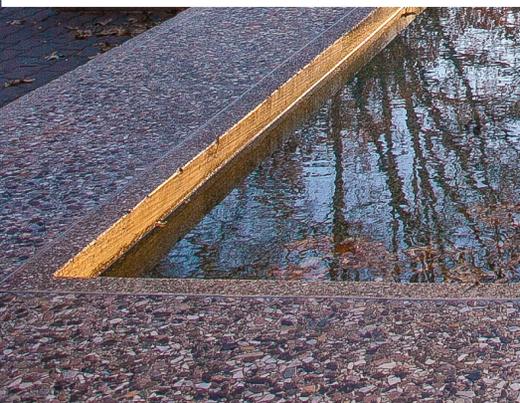


**PATHWAY TO  
SUSTAINABILITY**  
city of healdsburg 2014-2019



## MESSAGE FROM OUR MAYOR, JIM WOOD & OUR VICE MAYOR, SHAUN MCCAFFERY

In the Fall of 2013, the City of Healdsburg began a strategic planning process to help guide city leaders in planning for the future – 5 years, 10 years and maybe even 15 years ahead. All cities have a General Plan, a 20 year document, that is a very detailed and focuses on land uses and guiding principles, but does not really lay out a roadmap or action plans.

We felt that it was important to include as much input from the public as possible. Our strategic planning process involved extensive public meetings with community stakeholders. The initial meetings involved collaborative charrette-sessions attended by residents, business owners and city employees. Another session brought together residents and leaders of the Hispanic community with the goal of identifying their specific needs and concerns. Most of these meetings were held at the Villa Chanticleer. Subsequent meetings were conducted with City Council and department heads and held at the Foss Creek Community Center. The entire process was designed to be an open forum from start to finish.

A strategic plan will guide our opportunity to implement action plans on several fronts. We recognized many themes throughout the planning process. There is a strong desire to protect the character of our small town and our quality of life. There is a desire to diversify our economic base for future prosperity. There is a concern that our community does not have the housing opportunities that will allow the next generation of families to raise their children here and experience what many of us have come to treasure. And many more.

This plan is the beginning, not the end, of a process that will move the city forward, to respect what has made us successful, to rebalance our economic base and to expand upon opportunities that did not exist many years ago. We know that there are



many challenges ahead of us and we are committed to arriving at great solutions. We are reminded of the lyrics of an old song – “the good old days weren’t always good and tomorrow ain’t as bad as it seems.” While considering and being an active part in our future, we ask that you remember that change is never easy or as expedient as some would like, and we hope that you will work with us to move Healdsburg forward in the best possible way for the next 30 years.

**Thank you for your interest in the wonderful community that is Healdsburg.**



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### CREDITS

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# CHAPTER 01 CHARTING OUR COURSE

“Healdsburg is indeed a special place and this strategic plan charts a thoughtful course for the next five to ten years, providing focus and a clear understanding of citizens’ priorities. This was a transparent and public process and our participants continually reinforced three major themes; quality of life that is focused on our residents, preservation of Healdsburg’s small town character, and diversity of the local economy. A broad cross section of the community along with the City Council and City staff were earnestly engaged in the process and this participation has yielded an excellent result. It is now up to all of us to make this plan a reality and ensure that Healdsburg remains a unique and wonderful place to live.”

– Tom Chambers, councilmember

As we look ahead 5, 10 or even 15 years, we realize that now is the time to make the choices that will determine the future of our city. Healdsburg has a history of forward thinking. In 1982 the R/UDAT report came forward with recommendations that guided the development and establishment of Healdsburg as a food and wine destination. The success of this past planning initiative prompted us to ask, “What now? What’s next?” And so, during the summer of 2013 the Healdsburg City Council and management team began investigating the development of a strategic plan.

**At the heart of every strategic plan are “stakeholders.” In our case, stakeholders included many informed citizens, dedicated employees, the City management team and City Council members; all of whom were participants in collaborating to advance our home, Healdsburg, toward the future we envision.** The collaboration process began with introductory meetings and presentations from a facilitator, Michelle Murphy of InnoPro and our City Manager, Marjie Pettus. Presentations introduced the planning methodology, project timeline, as well as the rationale and need for a strategic approach for guiding our city.

**The public engagement and outreach process began with listening to the community – a key to our strategic planning process.** Five interactive charrette-style meetings were held over a three-month period, including a variety of stakeholder and employee groups. Ongoing information and results were posted online, as well as informational bulletin boards at City Hall during the process.

In January of 2014, the developing information was examined and the City Council and management team met to discuss the outcomes of the listening tour and to draft the initial strategic plan. This report outlines the activities and results of this planning process. The strategic initiatives – Mile Markers (Chapter 5) – set forth in this report encompass all input, data and feedback from the many meetings over the last nine months to create the very best five-year strategic outlook for our City. The dedicated work and participation of all stakeholders has provided for careful decision making that will move our community in a positive direction.

In addition, the City Council met in March and to establish tactical priority goals for the 2014 – 2015 fiscal year (Chapter 6). These goals directly align with our strategic initiatives (Chapter 5), coincide with the fiscal year to better support our budget and allocation of resources, and will be reviewed annually to make sure we are on target with our guiding strategic plan.

**This strategic plan is our Pathway to Sustainability. It comprises a shared community vision, mission, and value statements, along with strategic initiatives – our Mile Markers to keep us on track – and goals clearly embracing the possibility of building on past successes and striving to create a diverse, innovative and prosperous future for the Healdsburg community.** We thank our community for their participation in this process and are proud to present this strategic plan.



# CHAPTER 01 PARTICIPANTS



In the fall of 2013, the City Council and management staff initiated a strategic planning process to create a multi-year plan for the future.

The City of Healdsburg has a tradition of strong leadership, sound planning, prudent financial management and a track record of achievements.

In order to build on this tradition, City leaders launched a process to develop a plan that will guide decisions over the next three to five years. This plan is intended to provide a framework that will link strategic initiatives with identified priorities, budget allocations, and work plans. The premise was simple: assess the direction of the City and, where necessary, provide a strategic course of action for realizing goals.

