting at the Public Works & Community Development Department's office located at 250 East L Street, Benicia, or at the meeting held in the City Hall Council Chambers. If you wish to submit written information on an agenda item, please submit to Kathy Trinqué, Administrative Secretary, as soon as possible so that it may be distributed to the Planning Commission.

 [Open Government Awareness Training](#)

 [Minutes of March 10, 2011](#)

 [Planning Commission Recommended Work Programs](#)

**AGENDA ITEM
PLANNING COMMISSION MEETING:
APRIL 14, 2011
INFORMATIONAL ITEMS**

DATE : March 21, 2011
TO : Planning Commission
FROM : City Attorney
SUBJECT : **COMPLETION OF OPEN GOVERNMENT AWARENESS TRAINING**

RECOMMENDATION:

Complete open government awareness training.

EXECUTIVE SUMMARY:

The Open Government ordinance requires that all public officials and some employees read the Open Government Ordinance and attend an annual training on the ordinance. This training will also include a review of the Brown Act, the City's Code of Conduct and other related documents.

BUDGET INFORMATION:

There is no fiscal impact.

BACKGROUND:

The training includes a review of the Brown Act, conflict of interest issues, ethics, due process and open government tips for effective meetings. Please sign and return the certificate of completion (provided at the meeting) to the City Clerk's office or the City Attorney's office once you have read the ordinance and completed the training. It is not necessary to sign and return page 4 of the Code of Conduct since your signature on the certificate of completion includes verification that you have reviewed the Code.

Attachments:

- Title 4 of the Benicia Municipal Code (Open Government Ordinance)
- The 2011 Brown Act (previously distributed by staff)
- Participating in City Council Meetings
- Open Government Tips
- Code of Conduct
- Whistleblower Policy
- Can I Vote?

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**BENICIA PLANNING COMMISSION
CITY HALL COUNCIL CHAMBERS
MEETING MINUTES**

**Thursday, March 10, 2011
7:00 p.m.**

I. OPENING OF MEETING

A. Pledge of Allegiance

B. Roll Call of Commissioners

Present: Commissioners Don Dean, Rick Ernst, George Oakes, Rod Sherry, Lee Syracuse and Acting Chair Brad Thomas

Absent: Commissioner Belinda Smith

Staff Present: Lisa Porras, Senior Planner
Melissa Morton, Land Use and Engineering Manager
Kat Wellman, Contract Attorney
Kathy Trinique, Administrative Secretary

C. Reference to Fundamental Rights of Public - A plaque stating the Fundamental Rights of each member of the public is posted at the entrance to this meeting room per Section 4.04.030 of the City of Benicia's Open Government Ordinance.

II. ADOPTION OF AGENDA

On motion of Commissioner Syracuse, seconded by Commissioner Ernst, the agenda was adopted by the following vote:

Ayes: Commissioners Dean, Ernst, Oakes, Sherry, Syracuse and Acting Chair Thomas

Noes: None

Absent: Commissioner Smith

Abstain: None

III. OPPORTUNITY FOR PUBLIC COMMENT

A. WRITTEN

None.

B. PUBLIC COMMENT

None.

IV. WELCOME NEW MEMBERS; ELECTION OF OFFICERS (CHAIR AND VICE CHAIR)

Melissa Morton, Land Use and Engineering Manager, welcomed George Oakes and Belinda Smith to their new roles as Planning Commissioners. Commissioner Smith was unable to be present at this meeting due to a schedule conflict.

Election of officers began with a motion made by Commissioner Syracuse for Rick Ernst as Planning Commission Chair. No second to that motion was made.

A motion was made by Commissioner Dean and seconded by Commissioner Oakes to nominate Brad Thomas as Planning Commission Chair and Rod Sherry as Planning Commission Vice-Chair. This motion passed by the following vote:

Ayes: Commissioners Dean, Oakes, Sherry, and Acting Chair Thomas
Noes: Commissioners Ernst and Syracuse
Absent: Commissioner Smith
Abstain: None

Commissioner Dean stated the reasoning behind his nomination choices was because Brad Thomas was the current Vice-Chair and Rod Sherry was one of the senior members of the Commission with a great deal of institutional knowledge. He emphasized that seniority on a commission is an important consideration when electing officers.

V. PRESENTATION

None.

