

PROPOSED 2020-2022 CITY COUNCIL GOALS

March 9, 2020



2020-22 Work Program & Goal Priorities provided by the Department Head Team

- 1. Create a Community Facility District (CFD) to fund the development of a South Entry Area Plan, issue a Request for Proposal to initiate the planning process and adopt the South Entry Area Plan. 24-36 months to complete. Goal 1.1**
- 2. Finalize Solid Waste Agreement with Recology and develop scope of work for Waste Zero Specialist and initiate a program to conduct education and outreach on recycling and composting best practices. 12-months to complete. Goal 2.4**
- 3. Achieve state mandated Regional Housing Needs Allocations (RHNA) in alignment with the framework provided by the Housing Action Plan. 24-months to complete. Goal 3.1**
- 4. Secure Computerized Maintenance Management Software (CMMS) that allows staff to issue and track work orders, document the work that has been done, maintain records of inspections, and proactively plan maintenance and replacements. 12-months to complete. Goal 4.3**
- 5. Proactively maintain utility facilities to reduce unplanned failures (WRF maintenance, Lift Stations, Pump Stations, etc.) through the use of utility best practices and technology (GIS, CMMS, SCADA). 24-months to complete. Goal 4.4**



2020-22 Work Program Goals & Priorities provided by the Department Head Team

6. Complete organizational audit that addresses organizational needs. 18-months to complete. Goal 5.1
7. Provide mid-year budget updates for all funds to ensure transparency in real-time revenues and expenditures. 24-months to complete. Goal 5.4
8. Fund police officer and equipment needs with Measure V revenues. 12-months to complete. Goal 6.1
9. Confirm job description, conduct recruitment and hire Public Safety – Administrative Analyst. 6-months to complete. Goal 6.2
10. Fund fire fighters and equipment needs with Measure V revenues. 12-months to complete. Goal 6.4
11. Approve the Montage resort park design, identify and secure funding and initiate construction of the park. Time to complete 18-months. Goal 7.1



Proposed 2020 – 2022 City Council Goals

Goal 1.4 - Promote economic diversity (4 - Mayor Gold, Vice Mayor Mitchell and Council Member Naujokas, Council Member McCaffery)

Outcomes:

- Lift the prohibition on cannabis sales, establish zoning, cap the number if desired, and establish criteria for selecting among proposals. If taxation is desired, put that question on the November 2020 ballot. Zoning change completed, process established, and initial businesses selected. **(LG)**
- Permit cannabis sales and evaluate taxation options. **(SM)**
- Utilizing the results of the business visits done in conjunction with the Chamber, identify ways to attract businesses to the community who are the “best fit” for Healdsburg. Develop a grid of types of business that would benefit the community and continue to provide diversity in our business base. **(EM)**
- Establish strategic fee reduction/waiver policy. **(JN)**



Proposed 2020 – 2022 City Council Goals

Goal 3.5 - Implement the strategies of the regional strategic plan to address homelessness in northern Sonoma County (4 - Mayor Gold, Vice Mayor Mitchell, Council Member Naujokas, Council Member McCaffery)

Outcomes:

- Implement the strategies of the regional strategic plan to address homelessness in northern Sonoma County. **(EM)**
- Execute on regional homeless action plan. **(JN)**
- Purchase or lease land or a building that can be used for homeless shelter and services (Location identified, non-profit partner(s) identified, funding sources identified, plan in process). **(LG)**
- Evaluate options to partner with the State (Caltrans) and potentially Sonoma County to secure property as part of the State lands acquisition program at the Dry Creek Interchange for housing and/or homeless resources. **(SM)**



Proposed 2020 – 2022 City Council Goals

Goal 7.5 - Continue to develop and enhance community-based multi-generational recreation programs, services and special events (3 - Mayor Gold, Council Member Naujokas and Council Member Hagele)

Outcomes:

- Assuming Council has approved, execute an agreement with the Foley Family Foundation and complete the planning and construction of the Farmers' Market Community Pavilion. Agreement executed, design revisited and adjusted as necessary, building and parking lot improvements constructed. **(LG)**
- Expand recreational activities for teens. **(JN)**
- Build All-weather Asphalt Pump Track (#6 Maintain & enhance public health & safety, #7 Provide resident driven community services)
 - Expand healthy options for the Healdsburg community
 - Potential for "X-Games" type events to be hosted in Healdsburg, which would help support & diversify the "tourist" based segment of our economy beyond wine & food.
 - RFP for all weather/all season pump track renderings/cost estimate for lot north of Community Center at Grove/HBG Ave.
 - Dirt lot by community center on Foss Creek Trail? **(DH)**



Proposed 2020 – 2022 City Council Goals

Goal 3.1 - Implement the housing action plan (2 - Council Member Naujokas and Council Member McCaffery)

Outcomes:

- Implement programs to incentivize the construction of targeted housing types - e.g., ADUs, MF on empty or underutilized parcels, etc. **(JN)**
- Evaluate Affordable Housing options and funding strategies at Montage, 155 Dry Creek and SMART Depot. **(SM)**

Goal 3.2 - Identify funding mechanisms (2 - Council Member Naujokas and Council Member Hagele)

Outcome:

- Establish non-profit affordable housing organization. **(JN)**
- Facilitate the creation of a Healdsburg specific Social Impact Investment Fund to allow our local businesses to partner with the City on preservation of & investment in existing Affordable Housing in exchange for preference for access to units. **(DH)**
- Create opportunity for public private partnership investment in units that may fall below the requirements needed for tax credit-based financing. **(DH)**



Proposed 2020 – 2022 City Council Goals

Goal 3.3 - Preserve existing rental units (2 - Council Member Naujokas and Council Member Hagele)

Outcomes:

- Establish voluntary rental rehabilitation and rent stabilization program. **(JN)**
- Implement a REAL Tenant Relocation Assistance Program (2020 Goal) **(DH)**
- Expand the scope of work for our non-profit partners to include bilingual workshops, outreach & assistance seminars to help tenants qualify for the new Income Restricted units coming online. **(DH)**
- Provide Income Restricted Unit qualification, document collection & application assistance. **(DH)**
- Should include outreach & contact to those not in a current database of our non-profit organizations. We need to reach those who may not be actively engaged with our non-profits. **(DH)**
- Partner with & contact existing landlords with substandard buildings too small to qualify for tax credit financing or rents too low to qualify for traditional financing. **(DH)**
- Opportunity to help their tenants relocate into a new unit and in return, provide resources to help them upgrade their units to expand our non-income restricted, naturally occurring affordable housing stock. **(DH)**
- Goal is to help our current rental housing unit providers the opportunity to keep their investment in their family without being forced to sell. **(DH)**
- Coordinate & prepare a “Healdsburg Energy Efficiency One Stop Shop” program where a landlord can access all the rebates, incentives, etc. available to upgrade units vacated by tenants moving into new Income Restricted units. **(DH)**
- Explore facilitating master lease options for smaller multifamily buildings, either through the city or our local businesses, to house our lower income workforce, provided buildings are upgraded to meet/exceed current energy efficiency standards/REACH Codes. **(DH)**



Proposed 2020 – 2022 City Council Goals

Goal 3.4 - Evaluate options to amend the Growth Management Ordinance (2 - Council Member Naujokas and Council Member Hagele)

Outcome:

- Pursue GMO modification strategies e.g., clawback of expired allocations. **(JN)**
- Ballot Measure to allow expired GMO allocations as of 12/31/20 to be resurrected and used in the CHAP or CD areas to promote city centered higher density residential units. The intent is for transit oriented, high density market rate units that are affordable by design (not high-end luxury units). **(DH)**

Goal 2.6 - Review City's circulation and connectivity policies (2 - Council Member Naujokas and Council Member Hagele)

Outcomes:

- Explore and implement solutions to support alternative transportation **(JN)**
 - Bike parking / valet programs
 - On-demand shuttle
 - Healdsburg Transportation Management Association
- E-Bikes – Grant program for residents to purchase e-Bikes through local bike shops to encourage the use of e-bikes over cars for healthy short, in-town trips. **(DH)**



Proposed 2020 – 2022 City Council Goals

Goal 1.1 - Complete South Area Entry Plan (1 - Council Member Naujokas)

Goal 1.2 - Zoning and density study of downtown (1 - Council Member Naujokas)

Outcome:

- Initiate housing Master Plan for specific areas (Priority Development Areas?) **(JN)**

Goal 1.2 - Zoning and density study of downtown (1 - Council Member Naujokas)

Goal 1.3 - Review policies for consistency (1 - Council Member Naujokas)

Outcome:

- Implement recommendations from the Downtown Zoning and Land Use study, including but not limited to legalizing cannabis retail operations. **(JN)**

Goal 1.3 - Review policies for consistency (1 - Council Member Naujokas)

Outcome:

- Establish strategic fee reduction/waiver policy. **(JN)**



Proposed 2020 – 2022 City Council Goals

Goal 5.2 - Maintain proactive communication with residents and businesses (1 - Council Member Naujokas)

Outcomes:

- Explore engagement tools to expand participation by under-represented demographics. (JN)
- Establish citizen climate change and resiliency action group. (JN)

Goal 5.3 - Conduct community survey to gauge support for extending Measure V (1 - Council Member McCaffery)

Outcomes:

- Based on the results of the Measure V Community Survey, develop an expenditure plan identifying spending priorities for any revenues from the November 2020 City sponsored 1/2 cent sales tax measure. If the renewal is not approved evaluate options available to fill the funding gap. (SM)

Goal 6.4 - Maintain excellent fire services (1 - Council Member McCaffery)

Outcomes:

- Evaluate options to collaborate with County fire agencies to ensure we remain prepared and equipped in an appropriate manner. (SM)



Proposed 2020 – 2022 City Council Goals

Goal 2.5 - Continue to develop programs for climate change (1 - Council Member Naujokas)

Outcome:

- Establish citizen climate change and resiliency action group. (JN)



Additional Council Comments

Vice Mayor Mitchell Comments:

Goal 3.2: I see this as a tool to use as opportunities arise to fund affordable projects. It seems as though the mechanisms have actually already been identified.

Goal 3.3: Preserve existing rental units. This is something the City is always actively working on as units become available. Hopefully, by having the funding mechanisms identified in 3.2 above, we will be able to react to the appropriate opportunities for the City. Also, it would be a better stated outcome for this goal if we were able to identify a goal number/types of units we want to preserve. We will not be able to preserve everything that comes up.

Goals to add to the parking lot:

- Master Plan the West Plaza with an eye to affordable housing at this site.
- SMART station swap for possible affordable housing development on swapped land.
- Goal 7.6 under initiative #7 should probably added here since we are discussing exploring this site for future affordable housing.

Goal 5.2: Isn't this an ongoing activity, via our Communications Director and the Chamber association?

Goal 5.3: In process already, correct?

Goal 5.6: While I do not think we need to work on a formal staff succession plan, I would want to encourage department managers to have a plan without their departments for succession, especially the key, special positions.

Goal 7.2: I have heard about the Badger Park redevelopment for quite a while and I thought there was some funding set aside for this. What is the status?

Council Member McCaffery Comments:

Evaluate options to proactively maintain Foss Creek Sediment. Work with the appropriate State Environmental Agencies to improve drainage and hydrologic flows.