## COUNCIL MEMBERS



**JIM WOOD**  
Mayor



**SHAUN MCCAFFERY**  
Vice Mayor



**TOM CHAMBERS**  
Council Member



**SUSAN JONES**  
Council Member



**GARY PLASS**  
Council Member

## MANAGEMENT TEAM

Marjie Pettus | City Manager

David Mickaelian | Assistant City Manager

Steve Adams | Fire Chief

Kevin Burke | Police Chief

Terry Crowley | Utility Director

Jone Hayes | Administrative Services Director

Barbara Nelson | Planning & Building Director

### FACILITATOR

Michelle Murphy | InnoPro Performance Solutions

CHAPTER  
**01**

# ENGAGING THE COMMUNITY

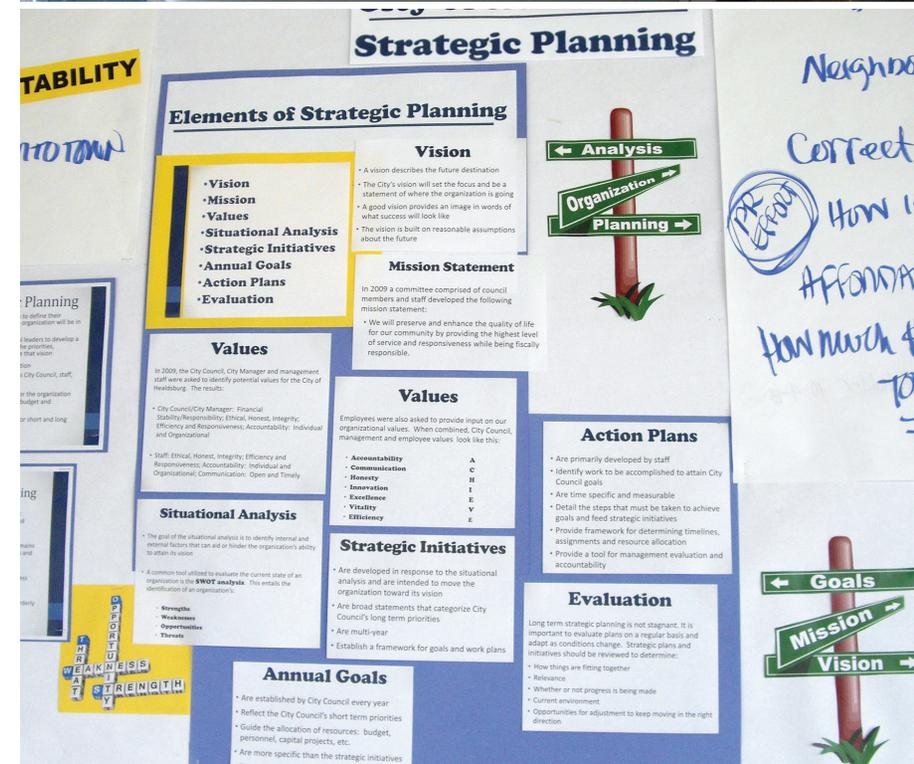
The City Council was committed to a strategic planning process that was comprehensive and transparent.

An open dialogue was critical to achieving a shared vision for our community. The vision, mission and values contained in this plan are the result of a thoughtful and inclusive discussion designed to set our City on a course that meets the challenges of today and tomorrow.

The strategic planning process took advantage of the City's active and engaged citizenry. It began with a series of four facilitated meetings comprised of stakeholders.

Approximately 200 stakeholders and stakeholder groups from across the city – including residents, business owners, service club members, neighborhood leaders, volunteers, activists, commissioners and city employees – were asked to weigh in and shape the future of Healdsburg.

The stakeholder meetings were held to solicit input and ideas about what makes Healdsburg special and what citizens would like to see in the future. Under the guidance of an outside facilitator, participants were led through an analysis our City's strengths, weaknesses, opportunities and threats, called a SWOT Analysis. All of the stakeholder input (comments, ideas, suggestions, etc.) was recorded on flipcharts during each session. (Transcripts were made of the contents of the flipcharts and posted on the city website for public review.) The result was a combination of information from broad based qualitative input and quantitative trend data. This information served as the foundation for the City Council and management team planning session.





# OUR STRATEGIC PLAN



## WHAT IS STRATEGIC PLANNING? | CHARTING A COURSE

Strategic planning is a process undertaken by leaders to define their organization; to determine what the organization will be in the future and how it will get there. It is a tool that enables organizational leaders to develop a vision for the future and determine the priorities, procedures and operations to achieve that vision. In Healdsburg, strategic planning represents a collaborative effort that includes the City Council, staff and community stakeholders. Best practices call for institutions to utilize strategic planning as an ongoing process of self-evaluation. It provides a framework for the organization’s mission, values, priorities, budgets and the allocation of resources.



## WHY IS STRATEGIC PLANNING IMPORTANT? | IT SETS A COURSE

There is broad agreement among experts that strategic planning is a critical component of good governance and management. Strategic planning helps assure that the organization remains relevant and responsive to the needs of its stakeholders and contributes to the organization’s stability and growth. It provides a basis for monitoring progress and assessing results and impacts. Strategic planning enables an organization to look into the future in an orderly and systematic way.



## WHAT IS A STRATEGIC PLAN? | A PATHWAY

A strategic plan states the direction for the organization and identifies strategies and work plans to achieve specific goals. The strategic plan for Healdsburg will create a vision for the City’s future to be shared by community members, elected officials and city staff. A strategic plan also creates consensus about expectations and provides guidelines for the use of resources. It serves as a roadmap and will guide much of what we do.

## OUR PLAN

- Will convey confidence about the City’s future. Will spark new thinking about what “success” should look like.
- Will create clarity about strategies to pursue in order to achieve goals. Will identify initiatives, goals and work plans.
- Will help the City Council match priorities with resources



# CHAPTER 02 OUR COMPASS

“We are lucky to live in a community with such a rich history that also pays attention to ensuring a healthy future for the generations to come.”

– Nancy Madarus, Eddinger Enterprises



## OUR COMPASS



### VISION

Affirm and enhance our community as an attractive, healthy and prosperous place by valuing our diverse heritage and embracing thoughtful change.

---



### MISSION

In Healdsburg our mission is to create an atmosphere of innovation and diversity that enhances the values of the community which support the following: young and multigenerational families, our rich and broad agricultural roots, innovative and sustainable businesses and healthy quality of life.

---



### VALUES: ACHIEVE

**ACCOUNTABILITY** | We are all responsible for the City's success moving forward; we take responsibility for our decisions and actions

**COMMUNICATION** | Our communication is respectful, timely, relevant and transparent

**HONESTY** | We are ethical and truthful; we do the right thing when no one is looking

**INNOVATION** | We look for creative solutions to problems; we take risks, embrace change and learn from our mistakes

**EXCELLENCE** | We maintain high standards and best practices; we are dependable; we seek continuous improvement

**VITALITY** | We support community inclusiveness, healthy living and the local economy

**EFFICIENCY** | We are proactive in our efforts to streamline operations while delivering quality service to our citizens

# CHAPTER 03



## ASKING FOR DIRECTIONS

“The process the city followed was transparent, inclusive, and robust. This was not a plan cobbled together by a few insiders, but a community wide engagement of listening.”

– Doug Clark, Metier



CHAPTER

03

## SITUATIONAL ANALYSIS

Our vision, mission and values have been defined, now it's time to ask for directions. How are we going to stay on course? In order to better understand where we stand as a City, a situational analysis is necessary. The objective of the situational analysis is to identify internal and external factors that can aid or hinder our City's ability to attain its vision. It's a way of asking for directions. Healdsburg used a common tool called the "SWOT" analysis, the identification of our City's strengths, weaknesses, opportunities and threats. This information is used to evaluate the current state of the City and community. Each stakeholder group captured the results of its SWOT exercise on flipcharts. Following is a summary of commonly identified items. *SWOT analysis flipchart transcriptions are available online, please refer to Appendix B.*

### STRENGTHS

#### What we depend upon to meet future challenges

What works well about the City of Healdsburg?

- ✓ Government is accessible & easy to work with. Motivated, dedicated & responsible staff.
- ✓ Collaborative governance
- ✓ People – Smart, active, engaged, well-informed citizens employing civil discourse.
- ✓ Hospitality and agriculture base help us and hospitality
- ✓ Geographically beautiful and natural beauty of the area
- ✓ Full service city: City owned utilities – water rights, local control of utility, fire and police
- ✓ Open space – Recreational services and amenities.
- ✓ Safe community
- ✓ Heritage – City appearance and small town sense of place
- ✓ Dynamic – Forward thinking, progressive community
- ✓ Strong environmental values
- ✓ Potential – We have options and a wealth of local resources (volunteers, angels etc.)
- ✓ A real place to live, work and play
- ✓ Branding of Healdsburg "Our Brand" - What is it?  
Quality of life, a welcoming community at its best. "Real" small town character

### WEAKNESSES

#### Need to strengthen to continue our success

What isn't working as well as it could?

- ✗ Economic divide – shrinking middle class, cost of living
- ✗ Lack of affordable housing - high cost of housing, diverse and lack of supply
- ✗ Infrastructure and city facilities
- ✗ Parking / traffic
- ✗ Finances - living within our means
- ✗ Loss of RDA (Redevelopment Agency)
- ✗ Transportation
- ✗ Technology infrastructure
- ✗ Lack of jobs that pay a "living" wage, job diversity
- ✗ Communication – how we communicate with the public
- ✗ Weak relationships with the Hispanic community - separation
- ✗ Perceived lack of economic and cultural diversity. "Company town" example
- ✗ Differences of opinion on land use downtown
- ✗ Schools – how they communicate and restrict. Perception vs. reality, declining enrollment
- ✗ Aging population
- ✗ 2nd home people (40% of homes sold are 2nd homes)
- ✗ Population trends



CHAPTER

03

## SITUATIONAL ANALYSIS

### OPPORTUNITIES

#### What we need to consider in order to innovate

Where should we focus our actions to take advantage of current trends?