VI. CONSENT CALENDAR

A. Approval of Minutes of January 26, 2011

On motion of Commissioner Syracuse, seconded by Commissioner Ernst, the Consent Calendar was adopted by the following vote:

Ayes: Commissioners Dean, Ernst, Oakes, Sherry and Syracuse.
Noes: None
Absent: Commissioner Smith
Abstain: Chair Thomas

REGULAR AGENDA ITEMS

A. REVIEW OF PROPOSED ZONING TEXT AMENDMENT TO REMOVE THE LISTING OF SIGN PERMIT FEES IN SECTION 16.08.030 OF THE CITY OF BENICIA MUNICIPAL CODE AND TO ADOPT A FEE FOR A SIGN PERMIT VARIANCE

PROPOSAL:

Recommend that the City Council approve a zoning text amendment to amend Section 16.08.030 in Title 16 (Sign Ordinance) to remove reference to specific fee amounts for sign permits. Instead, staff recommends that the ordinance simply refer to the Master Fee

Schedule to determine the costs associated with processing sign permits. In addition, the fee for a sign permit variance is recommended to be updated and included in the Master Fee Schedule.

Recommendation:

Adopt a resolution recommending the City Council amend Benicia Municipal Code Section 16.08.030 by removing fee amounts for sign permits, and, instead refer to the City of Benicia Master Fee Schedule; and establish a sign variance fee to be included in the Master Fee Schedule.

Lisa Porrás, Senior Planner, presented the proposed amendment and the details of the draft ordinance.

The Commission discussed the following: when and how often a sign variance is requested; is a sign variance a staff level approval; where the sign variance is listed on the master fee schedule; are fees adopted by this Commission or recommended for Council approval.

Ms. Porrás responded to the Commission, outlining the current sign permit fee process. She answered the questions: If an applicant proposes a sign that cannot comply with the City's sign regulations, a variance can be requested with a consistency in the fee structure, which is what this amendment provides. Sign variances do not occur very often. A sign variance is a staff level approval process. This ordinance amendment points out inconsistencies between the ordinance and the master fee schedule that need to be corrected. The Planning Commission will make a recommendation on this item to City Council for their approval.

The meeting was opened for public comment.

Brad MacLane of 436 York Street asked if the sign variance fee is currently located on the Master Fee Schedule.

Ms. Morton responded that a sign variance fee is not listed on the Master Fee Schedule.

Public comment session was closed.

Commissioner Ernst asked if there are existing sign ordinance fees in place.

Ms. Porrás responded that the only sign fee in the existing ordinance ranges from \$5 to \$25. The ordinance amendment will remove the specific fee amounts from the ordinance and instead reference the Master Fee Schedule -- it does not change the Master Fee Schedule.

On motion of Commissioner Sherry seconded by Commissioner Syracuse, the Resolution recommending that City Council adopt an ordinance to amend Benicia Code Section 16.08.030

concerning Sign Permit Fees and adopt a Sign Permit Variance Fee was adopted by the following vote:

Ayes: Commissioners Dean, Ernst, Oakes, Sherry, Syracuse and Chair Thomas
Noes: None
Absent: Commissioner Smith
Abstain: None

B. THE RELLIK TAVERN, 726 FIRST STREET, USE PERMIT AMENDMENTS
PLANNING APPLICATION NUMBER: 11PLN-3; APN: 089-341-010

PROPOSAL:

On December 11, 2008, the Planning Commission approved a Use Permit for the Rellik Tavern and set forth conditions of approval including hours of operation and limiting live music events to 12 per year. Currently, the owner of the Rellik Tavern is requesting that this restriction be removed. Staff recommends removing previously set limitations on live entertainment and instead adhere to the permitted hours of operation for such uses as codified in the Downtown Mixed Use Master Plan's Town Core Zone District. In addition, staff recommends minor clean up in reference to adopted noise level standards.

Recommendation:

Approve amended conditions of approval for a previously approved Use Permit for a bar establishment known as the Rellik Tavern located at 726 First Street, based on the findings and subject to the conditions listed in the draft resolution.

Lisa Porras, Senior Planner, reviewed the background and staff recommendation for this item. She reviewed the conditions of approval from the original use permit that the applicant requests for removal and/or modification.

Commissioner Sherry asked staff to make a correction to the Resolution under item "e" referring to 60 decibels.

Applicant, Delando Pegan stated that when the Rellik Tavern obtained its original use permit he worked with the City with the understanding that once they proved to be good neighbors, they would return to revisit the conditions concerning live music. Mr. Pegan described the community service work done by the Rellik staff. Live music is now a larger part of the tavern business. Their customer base is 30 and over, and they like live music. It benefits the community and other businesses on First Street because customers often dine at local businesses before a concert or event. The Rellik owners and most of their employees also live in town. Live music and entertainment offers the community something to do. The Rellik has had only 1 noise complaint in the 1-½ years they have been open, which had nothing to do with music. The complaint was concerning customers using the back deck. The Rellik owners worked with the neighbors to correct the issue and the neighbors are happy with the result. The noise limits will not be a problem because their front doors are kept closed, so the sound is contained inside the tavern.

