



City of Healdsburg

Executive Debriefing Report Strategic Planning Meeting *Pathway to Sustainability*

January 21, 2014

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Prepared by InnoPro Performance Solutions
Strategy development and communication

Strategic Planning Meeting

Executive Overview:

An effective strategic plan is built through the dialog and effort of many people. It is a process undertaken by leaders and their communities to define their organization and to determine what the organization will become in the future. Most importantly it sets a course for how to reach that future. To that end the City of Healdsburg held planning charrettes over several months during the fall of 2013. Public input was encouraged on the City's website and through emails to the City. The purpose was to discuss the current state of the City, the current trends and challenges the City faces and invest time brainstorming issues for a 2014 – 2019 Strategic Plan. The interactive discussions were to result in overarching strategic initiatives leading strategic objectives and eventually to annual goals and tactical implementation steps.

Prior to the meeting of the City Council and City Department Heads a summary of the information gathered during the public outreach process was prepared. During the workshop the group was able to analyze the data and summarize the input into four overarching strategic initiatives as well as develop corresponding objectives for the upcoming five year period.

The meeting opened with Mayor Wood welcoming the group and acknowledging the members of the public in attendance. He then requested and received ideas from those community members present. The meeting continued with the City Council and City Department Heads working interactively together to establish the initial draft of the Strategic Plan including a revision of the Vision and Mission Statements.

The following pages present the summary of those discussions.

Strategic Planning Meeting

January 21, 2014

Meeting Attendees

Council Members:

Jim Wood	Mayor
Shaun McCaffery	Vice Mayor
Tom Chambers	Councilmember
Susan Jones	Council Member
Gary Plass	Councilmember

Management Team:

Department Heads and Managers:

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	Community Services Director

Facilitator:

Michelle Murphy	President, InnoPro Performance Solutions
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Strategic Planning Meeting

Proposed Agenda – January 21, 2014

Tuesday, January 21, 2014	Convene at Healdsburg Community Center	7:30 a.m. – 8:00 a.m.
<i>Jim Wood, Mayor</i>	Call to Order - Opening Remarks Public Comment	8:00 a.m.
<i>Marjie Pettus, City Manager</i>	Welcome - Meeting Overview	8:15 a.m.
<i>Michelle Murphy, Facilitator</i> <i>InnoPro Performance Solutions</i>	Introductions <i>Strategic Planning Process and Outcomes</i>	
<i>City of Healdsburg</i> <i>City Council and</i> <i>Management Team</i>	Review Charrette Process Input <i>Trends – SWOT Analysis – Top Initiatives – Community Values</i>	
	City of Healdsburg Mission – Vision - Values <i>Confirmation of draft statements</i>	
	Strategic Goals and Plan Initiatives	10:30 a.m.
	Group Lunch	12:00 p.m.
	Strategic Goals and Plan Initiatives	1:00 p.m.
	Strategic Direction for 2014 - 2016 <i>Action Plan Topic Discussions</i> <i>Strategic Planning vs. Tactical Implementation</i> <i>Action Plans and Priorities – Linking plans to budgets</i>	
	Strategic Planning Wrap-up <i>Next Steps Summary</i> <i>Strategic Planning - Meeting Review</i>	3:30 p.m.
	Adjourn	4:00 p.m.

Priority Analysis

Current Situation Assessment – SWOT Process

The group was asked to evaluate the data from the charrette input. They prioritized the listing of the City Strengths, Weaknesses, Opportunities and Threats.

STRENGTHS: (What we depend upon to meet future challenges.)

What works well about the City of Healdsburg?

- ✓ ✓ ✓ Government is accessible and easy to work with. We have 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: (What we need to strengthen to continue our success.)

What’s not working as well as it could yet?

- ✓ ✓ Economic divide – shrinking middle class, cost of living
- ✓ Lack of affordable housing - high cost of housing, diverse and lack of supply - HEC update
- ✓ Infrastructure and city facilities
- ✓ Parking / traffic
- ✓ Finances - living within our means
- Loss of RDA (California 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

OPPORTUNITIES: (What we need to consider in order to innovate.)

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

- ✓ ✓ ✓ ✓ ✓ Areas slated for development (some already planned). Completing the entry plan, river and highway
South Healdsburg specific plan, rehab the bridge
River and river frontage – open space, hiking trails etc.
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 in order 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

Vision – Mission - Values

Discussion Summary

Vision:

Our vision is to 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. We support:

- young and multigenerational families
- our rich and broad agricultural roots
- innovative and sustainable businesses
- vitality and quality of life

Values:

- A** Accountability
Ownership – We are all responsible for success moving forward
- C** Communication
Respectful, timely, open, honest, transparent, relevant and diverse
- H** Honesty
Ethical compass, trust – internal and external
- I** Innovation
Team approach – strong relationships
- E** Excellence
Continuous improvement
- V** Vitality
Fun and joy, family values, parenting – strong community inclusiveness
- E** Efficiency
Proactive approach - We work to address issues across the City of Healdsburg

Strategic Initiatives

Discussion Summary

Initiative 1: EFFECTIVE AND EFFICIENT GOVERNMENT

- Objective 1.1: Capital and human resources plan
Public buildings, technology, human resources and infrastructure
- Objective 1.2: Customer service focus
Best practices approach
- Objective 1.3: City owned facilities Master Plan
- Objective 1.4: Public engagement, outreach and communication
State of the art methods
- Objective 1.5: Maintain leadership position regionally

Initiative 2: QUALITY OF LIFE

- Objective 2.1: Access to transportation
Freeway access, trains and highways, regional airport
- Objective 2.2: Housing
- Objective 2.3: Public health and safety
Clean water – power, safe waterways and streets
- Objective 2.4: Open space, recreation, library and museums
- Objective 2.5: Integration of diverse segments of the community

Initiative 3: ECONOMIC DIVERSITY AND INNOVATION

- Objective 3.1: Support and encourage hospital related industry and services
- Objective 3.2: Diversify economic engine
Develop and supplying high-tech infrastructure
- Objective 3.3: Green infrastructure - transportation
- Objective 3.4: Sustainable food and agriculture
- Objective 3.5: Encourage educational institutions

Initiative 4: FINANCIAL RESPONSIBILITY

- Objective 4.1: Transparent budgeting and reporting
- Objective 4.2: Evaluate additional revenue sources
- Objective 4.3: Live within our means – efficient and cost conscious
- Objective 4.4: Long term planning for capital expenditures, unfunded liabilities
and mandates
- Objective 4.5: Establish meaningful reserves and investments

Meeting Review

As the meeting was ending the facilitator asked the group to answer several questions in order to continue to improve future Strategic Planning efforts. The questions asked were, “What went well this meeting?” “What could we do differently to upgrade future efforts?”

What did we do well?

- Real substance and content
- We recovered from an energy slump and kept going
- Got a lot done
- Close to making a lot of progress
- Got ideas down into tactical categories
- Listened and adjusted – chronological order easy to follow
- Enjoyable, relaxed we could play as well as work
- We all showed up and enjoyed the day
- Appreciated the new chairs – much more comfortable for a long meeting
- Good facilitation – ability to help group regroup and come together
- More focused
- We moved ahead with good facilitation
- Good interaction between Council and staff – nice to have all of us in the room seeking a common goal

What could we upgrade? – None reported