- ✓ Create Central and South Healdsburg Infrastructure opportunities
  - no sewer, no water, just power
- ✓ City owned properties
- ✓ Economic development and diversity (several niches)
- ✓ Transient occupancy tax changes – restructure and allocation
- ✓ Higher education (Satellite campuses, life-long learning, Junior College)
- ✓ Utilities (power, water, etc.)
- ✓ Technology
- ✓ Building on our positive brand – positive press, positive image
- ✓ Citizen participation
- ✓ Innovative people
- ✓ Latino community
- ✓ Healthy environment, quality of life and business health
- ✓ Community center
- ✓ Parking revenue – not just a warehouse but an amenity as well as a revenue generator
- ✓ Transportation

### THREATS

#### What we need to mitigate to thrive in the future

What threatens our success?

- ✗ Overreliance on specific economic drivers (agriculture and tourism)
- ✗ Water issues - more demands on water and lack of water, State and City are at a negative position
- ✗ Climate change
- ✗ High percent of 2nd and 3rd homes, vacation/rental (lack of affordable housing)
- ✗ High cost of infrastructure and cost of buildings
- ✗ Transportation – lack of parking. Must connect Healdsburg outside of the community; find a way to get people here.
- ✗ Lack of cultural and business economic diversity (whether real or perceived)
- ✗ Outside government influences (State of California unfunded mandates)
- ✗ Public cynicism
- ✗ Resistance to change
- ✗ Tension between tourism/visitors and residential
- ✗ Communication
- ✗ Lack of competitive salary/benefits and working conditions for skilled employees
- ✗ Finances
- ✗ Lack of development tools – housing, redevelop funds
- ✗ GMO (Growth Management Ordinance) constraints on housing stocks





CHAPTER  
**04**



# OUR PATHWAY TO SUSTAINABILITY

“In my view, our City’s development of a Strategic Plan is a commendable initiative, which will enable the establishment and achievement of goals that support our City’s mission to serve the short and long term needs of our Healdsburg community. The Sept 2013, stakeholder’s needs assessment meeting in which I participated was an engaging and productive phase of this time-proven planning process.”

– Mel Amato, citizen

# CHAPTER 04

## OUR STRATEGIC INITIATIVES

A road map is critical for anyone destined toward his or her desired location. Our strategic initiatives were developed in response to the situational analysis and will move our city toward its desired location or vision. How were these mile markers created? City Council members reviewed all data that was gathered during the SWOT analysis and used that information to develop each strategic initiative.

Each strategic initiative or mile marker as we will refer to them, clearly defines our desired future and is expressed as wide views for change and improvement. They are broad statements that categorize the City Council's priorities over a multi-year period of time. Each mile markers has clearly defined goals, an action plan and measurements for determining success.

Achieving goals in each of these areas will be challenging. However, focusing City Council efforts and resources on these priorities will allow us to proactively address the City's major challenges. It will also demonstrate the City Council's strong commitment to leadership and operational excellence.

### ANNUAL GOALS

Annual goals provide guidance as we move ahead with each mile marker and reflect the City Council's short-term priorities. These goals will keep us on track; guide our City's focus, budget decisions, and the allocation of resources such as personnel and capital project expenditures.

### ACTION PLANS

Action plans are the means to achieving our goals. They answer the question: How will we go about accomplishing our goals? A solid action plan is time specific and measurable. The City Council will also use action plans as a tool for management evaluation and accountability.

### MEASUREMENT TOOLS

Long-term strategic planning is not stagnant. The City Council will evaluate its strategic plan on an annual basis. It is important to do this on a regular basis and adapt as conditions change. Our strategic initiatives will be reviewed in order to mark our progress, assess the current environment, evaluate opportunities and so forth. Necessary adjustments will be made along the way in an effort to stay on course.





## OUR STRATEGIC INITIATIVES



### INITIATIVE 01 | QUALITY OF LIFE

Healdsburg respects and values the diversity of its community and strives to protect and enhance the quality of life for its citizens.



### INITIATIVE 02 | ECONOMIC DIVERSITY & INNOVATION

Strengthen Healdsburg's economy and tax base through economic development efforts that support diversifying the business mix, generating jobs, proactively retaining and attracting businesses, streamlining processing, enhancing customer service and maintaining a business friendly reputation.



### INITIATIVE 03 | EFFECTIVE & EFFICIENT GOVERNMENT

The implementation of best business practices to ensure municipal government is operating in an efficient and effective way while providing high quality customer service.



### INITIATIVE 04 | FISCAL RESPONSIBILITY

Through long term fiscal planning develop a structurally balanced budget, maintain adequate reserves for economic uncertainty and capital replacement, fund ongoing costs with ongoing revenues, maintain competitive compensation and set fees for services that are based on the cost of providing the service.



### INITIATIVE 05 | INFRASTRUCTURE & FACILITIES

Healdsburg will initiate action necessary to catch up on the deferred maintenance of City facilities and infrastructure including streets, sidewalks, parks, utility lines and buildings and develop a program for long-term maintenance that includes a system for establishing priorities among projects and maintenance services.



# CHAPTER 05 OUR MILE MARKERS

“Participating in the employee session of the City’s strategic planning process was very motivating. Being in a room filled with innovative, intelligent, capable and dedicated co-workers all contributing ideas to the betterment of our city and community was inspiring. It is encouraging to see Healdsburg put together a strategic plan; it is a further step in the process of creating and maintaining a progressive and positive culture.”

– Elizabeth Haskell, employee

# CHAPTER 05 OUR MILE MARKERS

## STRATEGIC INITIATIVES, GOALS & ACTION PLAN

In order to remain successful in a rapidly changing business climate, the City Council is committed to being proactive in its preparations for future challenges and managing resources strategically in order to achieve its vision. The following strategic initiatives, goals and action plans will be used to guide these efforts. The City Council provided the policy direction and established priorities; the management team offered professional input and identified actions required for plan implementation.

### 01 INITIATIVE 01 | QUALITY OF LIFE

#### GOAL 1.1: PROVIDE SAFE AND RELIABLE UTILITY SERVICES

##### ACTION PLAN

- Create an employee culture fostering safety and compliance.
- Implement industry standard practices for operation and maintenance of utility services, continually improving the overall system.
- Continue to reinvest in employees through training and other development tools.
- Demonstrate performance in annual reporting of measurable safety and reliability metrics.
- Adhere to a capital replacement program to rebuild, replace and upgrade utility infrastructure.
- Maintain appropriate utility rate structures to cover operational, maintenance and replacement costs.

## HOW WE WILL MEASURE OUR PROGRESS:

- Rate of risky behavior by youth
- Participation in community events
- Crime data
- Affordable housing units developed

## IMPROVING OUR QUALITY OF LIFE WILL:

- Make our community a more desirable place to live and work
- Encourage public involvement and pride in our City
- Provide a safe and healthy environment for all citizens



## INITIATIVE 01 | QUALITY OF LIFE

### GOAL 1.2: MAINTAIN PUBLIC SAFETY

#### ACTION PLAN

- Define appropriate staffing and service levels based upon community needs, expectations and service demands.
- Improve traffic safety and address community traffic concerns through education, enforcement and visibility.
- Engage in responsive and proactive code enforcement.
- Explore opportunities for shared services with nearby agencies.
- Provide information about crime and crime prevention.
- Utilize environmental design techniques to deter and prevent crime.
- Apply data driven analysis to develop strategies for more effective law enforcement and fire safety.
- Utilize data analysis in accordance with defined public safety standards to evaluate law enforcement and fire service delivery models to enhance safety.
- Maintain and enhance disaster preparedness programs and ensure the City's emergency operations plan is current and city staff train and exercise on regular basis to maintain readiness.