Opened for public comment.

Anthony Shannon, Benicia resident, spoke in favor of staff's recommendation and the Rellik Tavern's application. This business provides a good service to the community and is the only place to hear live music. He frequently brings guests with him to the Rellik. It increases tourism and is a beautiful place inside and out.

Tom Adwin, Benicia resident, spoke in favor of staff's recommendation and the Rellik Tavern's application. The owners are proactive and listen to what the City needs to make this a better town.

Gretchen Burgess, of 28 Buena Vista, spoke in favor of staff's recommendation and the Rellik Tavern's application. The Rellik contributes to this community and its children. The Rellik gives the residents something to do. She stated that she can't hear anything outside of the Tavern and would like to have speakers installed on the street so pedestrians can also hear the beautiful music. This is a safe place for entertainment.

Brad MacLane, of 436 York Avenue, spoke in favor of staff's recommendation and the Rellik Tavern's application. He asked if there are any other use permits that have similar restrictive conditions that could be amended or eliminated.

Ms. Morton responded that if a business finds that their use permit is too restrictive, they may approach the City and apply for an amendment to their conditions of approval.

Public comment closed.

On motion of Commissioner Oakes, seconded by Commissioner Sherry, the Resolution amending conditions of approval for the Rellik Tavern was adopted by the following vote:

Ayes: Commissioners Dean, Ernst, Oakes, Sherry, Syracuse and Chair Thomas.
Noes: None
Absent: Commissioner Smith
Abstain: None

C. REVIEW AND DISCUSS UPDATES TO THE PLANNING COMMISSION'S RECOMMENDED PRIORITY PROJECTS AND DISCUSSION TOPICS FOR FISCAL YEARS 2011-2012 AND 2012-2013

Lisa Porras, Senior Planner, explained the purpose of the Commission's priority projects and discussion topics. She informed the Commission that staff sent an email to each Commissioner concerning the March 22 City Council Budget Workshop to be held at the Dona Benicia Room in the Library. The Planning Commission needs to send two members to represent the Commission at this workshop.

The Priority Projects and Discussion Topic list is reviewed, updated, and prioritized on an annual basis by the Planning Commission and subsequently forwarded on to the City

Council for its consideration during the biannual strategic planning process. Items may be added to or removed from the list by a majority consensus of the Planning Commission. All City Board and Commission work plans are determined by the City Council. This list is reviewed as part of the 2011-2013 Strategic Planning/Budget process.

Recommendation:

Review, discuss, and make recommendations for City priority projects and future Planning Commission discussion topics.

The Commission reviewed and discussed each item on the list of priority projects/discussion items.

Staff made note of Commissioners changes, made by consensus.

The list will be revised and updated for the City Council's workshop discussion on March 22. Staff will bring the revised list back to the next regular Planning Commission meeting scheduled for April 14.

VII. COMMUNICATION FROM STAFF

Lisa Porras, Senior Planner, announced that Open Government Training will occur at the next scheduled meeting in April 2011.

Ms. Porras invited discussion about which Commissioners would like to represent the Planning Commission at the City Council Budget Workshop on March 22.

By consensus, the Commission agreed that Commissioners Dean and Oakes will attend the City Council Workshop.

VIII. COMMUNICATION FROM COMMISSIONERS

Commissioner Ernst mentioned that he would like to acknowledge Richard Bortolazzo for his time and service on the Planning Commission. His last meeting was in January 2011.

Melissa Morton stated that staff will draft a thank you letter for the Chair's signature.

IX. ADJOURNMENT

Meeting was adjourned at 9:04 pm.

AGENDA ITEM
PLANNING COMMISSION MEETING: APRIL 14, 2011
REGULAR AGENDA ITEMS

DATE : March 31, 2011

TO : Planning Commission

FROM : Lisa Porras, Senior Planner

SUBJECT : REVIEW, DISCUSS, AND FINALIZE UPDATES TO THE PLANNING COMMISSION'S RECOMMENDED WORK PROGRAM FOR FISCAL YEARS 2011-2012 AND 2012-2013

RECOMMENDATION:

Review, discuss, and finalize the Planning Commission's recommended work program for City projects.

EXECUTIVE SUMMARY:

This draft list provides the basis for recommended actions for the City of Benicia's Strategic Plan (Attached Draft for 2011-2013), as well as ongoing topics for discussion and action by the Commission. This list is reviewed, updated, and prioritized on an annual basis by the Planning Commission and subsequently forwarded on to the City Council for its consideration during the biannual strategic planning process. Items may be added to or removed from the list by a majority consensus of the Planning Commission. All City Board and Commission work plans are determined by the City Council.