### GOAL 1.3: DEVELOP AND IMPLEMENT A STRATEGY TO INCREASE AVAILABILITY OF HOUSING CHOICES

#### ACTION PLAN

- Continue to implement goals and policies identified in the Healdsburg 2030 General Plan Housing Element.
- Identify and promote sites for new housing development.
- Encourage diversity in housing products.
- Support in-fill housing projects and mixed-use development.
- Complete the Housing Element update.
- Contract with Housing Land Trust of Sonoma County to administer affordable housing programs.
- Encourage projects that support multi-generational housing.
- Promote strong neighborhoods.
- Consider GMO amendments to facilitate the production of housing units.

“ I enjoyed being part of the strategic planning charrette. It was illuminating to hear different opinions and ideas on the future of Healdsburg. It's clear that the citizens of Healdsburg truly cherish the place we live, and keeping a balance for future growth is important to all. ”

– Circe Sher, Hotel Healdsburg/H2Hotel



## INITIATIVE 01 | QUALITY OF LIFE

### GOAL 1.4: ESTABLISH PLANNING AND LAND USE PRACTICES THAT ENHANCE THE QUALITY OF LIFE BY PROMOTING AN ORDERLY AND BALANCED PATTERN OF DEVELOPMENT AND OPEN SPACES

#### ACTION PLAN

- Continue to implement the Healdsburg 2030 General Plan.
- Identify underdeveloped and under-utilized properties to encourage investment and new development.
- Encourage dense business nodes to reduce automobile traffic, promote walkability and encourage alternative modes of transportation.

### GOAL 1.5: PROVIDE QUALITY OPEN SPACE, PARKS AND RECREATION

#### ACTION PLAN

- Maintain and expand parks and trails.
- Complete the Foss Creek Community Master Plan and fully develop the center.
- Maintain community parks and recreation assets.
- Seek opportunities to increase open space.
- Evaluate the feasibility of creating recreational/cultural activities utilizing the Russian River.
- Complete the Healdsburg pathway project – south to north.

### GOAL 1.6: PROMOTE ENVIRONMENTAL SUSTAINABILITY

#### ACTION PLAN

- Leverage Title 24 and green building codes.
- Increase public awareness of and participation in conservation programs through education.
- Provide incentives and rebates for energy and water conservation.
- Provide education and develop programs to promote the use of recycled water.
- Participate in Climate Action 2020.
- Develop a policy for sustainable city operations.
- Maintain the commitment to environmental stewardship by improving energy efficiency, water and air quality, parks, open space and urban wild-land interface.





## INITIATIVE 01 | QUALITY OF LIFE

### GOAL 1.7: WORK TOWARD HEALTH IN ALL POLICIES BY PROMOTING HEALTHY LIVING AND LIFESTYLES

#### ACTION PLAN

- Participate in Health Action 2020.
- Explore innovative and best practices for promoting public health (smoking, obesity prevention).
- Incorporate healthy living attributes into city-sponsored events.

### GOAL 1.8: CELEBRATE COMMUNITY DIVERSITY

#### ACTION PLAN

- Develop and promote leisure activities for people of all ages, demographics and cultures.
- Maintain youth programs and senior services by strengthening partnerships with schools, non-profits and faith-based organizations.
- Continue enhanced community building and engagement through technology and community events.



**1,514** Number of programs offered in 2014 by the Healdsburg Parks & Rec

**7,060** Number of enrollments in programs offered in 2014 by the Healdsburg Parks & Rec

**3 minutes 6 seconds**  
Average response time for priority calls of Healdsburg Police Department

**4 minutes 2 seconds**  
Average response time for Healdsburg Fire Department

**83,776** Total miles driven by Healdsburg Police patrol officers in 2013

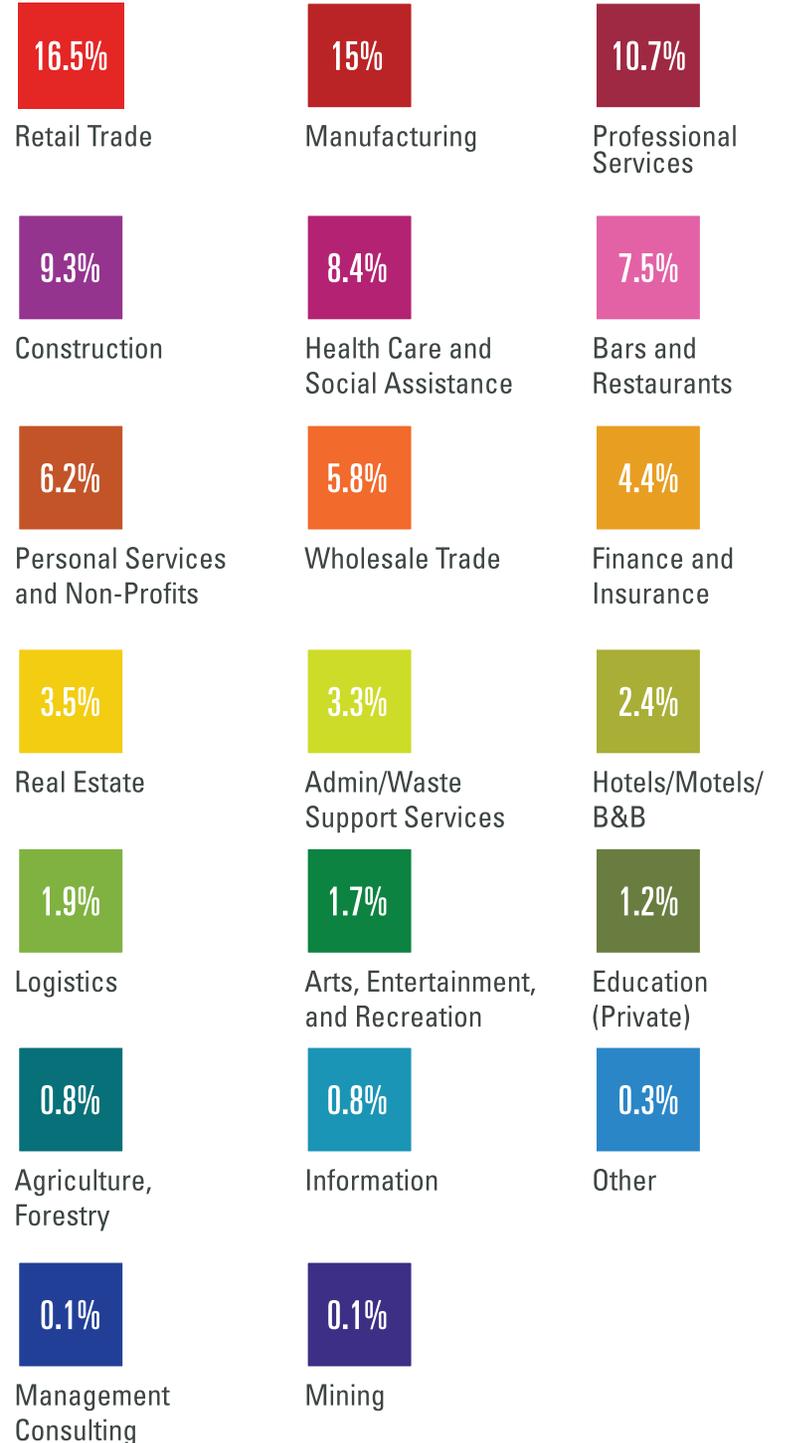
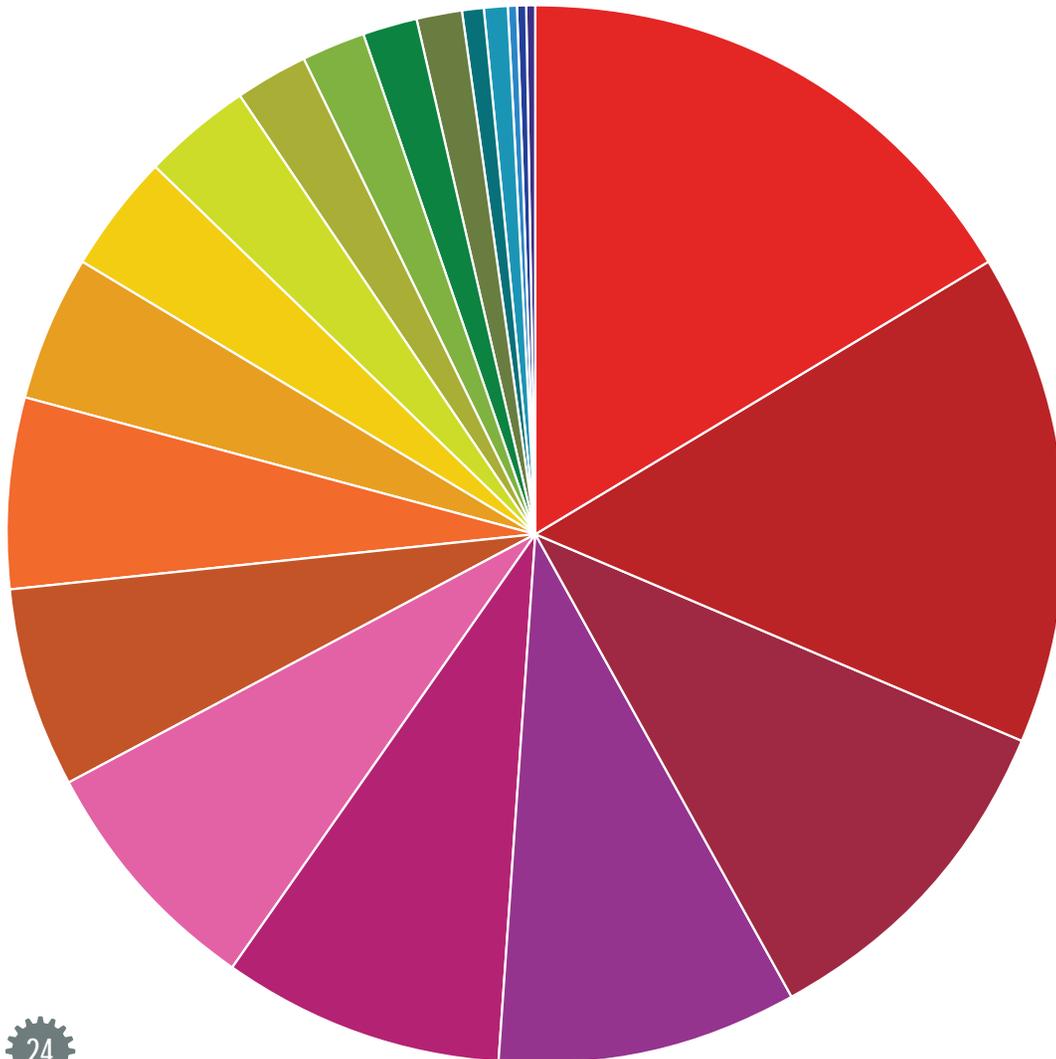
**Speeding, running stop signs & talking on cell phones**  
Top Three Traffic Concerns





# INITIATIVE 02 | ECONOMIC DIVERSITY & INNOVATION

2012 BUSINESS MIX | Data provided by EFA





## INITIATIVE 02 | ECONOMIC DIVERSITY & INNOVATION

### GOAL 2.1: STRENGTHEN FOUNDATION FOR FUTURE DEVELOPMENT

#### ACTION PLAN

- Implement Central Healdsburg Avenue Study Plan.
- Complete the special study areas identified in the Healdsburg 2030 General Plan.

### GOAL 2.2: FOSTER EXISTING AND CREATE NEW INFRASTRUCTURE TO SUPPORT DEVELOPMENT

#### ACTION PLAN

- Extend utility services south of Memorial Bridge.
- Construct the roundabout and improve Healdsburg Avenue.
- Complete the parking management plan and develop a plan for implementation.
- Construct public parking improvements and facilities.
- Evaluate adequacy of infrastructure to support future service needs.
- Implement public infrastructure that will catalyze private development.

### GOAL 2.3: CULTIVATE ECONOMIC DIVERSITY

#### ACTION PLAN

- Balance residential and commercial growth with quality of life.
- Allocate funds to support business recruitment efforts.
- Work with Robert Eyster to complete the economic asset inventory/study.
- Develop a business recruitment strategy based upon inventory results.
- Actively recruit businesses within desirable industries: educational, medical, tech
- Encourage local agriculture and food industries.
- Encourage entrepreneurs through business incubation and other programs.

## HOW WE WILL MEASURE OUR PROGRESS:

- Revenue generated per square foot of commercial space
- Commercial space occupancy rates
- Total employment
- Percentage of new jobs generated
- Tax revenue generation
- Number of new businesses established; business licenses issued
- Area plans completed/prioritized

## ECONOMIC DIVERSITY AND INNOVATION WILL:

- Provide valuable resources to job seekers
- Create and enhance relationships within the business community
- Develop a solid business recruitment strategy



## INITIATIVE 02 | ECONOMIC DIVERSITY & INNOVATION

### GOAL 2.4: MAINTAIN ONE-STOP PROGRAM AND CONTINUE EFFORTS TO STREAMLINE BUILDING PROCESSES

#### ACTION PLAN

- Continue to re-evaluate fees and charges related to development.
- Provide reliability for application reviews through a clear, simple and consistent process.
- Establish best practices to facilitate development.
- Identify areas where “one stop” model can be used in conjunction with other economic development programs.
- Provide information and fee estimates to development customers.
- Develop an online fee calculation tool.
- Explore and develop incentives to promote business success.
- Expand City services online to provide an improved level of self-guided assistance.
- Continue to keep development standards and fee information current on the website.

### GOAL 2.5: SUPPORT BUSINESS RETENTION AND EXPANSION EFFORTS

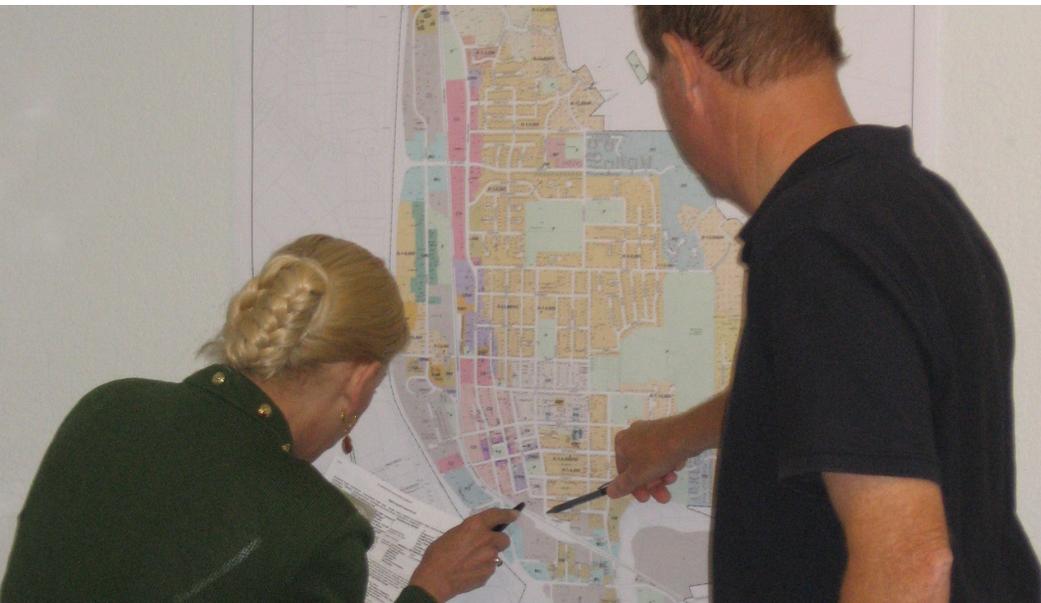
#### ACTION PLAN

- Continue partnerships to support business retention and expansion.
- Work with the Chamber of Commerce to educate business operators on city planning and building requirements, including signage, business license and other requirements.
- Expedite application approval and permit processing for business projects.
- Continue to allow fee deferral/financing for business expansion projects.
- Continue to highlight municipal improvements and business openings.
- Review commercial customer charges to identify conservation and best utility rates.