BUDGET INFORMATION:

There are no anticipated budgetary impacts.

BACKGROUND:

The Planning Commission last reviewed its priority projects list in October 2009. The list was expanded at that time to include items that require periodic review, plus sections for new topics and completed tasks/projects.

On March 10, 2011 staff presented this list to the Planning Commission for review, consideration, and possible amendments to coincide with the City Council's

strategic planning and budget process. The Commission amended the list, which is attached to this report.

SUMMARY:

Staff is requesting that the Commission review, discuss, and further edit (if necessary) the draft work program. The City Manager's office requests all commissions to provide any additional comments or suggestions and submit those by April 21 for the next Council study session on April 26.

FURTHER ACTION:

The Planning Commission's final recommendation for priority projects will be forwarded to City Council for its consideration during the next study session on April 26, 2011. Thereafter the Strategic Plan is anticipated to be completed in May and the Budget adopted in June.

Attachments:

- Second Draft Planning Commission Work Program Recommendations
- First Draft Planning Commission Priority Projects and Discussion Topics (from March 10, 2011)
- City of Benicia DRAFT Strategic Plan FY 2011-2013

**SECOND DRAFT PLANNING COMMISSION
RECOMMENDED WORK PROGRAM**

Priority	Projects
1	Adopt and implement the Lower Arsenal Specific Plan. (On hold pending hazard remediation process).
2	Update standards for green building and energy efficiency.
3	Review opportunities for additional pedestrian amenities for First Street, such as sidewalk cafes/table seating, drinking fountains, and crosswalk through bulbouts.
4	Seek ways to fund and construct train and/or transit stations.
5	Coordinate with the Parks Recreation and Cemetery Commission to identify missing gaps along the west side of the Bay Trail and increase public access, working with BCDC to require public access through individual development projects.
6	Review Southampton open space policies to determine the feasibility of expanded permissible land uses, such as agriculture, community gardens, and trails.
7	Update the use definitions in the Industrial Zones (IG, IL) to encourage high-tech, clean-tech, and bio-tech uses as a way to meet the City's economic development objectives.
8	Pursue implementation of the Downtown Mixed Use Master Plan recommendations for parking management strategies.
9	Update the Circulation Element to address multiple modes of transportation.

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**FIRST DRAFT PLANNING COMMISSION
PRIORITY PROJECTS AND DISCUSSION TOPICS**

Priority	Projects	Status (March 2011)
1	Adopt and implement the Lower Arsenal Specific Plan and provide necessary funding	<p>ON HOLD On hold pending hazard remediation process.</p>
2	Ensure that the Benicia Business Park is appropriately planned and environmentally mitigated.	<p>INACTIVE Application withdrawn. 2010 State Planning Grant was not awarded.</p>
3	Complete and implement the Climate Action Plan (CAP), adopt standards for green building and energy efficiency, and develop funding for energy efficiency projects (such as solar installation)	<p>IN PROGRESS Climate Action Plan adopted September 15, 2009. Community Sustainability Commission formed; working with staff to prioritize and implement 20 of the 120 strategies identified, including standards for green building, energy efficiency and renewable energy projects.</p>
4	Enhance the appearance of City gateways	<p>COMPLETED Planning Commission discussed on February 11, March 11, and April 8, 2010. Developed "Principles for Gateway Priorities, Components, and Process" for submission to Council.</p>
5	Update and/or develop consistent operating policies for restaurants/bars (e.g., entertainment, sidewalk access, alcohol restrictions, etc.)	<p>COMPLETED (?) On March 11, 2010 the Planning Commission received examples of conditions of approval, relevant general plan policy language, regulatory standards, and land use definitions. Staff recommends that the Planning Commission continue to treat, review, and assess these uses through the Use Permit process due to the variety of circumstances that may apply.</p>

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6	Review opportunities for additional pedestrian amenities for First Street	<p>UNCERTAIN – REMOVE (?) Requires further clarification from the Commission regarding intent.</p>
7	Seek ways to fund and construct a train and/or transit station	<p>IN PROGRESS – LONG TERM Staff continues to work with STA and MTC to pursue and secure possible funding.</p>
8	Study westside waterfront pathway system	<p>REMOVE Public right-of-way does not exist to support this concept.</p>
9	Review Southampton open space policies (seek to intensify allowed uses in the open space areas)	<p>REMOVE Southampton Open Space is deed restricted against other uses.</p>
10	Determine the feasibility of expanding Lake Herman and restoring Pine Lake (to expand water storage and capacity)	<p>REMOVE These objectives are not realistic from a permitting or public safety perspective.</p>
Priority	Planning Commission Discussion Topics	Status
1		
2		
3		

ITEMS	PERIODIC REPORTS/REVIEWS	STATUS/TIMELINE
1	General Plan Implementation report	Done on a yearly basis, every 4 th quarter.
2	Review of the City's Capital Improvement Program for General Plan Compliance	Completed every 2 years; coincides with the City Budget cycle.