### GOAL 2.6: SUPPORT THE CREATION AND GROWTH OF EMPLOYMENT OPPORTUNITIES

#### ACTION PLAN

- Support and enhance professional programs that develop the local workforce.
- Link residents with training, job placement and retention services.
- Identify and build partnerships that will result in a strong economy, educated workforce and resources for employers and job seekers.
- Participate in community career days and create internships.





## INITIATIVE 03 | EFFECTIVE & EFFICIENT GOVERNMENT

### GOAL 3.1: STREAMLINE THE FUNDAMENTALS OF CITY OPERATIONS

#### ACTION PLAN

- Regularly evaluate and update core services to increase efficiency and lower costs.
- Develop and implement a schedule to review and update ordinances.
- Evaluate and update processes to ensure the application of best practices.
- Continue multi-division/department teamwork and shared resources/services without creating cross subsidies.
- Create policies that provide clear guidance and assurance.
- Allocate and adjust internal resources to ensure success.
- Migrate to automated time tracking payroll system.
- Update business license application forms and integrate with processing software.
- Complete the ERP replacement and expansion.
- Implement an employee self-service application for HR information.

### GOAL 3.2: UTILIZE TECHNOLOGY TO ENHANCE CITY OPERATIONS

#### ACTION PLAN

- Increase use of technology (i.e. interactive forms for permits, licenses, etc.).
- Standardize GIS to industry standard and build functionality that improves city services.
- Plan for and fund the replacement of outdated software systems that provide efficiency and streamline government.
- Improve the citywide Wi-Fi system to improve mobile communication for field employees.
- Evaluate the City telephone system and update as appropriate.
- Complete the communication tower upgrades to improve city service.
- Complete the conversion to agenda management software for City Council and commission packets.

## HOW WE WILL MEASURE OUR PROGRESS:

- Customer service surveys
- Public engagement
- Participation in City-sponsored workshops
- Attendance at City Council and Commission meetings
- Increase in positive media attention

## EFFECTIVE AND EFFICIENT GOVERNMENT WILL:

- Enhance operations by utilizing technology
- Improve customer service to the community
- Offer competitive employment opportunities



## INITIATIVE 03 | EFFECTIVE & EFFICIENT GOVERNMENT

### GOAL 3.3: FOCUS ON EMPLOYEE RECRUITMENT, DEVELOPMENT AND RETENTION

#### ACTION PLAN

- Develop a comprehensive human resources plan.
- Provide a working environment that allows employees to excel.
- Provide learning opportunities for professional growth through cross training and other educational programs.
- Provide a competitive employment package.
- Develop a wellness program to reduce insurance and worker's compensation rates and promote overall employee health.
- Incentivize continued education to maximize employee expertise.
- Create an organizational culture that values innovation.
- Create a training calendar, interface with other organizations to combine and enhance training resources.

### GOAL 3.4: PROVIDE HIGH QUALITY CUSTOMER SERVICE

#### ACTION PLAN

- Define policies that create a balance between the public's and City's interests.
- Abide by a professional code of conduct and ethics.
- Adapt, consolidate and/or reinvent existing services to better serve resident and business needs.
- Ensure all core services are being met.
- Strive to provide value added services.
- Maintain a regional position of leadership.

### GOAL 3.5: INCREASE PUBLIC ENGAGEMENT, OUTREACH AND COMMUNICATION

#### ACTION PLAN

- Provide relevant and understandable documents and reports.
- Make Council and Commission meetings available via video streaming.
- Participate in community events.
- Hold an annual Open House to enable citizens to meet with City Council and staff.
- Offer a lecture series to educate citizens about city operations and community issues, etc.
- Host meetings targeted to specific community groups (i.e. Pizza & Politics).
- Retain services of a community engagement professional.
- Improve use of social media to provide information.
- Complete website overhaul with public outreach focus and on-line form development.
- Utilize public access television to provide information to citizens.





## INITIATIVE 04 | FISCAL RESPONSIBILITY

### GOAL 4.1: LIVE WITHIN THE MEANS OF THE CITY

#### ACTION PLAN

- Identify and understand current cost of providing services.
- Determine future/anticipated costs that will impact fund budgets.
- Balance operational budgets.
- Budget in accordance with Core Services philosophy.
- Re-evaluate the level of programs and services.
- Discontinue community subsidies.
- Meet reserve policies and maintain reserves.
- Institute a 5-year financial forecasting cycle.
- Maintain financial discipline by establishing decision-making guidelines to evaluate whether or when to pursue a new project or program.
- Explore opportunities for public/private partnerships.
- Investigate opportunities to gain full cost recovery for services provided.

## HOW WE WILL MEASURE OUR PROGRESS:

Tax revenue as a percentage of the General Fund

Annual operating reserve fund balance

Debt ratio

Utility rate increases

## FINANCIAL RESPONSIBILITY WILL:

Maintain a solid operational budget

Maintain adequate reserves for unplanned expenditures, such as building repair/replacement

Fund ongoing costs with ongoing revenues





## INITIATIVE 04 | FISCAL RESPONSIBILITY

### GOAL 4.2: SEEK AND EVALUATE ADDITIONAL SOURCES OF REVENUE

#### ACTION PLAN

- Plan for the sunset of Measure V.
- Examine the feasibility of Community Facility Districts.
- Evaluate options related to Transient Occupancy Taxes.
- Track and promote state and federal legislation that would create new funding opportunities.
- Renew or renegotiate land and building leases for city-owned property.

### GOAL 4.3: COMMIT TO LONG TERM PLANNING FOR CAPITAL REPLACEMENT, IMPROVEMENTS AND MANDATES

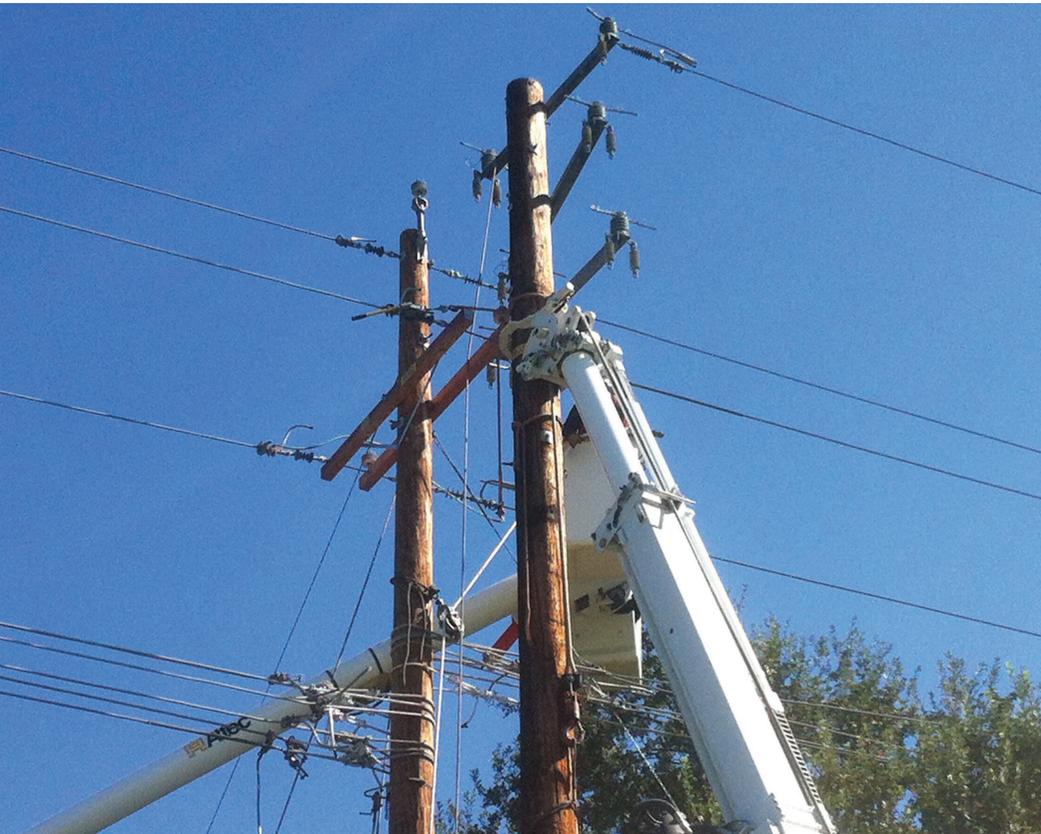
#### ACTION PLAN

- Fund capital replacement for vehicles, equipment and technology.
- Set money aside for unfunded liabilities.
- Plan for increases in medical and retirement costs.
- Develop plan to deal with storm drain fund deficit.
- Improve tracking of retired capital plant and newly installed capital plant.
- Ensure that capital transfers and fixed asset activities have been recorded and make adjustments as needed.

### GOAL 4.4: MAINTAIN TRANSPARENT BUDGETING AND REPORTING PRACTICES

#### ACTION PLAN

- Provide meaningful, easily understood documents.
- Make all financial information accessible to the public.
- Streamline and consolidate reserve requirements and operations funds.





## INITIATIVE 05 | INFRASTRUCTURE & FACILITIES

### GOAL 5.1: ADDRESS DEFERRED MAINTENANCE OF CITY FACILITIES

#### ACTION PLAN

- Evaluate the existing condition of all facilities and develop an objective rating system.
- Develop a maintenance program for City assets based upon industry standards and manufacturer recommendations.
- Use condition based and value assessments to prioritize repairs, replacement and construction of facilities.
- Implement a cost recovery program for city-owned facilities used by others.
- Charge market rent for properties not utilized for city operations.
- Consider the sale of surplus property.
- Evaluate feasibility of constructing the City Hall Annex in lieu of the ongoing CDC lease.
- Consider relocation/consolidation of existing facilities and evaluate income potential of vacated properties.

### GOAL 5.2: DEVELOP A LONG TERM CAPITAL REPLACEMENT PLAN FOR PUBLIC FACILITIES

#### ACTION PLAN

- Inventory and provide valuation of public assets through GIS system.
- Develop two-year and ten-year replacement plans for major capital projects.
- Use condition based and solid economic analysis to prioritize repairs, replacement and construction.
- Promote undergrounding of utilities through coordination with planned street reconstruction projects.
- Prioritize infrastructure needs based on availability of funds, life expectancy and safety considerations.
- Effectively maintain ongoing infrastructure to new baseline levels.
- Efficiently and safely upgrade vehicles, utility infrastructure and city facilities with limited resources.
- Develop and reassess design standards and capacity guidelines to identify the minimum capital requirements to provide safe and reliable utility services.

## HOW WE WILL MEASURE OUR PROGRESS:

Completion of facility/  
infrastructure analyses

Completion of Facility  
maintenance projects

Streets/sidewalks replaced,  
reconstructed and repaired

Installation of utility infrastructure

Ratio of new capital installed to  
depreciated capital

## IMPROVING INFRASTRUCTURE AND FACILITIES WILL:

Provide City buildings that offer  
essential public services

Provide illumination of street  
lights for safety and visibility

Provide landscaping for parks  
and recreational areas that are  
aesthetically pleasing

Ensure water, sewer and electric  
utility services are delivered



## INITIATIVE 05 | INFRASTRUCTURE & FACILITIES

### GOAL 5.3: IDENTIFY AND PURSUE ALTERNATIVES FOR THE MANAGEMENT OF CITY FACILITIES

#### ACTION PLAN

- Evaluate the feasibility of outsourcing the operation of the airport.
- Complete contract negotiations and proceed with outsourcing the operation of the Villa.

### GOAL 5.4: INSTALL IMPROVEMENTS TO ENSURE THE SECURITY OF CITY FACILITIES

#### ACTION PLAN

- Install security fences, lights, cameras and other equipment as necessary to protect facilities.
- Secure the City's water and wastewater systems.



**8.6** Miles of bike lanes

**59.1** Miles of public water main

**574** Number of fire hydrants

**1,319** Number of street lights

**12** Number of signalized intersections

**390** Number of stop signs



CHAPTER  
**06**



# 2014-15 CITY COUNCIL GOALS

“It is imperative the City of Healdsburg plan for and expand its economic base to generate additional tax revenue to maintain our infrastructure and continue to provide the high level of public safety services our residents have come to expect.”

– Craig R. Harrington, property owner



## 2014-15 CITY COUNCIL GOALS

Each year before the annual budget is established, the Healdsburg City Council meets to discuss goals for the upcoming year. This process has been an effective tool for the City Council, management team and the entire City of Healdsburg staff for responding to the needs of our community, as well as to State and Federal mandates.

**Over the last five years the presiding City Councils have created 19 distinct goals and made significant progress in completing the most urgent projects.**

On March 24, 2014, the City Council met to continue with this important tradition of establishing new goals, and take in to consideration the strategic initiatives that were created in the five-year plan contained herein. The Council maintained the established method of ascertaining ten to eleven distinct priorities. Ongoing initiatives such as the Memorial Bridge project and the Wastewater Reclamation project remain a priority on the list. This year several new goals were developed including technology upgrades and preparation of City infrastructure to support future economic development and diversification.

**The Council's intent is to carry forward an important City practice, while initiating a more integrated process, which will combine yearly tactical goal setting with the newly established strategic initiatives.**

*Note: goals are listed alphabetically.*

### AFFORDABLE HOUSING

Develop a comprehensive Housing Master Plan to identify and address the City's affordable housing needs. The plan will endeavor to meet the needs of lower- and moderate-income families as well as tie into economic development diversification programs and an updated Growth Management Ordinance.

### ECONOMIC DEVELOPMENT AND DIVERSIFICATION

Create and implement a long-term economic development strategy; facilitate business retention, recruitment and diversification of the economic base through infrastructure improvements, business incentives and streamlined processing.

### HIGH QUALITY CUSTOMER SERVICE

Continue to provide high quality customer service through commitment, active listening, responsiveness and the application of best practices.

### INFRASTRUCTURE MAINTENANCE AND CAPITAL PROJECTS

Prioritize infrastructure projects and develop a comprehensive plan including: anticipated construction costs, staffing requirements, funding mechanisms and interactive website reporting.

## INFRASTRUCTURE PREPARATION FOR FUTURE DEVELOPMENT

Identify and prioritize the future infrastructure improvements necessary to promote economic diversification.

## MEMORIAL BRIDGE

Begin rehabilitation construction and work diligently to minimize the impact on local residents and businesses.

## PARKS AND RECREATION

Complete the Parks and Recreation Needs Assessment and Foss Creek Community Center Master Plan.

## PUBLIC ENGAGEMENT

Achieve broader engagement of city residents and business operators through collaboration and the use of innovative outreach methods.