- This list to be reviewed and updated once every year, during the first quarter (January, February, March)
- All projects require Council direction and funding.
- Discussion Topics will be placed on the Planning Commission's agenda based on Council direction, staff workload, and agenda availability.
- The Planning Commission Chair and staff work together to review and finalize the Planning Commission Agenda.

**CITY OF BENICIA DRAFT STRATEGIC PLAN
FY 2011-2013**



City of Benicia

Strategic Plan

FY ~~2009~~ — ~~2011~~ 2011-2013

Strategic Planning

The Strategic Planning process is a proven and thoughtful method for determining how an organization's resources can be most wisely allocated. Strategic Planning requires research and analysis before making resource allocation decisions; strategic planning decisions are not randomly made. Strategic Planning requires research and analysis that is:

1. **COMPREHENSIVE:** all of the City's functions and responsibilities are reviewed prior to allocation decisions.
2. **LONG-TERM:** the City's long-term needs and opportunities are reviewed prior to making allocation decisions.
3. **INCLUSIVE:** all stakeholders are invited and encouraged to participate in needs and opportunities assessment prior to allocation decisions.

Strategic Plan Elements

1. **MISSION STATEMENT:** a statement of the City's ultimate purpose and the difference it wishes to make for the community.
2. **VISION STATEMENT:** the character-defining elements of the ideal organization.
3. **VALUES STATEMENT:** the guiding principles the organization believes are right and should guide conduct.
4. **STRATEGIC ISSUES:** the major needs and opportunities facing the organization over the next two to five years that most impact achievement of the Mission and Vision. Numerous, important issues face any organization. The identified Strategic Issues are those that are perceived to be most critical.
5. **STRATEGIES:** one or more approaches to take in order to address the Strategic Issues.
6. **STRATEGIC PLAN ACTION ITEMS:** the specific projects and programs that will be pursued by the organization in the budget period (two years) to implement the Strategies.

The Strategic Plan differs from the City's General Plan in that the General Plan reflects the City's long-range vision. The Strategic Plan is a plan for the next two-five years that will help the City accomplish the goals of the General Plan with shorter-term strategies and actions.

Key points to keep in mind when developing a Strategic Plan include:

- Strategic Planning proceeds from the assumption that resources are limited so we must allocate them based on a review and identification of the highest priorities for the upcoming planning period (two-five years).

- Strategic Plan issues are the five +/- problems and opportunities that will arise in the planning period that will most impact achievement of the City's mission, vision and values.
- Strategic Plan strategies are the most promising approaches or general direction that will resolve the five Strategic Issues.
- Strategic Actions are the most effective projects, programs or activities that will execute or implement the strategies.
- Actions selected can be new, already planned, or on-going. The point is identifying and selecting actions that will best address the strategies and issues identified in the plan.
- The package of actions selected should not be comprised of only those that are easily achievable. Instead, they should be ambitious, while realistically achievable within resources that can be assembled within the planning period.
- Ultimately, resources required will be considered and evaluated in the budget process. The budget process is about allocating available resources to priorities established by the City Council.
- The last major policy step in the Strategic Planning process is budget adoption.

Implementation Process

The City's Strategic Plan is achieved by pursuit of the following activities:

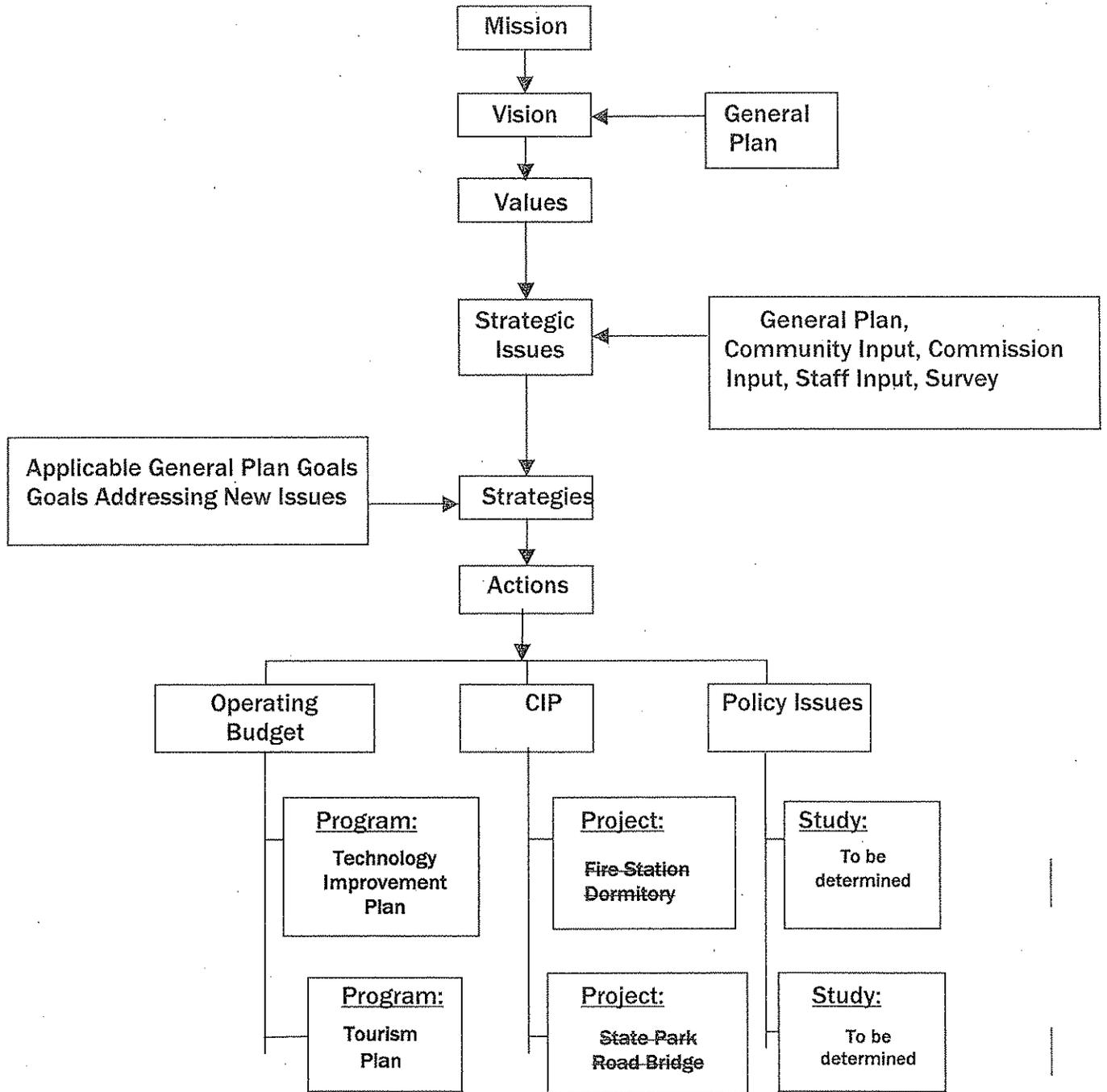
1. **BUDGET APPROPRIATION:** allocating our discretionary budget dollars to projects and programs that will address Strategic Plan Issues.
2. **DEPARTMENT STRATEGIC PLANS:** establishment of Strategic Plans by each department that include Actions that address Strategic Plan Issues.
3. **EMPLOYEE PERFORMANCE PLANS:** including objectives in the Performance Plan of every employee that addresses Strategic Plan Issues.

4. **MONITORING PLANS:**

- a. Employee Performance Plans: supervisors personally review and discuss the employee's performance plan on a quarterly basis.
- b. Strategic Action Plan: City Manager and Department Heads review progress once per month at staff meetings, and once per quarter at Council meetings.
- c. Performance Measures: The ~~2009-2011~~2011-2013 Budget has performance measures identified in each of the department narratives. These measures will be useful for tracking progress on both the Citywide Strategic Plan Actions, as well as other departmental priorities.

The following pages illustrates the process, as well as each of the City's Strategic Plan elements and together comprise the City's Strategic Plan for ~~2009-2011~~2011-2013.

Benicia Strategic Planning Process



City of Benicia

Mission, Vision and Values

City Mission:

- Excellent Service

City Vision:

- To work together to build a sustainable community

City Values or Guiding Principles:

- Respect
- Responsiveness
- Integrity
- Inclusiveness & Collaboration
- Teamwork