## PUBLIC SAFETY

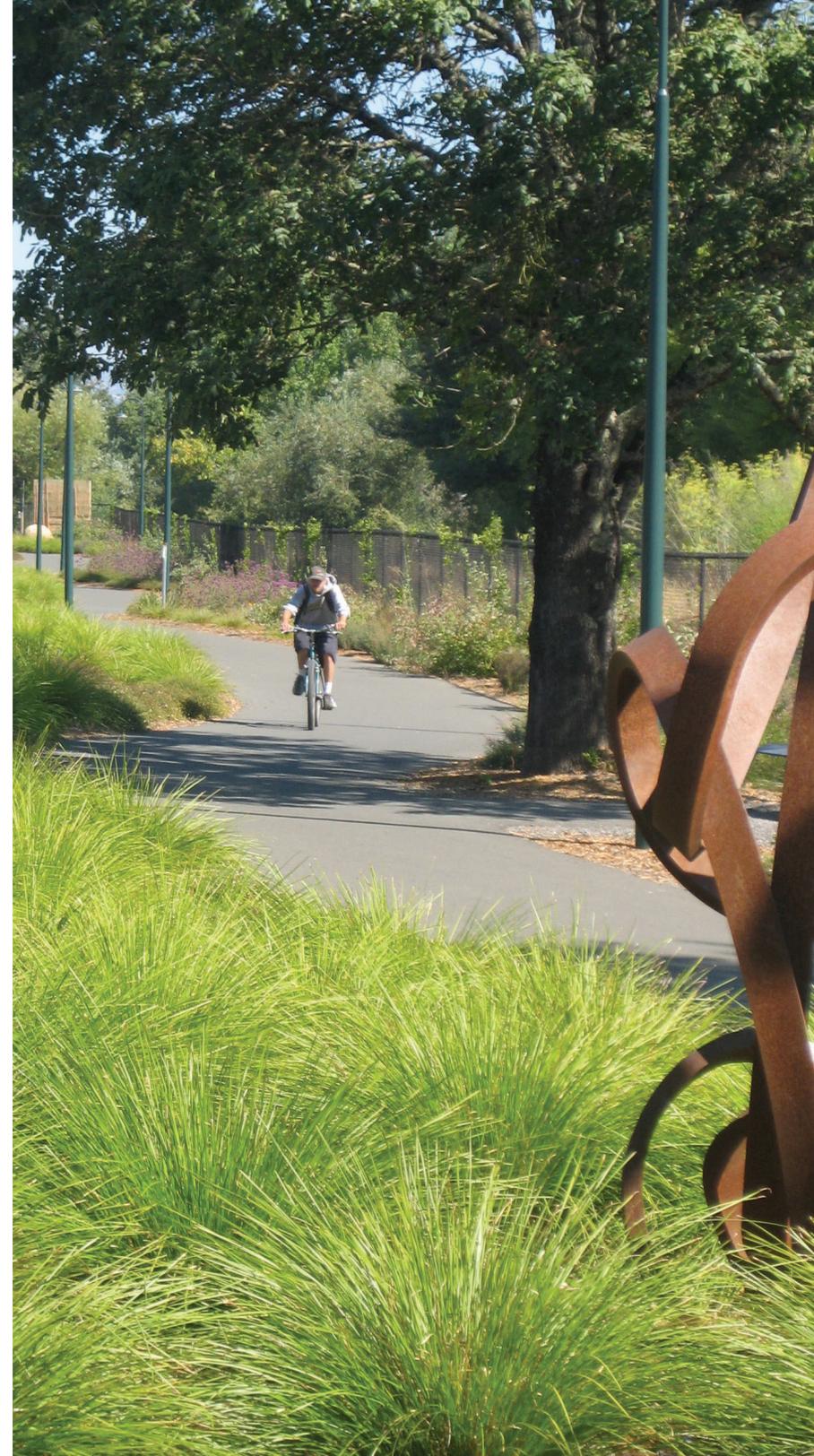
Support public safety programs and initiatives to ensure the timely response to emergencies without jeopardizing safety of the officers, firefighters or the public.

## TECHNOLOGY

Utilize technology to enhance service to the public and increase operational efficiency.

## WASTEWATER RECLAMATION PROJECT

Expand upon the recycled water system finding beneficial uses that support the region's economical and sustainable use of our water resource.





# CHAPTER 07 NEXT STEPS

“This plan is the beginning, not the end, of a process that will move the city forward, to respect what has made us successful, to rebalance our economic base and to expand upon opportunities that did not exist many years ago.”

– Jim Wood, Mayor of Healdsburg



## NEXT STEPS

### IMPLEMENTATION

We have worked diligently as a community and city government to create this strategic plan... now it's time to get to work. With our strategic initiatives, goals and action plans clearly identified, the next step is the development of work plans. Our strategic initiatives and their work plans will be incorporated into the budget process, which will allow the City to adequately prepare staffing levels and financial resources required for implementation. Projects will be completed by priority and spread over the course of the next five years. Reports on our progress will be posted regularly so that we may walk this Pathway to Sustainability together.

Please join us as we take our next steps!

### CONCLUSION

The Healdsburg City Council is poised to embrace this comprehensive road map to guide our City into a promising and prosperous future. We now have our Pathway to Sustainability and mile markers to get us there. Without the help of our community, this plan would never have taken shape. And without our community's help as we move forward, we could never accomplish what we set out to do. We ask that each of you take the next step with us and help us reach our goals over the next five years. Quality of Life, Efficient Government, Economic Diversity – are in the interests of all of us in Healdsburg, and the more we can maintain our involvement as a community, the more rapidly we will achieve what we have set out for.

“The only difference between being strong and knowing you are strong is taking the next step.”

– E.J.Mecomber



# APPENDIX A

## 2009-2014 CITY COUNCIL ADOPTED GOALS TABLE

		2009	2010	2011	2012	2013	2014
1	Affordable Housing	x		x			x
2	Budget Stability	x	x	x	x	x	
3	Central Healdsburg Special Study Area Plan				x		
4	Communication		x	x	x	x	
5	Community/Government Affairs	x					
6	Community Services					x	
7	Economic Development and Diversity		x	x	x	x	x
8	Electric Utility				x	x	
9	General Plan Update	x					
10	Green City Programs	x	x	x			
11	High Quality Customer Service						x
12	Infrastructure Maintenance and Capital Projects	x		x	x	x	x
13	Infrastructure Preparation for Future Development						x
14	Memorial Bridge	x	x	x	x	x	x
15	Organizational Stability		x				
16	Parks and Recreation	x					x
17	Program and Service Enhancements					x	
18	Public Engagement-Outreach-Communication						x
19	Public Safety	x			x	x	x
20	Purity/Cerri Site	x					
21	Saggio Hills		x	x			
22	Utilize Technology to Enhance City Operations						x
23	Wastewater Reclamation Project	x	x	x	x	x	x

# APPENDIX B

## SUPPORTING DOCUMENTS

Documents available online at [www.ci.healdsburg.ca.us](http://www.ci.healdsburg.ca.us)

### 2013

- September 26 | Stakeholder Strategic Planning Session Flipcharts and Priorities
- October 4 | Employee Strategic Planning Session Flipcharts and Priorities
- October 4 | Stakeholder Strategic Planning Session Flipcharts and Priorities
- September 26 – October 4 | Executive Debriefing Report
- November 19 | Hispanic Community Meeting on Strategic Planning
- November 20 | City Council – Management Strategic Planning Session Flipcharts

### 2014

- January 21 | City Council – Management Strategic Planning Session Flipcharts
- January 21 | Executive Debriefing Report
- March 24 | City Council – Management Goal Setting Session Flipcharts
- March 24 | Executive Debriefing Report





PATHWAY TO SUSTAINABILITY  
city of healdsburg 2014-2019