STRATEGIC ISSUE 1: Protecting Community Health and Safety

STRATEGIES

ACTIONS

- | | |
|---|--|
| <p>1) Provide modern and functional public safety facilities</p> | <p>1) (a) Investigate funding strategies for a functional police building and research updating existing plan to meet LEED certification
 (b) Construct Fire Station 12 dormitory (completed) <u>Evaluate need to replace emergency generators at Station 11 and City Hall</u></p> |
| <p>2) Maintain adequate staffing for public safety and a strong EMS program</p> | <p>2) (a) Apply for a police staffing economic stimulus grant for two FTE Officers and one FTE Police Service Technician/CSO
 (b) <u>Maintain current public safety staffing service levels</u>
 <u>(c) Explore opportunities for resource sharing/collaboration with other fire service agencies.</u>
 <u>(d) Explore opportunities for consolidation of fire and emergency medical dispatch services with other agencies.</u></p> |
| <p>3) Provide a high state of preparedness for disasters/emergencies</p> | <p>3) (a) Educate our citizens on the Community Alert Notification System, and conduct EOC trainings
 (b) Establish a community real-time air monitoring system to alert the City and affected community of significant air quality issues
 <u>(c) Conduct Emergency Operations Center Exercises, at least twice annually.</u>
 <u>(d) Ensure all city employees are trained at the proper levels to meet the National Incident Management System Standards.</u></p> |
| <p>4) Promote community preservation and prevent nuisances through increased code enforcement, environmental strategies and community education</p> | <p>4) Leverage code enforcement resources to resolve systemic quality of life issues</p> |
| <p>5) Promote community and personal health</p> | <p>5) (a) Address issues in healthy kids survey to reduce alcohol experimentation, access and use by Benicia Youth
 <u>(b) Improve smoking ordinance</u></p> |

STRATEGIC ISSUE 1: Protecting Community Health and Safety - Continued

PRIMARY GENERAL PLAN GOALS

- ▶ GOAL 2.28: Improve and maintain public facilities and services.
- ▶ GOAL 4.22: Update and maintain the City's Emergency Response Plan.

STRATEGIC ISSUE 2: Protecting and Enhancing the Environment

STRATEGIES

1) Reduce greenhouse gas emissions and energy consumption

ACTIONS

1) (a) Approve Climate Action Plan, including renewable energy projects (completed)
 (b) Establish 2009-2011 Climate Action Work Program, e.g., tree planting, watershed acquisition (completed)
 (ca) Establish Pursue financing mechanism per AB-811 for home and business solar, wind and/or energy conservation methods
 (db) Facilitate private construction of at least one alternative energy project
 (e) Implement approved, initial VIP Settlement 2008 Projects (completed)
 (f) Prepare and adopt VIP Settlement 2008 Plan for 2010 and 2011 (completed)

2) Implement new water conservation projects/programs

2) Prepare a list of VIP Settlement 2008 water conservation projects and programs for recommendations to the Sustainability Commission (completed)
Pursue water conservation projects as opportunities arise

3) Pursue and adopt sustainable practices

3) (a) Pursue LEED certification for community center
 (b) ~~Negotiate~~ Implement sustainable solid waste agreement

4) Protect air quality

4) Pursue multiple mass transit opportunities (See Issue #4, Strategy/Action #2)

PRIMARY GENERAL PLAN GOALS

- ▶ Overarching Goal of the General Plan: Sustainability
- ▶ GOAL 2.36: Ensure an adequate water supply for current and future residents and businesses.
- ▶ GOAL 3.27: Improve energy efficiency.

STRATEGIC ISSUE 3: Strengthening Economic and Fiscal Conditions

STRATEGIES

ACTIONS

- | | |
|--|--|
| <p>1) Implement tourism plan</p> | <p>1) (a) Implement/maintain tourism website (completed)
 (ba) Fund and prepare TBID proposal
 (eb) Replace Nationwide sign with tourism sign on I-680 freeway
 (ec) Tourism brand promotion and marketing</p> |
| <p>2) Strengthen Benicia Industrial Park competitiveness</p> | <p>2) (a) Perform Benicia Industrial Park Technology Needs Assessment
 (ba) Approve and implement a road resurfacing project (See Issue #4/ Action 1c)</p> |
| <p>3) Retain and attract business</p> | <p>3) Continue and expand business support tools and policies that balance sustainability with economic vitality</p> |
| <p>4) Manage City finances prudently</p> | <p>4) Prepare and maintain balanced budget with strong emergency reserve and capital replacement funding</p> |
| <p>5) Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources</p> | <p>5) (a) Plan for sustainable Benicia Business Park including 1) obtaining PDA pursuing grants for transit oriented development area and Intermodal Station planning and 2) obtaining STAMTC Intermodal Station planning grant
 (b) Adopt an Plan for investment in the Arsenal Specific Plan and implement including hazard remediation
 (c) Update zoning code to encourage clean energy, high-tech R&D uses in industrial districts</p> |

PRIMARY GENERAL PLAN GOALS

- ▶ GOAL 2.5: Facilitate and encourage new uses and development which provide substantial and sustainable fiscal and economic benefits to the City and the community while maintaining health, safety, and quality of life.
- ▶ GOAL 2.28: Improve and maintain public facilities and services.
- ▶ GOAL 2.7: Attract and retain industrial facilities that provide fiscal and economic benefits to – and meet the present and future needs of – Benicia.

STRATEGIC ISSUE 4: Preserving and Enhancing Infrastructure

STRATEGIES

- 1) Provide safe, functional and complete streets
- 2) Increase use of mass transit
- 3) Address technology needs
- 4) Provide adequate funding for ongoing infrastructure needs

ACTIONS

- 1) ~~(a) Complete State Park Road Bridge (completed)~~
~~(b) Complete BHS traffic signal project (completed)~~
(ea) Fund street maintenance at a level that will maintain or raise pavement management index rating
(db) Obtain funding for and begin construction of Benicia Bridge /Arsenal Pedestrian Path Project
(ec) Implement traffic calming work program
- 2) (a) Complete plans for and begin construction of park-and-ride facilities at City Park and W. Military at Southampton
(b) Pursue designation for a WETA-Ferry stop in downtown area
(c) Obtain funding for planning of an intermodal transportation station in vicinity of Benicia Industrial Park and proposed Benicia Business Park
(~~d) Evaluate feasibility of merging transit services with Vallejo and STA (completed)~~)
- 3) (a) Prepare a City government technology improvement plan
(~~b) Acquire and implement: 1) Agenda management software, 2) streaming video (completed), 3) upgraded public safety technology, and 4) enhanced GIS capabilities~~)
- 4) (~~a) Improve~~ Implement a plan for funding of reserves for vehicle, equipment and facilities infrastructure
(b) Fund bridge maintenance program

STRATEGIC ISSUE 4: Preserving and Enhancing Infrastructure - Continued

PRIMARY GENERAL PLAN GOALS

- ▶ GOAL 2.15: Provide a comprehensive system of pedestrian and bicycle routes which link the various components of the community: employment centers, residential areas, commercial areas, schools, parks, and open space.
- ▶ GOAL 2.17: Provide an efficient, reliable, and convenient transit system.
- ▶ GOAL 2.19: Promote a regional (San Francisco, Oakland, Alameda) and local (Martinez, Port Costa, and Crockett) ferry service.
- ▶ GOAL 2.20: Provide a balanced street system to serve automobiles, pedestrians, bicycles, and transit, balancing vehicle-flow improvements with multi-modal considerations.
- ▶ GOAL 2.28: Improve and maintain public facilities and services.

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life

STRATEGIES

ACTIONS

- | | |
|---|---|
| <p>1) Provide <u>Operate</u> community activity centers</p> | <p>1) (a) Complete design of Community Center (completed)
 (b) Complete construction of Community Center (completed)
 - <u>(a) Open community center?</u></p> |
| <p>2) Implement the Downtown Master Plan</p> | <p>2) (a) Pursue outside funds for Downtown improvements (streetscape, parking and traffic calming enhancements)
 (b) Prepare and approve a mixed-use project for the City's E Street lot
 (c) Pursue planning grant for Downtown Waterfront Park</p> |
| <p>3) Promote arts and culture</p> | <p>3) Establish arts & cultural commission (completed) 3) <u>(a) Continue funding for non-profit arts and culture organization grants</u>
 <u>(b) Pursue funding sources for arts and culture activities</u></p> |
| <p>4) Preserve City-owned historic structures</p> | <p>4) (a) Complete and <u>b</u>Begin occupancy of Commanding Officer's Quarters
 (b) Improve and restore City-owned historic structures (e.g., Benicia Historical Museum, SP Depot, Glocktower)</p> |
| <p>5) Provide support to disadvantaged segments of the community</p> | <p>5) (a) Obtain neighborhood stabilization and CDBG grants to provide a transitional shelter
 (b) Facilitate construction of affordable housing per updated Housing Element
 (c) Continue funding for Human Services grants</p> |
| <p>6) Enhance <u>Support</u> Benicia Public Library's capacity <u>ability</u> to meet the <u>public's</u> expanding needs for information, communication and literacy</p> | <p>6) Obtain funding for Library basement <u>Provide ongoing support for library and literacy services</u></p> |

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life – Cont.

PRIMARY GENERAL PLAN GOALS

- ▶ GOAL 2.11: Encourage the retention and continued evolution of the lower Arsenal into a historical/cultural/commercial/industrial center of mutually compatible uses.
- ▶ GOAL 2.12: Strengthen the Downtown as the City's central commercial zone.
- ▶ GOAL 2.30: Maintain and improve existing parks and recreation programs.
- ▶ GOAL 3.1: Maintain and enhance Benicia's historic character.
- ▶ GOAL 3.3: Increase public awareness of cultural resources and activities.
- ▶ GOAL 3.4: Support the library and the services it provides the community.