



City of Healdsburg

Strategic Planning Project Charrette Process Debrief Report

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Strategy development and communication

Strategic Planning Charrettes

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 several 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 2013 – 2018 Strategic Plan. The interactive discussions were to result in overarching strategic initiatives leading to annual goals and eventually tactical implementation steps.

Prior to the event, investigation interviews were conducted by Michelle Murphy of InnoPro Performance Solutions with City Council Members and Staff to identify the best approach and agendas for the meetings. Interviews were conducted starting January 2013 and continued throughout the year.

The first charrette kicked off with an evening meeting for community members on September 26, 2013. It was followed by two sessions on Friday, October 4. A morning session for Employees of the city started at 9:00 am and finished at noon. The afternoon session was designed for city commissioners and other city stakeholders. Two more charrettes were held in November. One was an evening focus group session for the Spanish speaking community and the last charrette was a full day session on November 20th for City Council Member and City Department Heads.

The following pages present the results of those meetings as well as the input which was received via emails and on the city's website. Several themes and shared perspectives emerged and also have been summarized in this report.

The responsibility for setting strategic initiatives, annual goals and allocating the resources needed to accomplish results rests with the City Council. However doing this important work with the input from the Healdsburg community is essential to the success of the planning effort. With that in mind the charrette process was undertaken.

Strategic Planning Charrettes

Delivery Agendas – September 26, October 4, November 19 and 20, 2013

Time:

Topic:

Thursday, September 26, 2013 – Community Stakeholders

6:00 PM	Welcome – Opening Remarks Charrette Overview
6:30 PM	Introductions – Strategic Planning Objectives Trend Analysis
7:30 PM	Current Situation Analysis – Top Initiatives Future Vision - Healdsburg
9:00 PM	Adjourn

Friday, October 4, 2013 – AM Session: City of Healdsburg Employees

9:00 AM	Welcome – Opening Remarks Charrette Overview
9:30 AM	Introductions – Strategic Planning Objectives Trend Analysis
10:30 AM	Current Situation Analysis – Top Initiatives Future Vision - Healdsburg
12:00 PM	Adjourn

Friday, October 4, 2013 – PM Session: Commissioners and Stakeholders

1:00 PM	Welcome – Opening Remarks Charrette Overview
1:30 PM	Introductions – Strategic Planning Objectives Trend Analysis
2:30 PM	Current Situation Analysis – Top Initiatives Future Vision - Healdsburg
4:00 PM	Adjourn

Tuesday, November 19, 2013 – Spanish Language Focus Group

6:00 PM Facilitated Discussion

Time:

Topic:

Wednesday, November 20, 2013 – City Council and City Department Heads

8:00 AM Welcome – Opening Remarks
Charrette Overview

8:30 AM Introductions – Strategic Planning Objectives
Current Situation Analysis

1:00 PM City of Healdsburg Mission – Vision – Values Update

1:30 PM Strategic Objectives and Plan Initiatives

4:00 PM Adjourn

Trends Analysis Summary

As a starting point for the planning charrette, utilizing the streamlined strategic planning process, the group was asked to introduce themselves and answer several questions. What are the most important recent trends you see facing your department or organization and the City of Healdsburg? Also the group was asked to state their expectations for the meeting. The ideas the group contributed are summarized below. A check mark (✓) denotes the idea was mentioned more than once:

Trends:

2nd wave of popularity
Access to health care
Active citizens
Adaptability to change ✓✓
Adapting to technology
Affordability
Affordable housing ✓
Affordable housing – multi-generational, job creation
Aging demographic ✓✓✓✓✓
Aging population – fulfilling needs
Aging population and increasing disparities between outlook of generations
All employees treated equally
Balance and management of growth vs non-growth
Balance tourism needs with businesses - need non-tourist businesses
Balancing local/tourist needs
Better integration of and relationships with Hispanic community
Better understanding of each City Department. What does everyone do?
Branding vs community
Budgetary/financial health
Business diversification of economic base
Can we expand our tourism so not as specialized?
Can't purchase real estate / Housing in City limits
Change of character of wine industry- corporate interests
Changes in economy and how it affects City and business diversification
Citizens are active; citizens are engaged
City budget problems
City expectations are rising
City/government pensions – too much money
Condition, communication and control of utilities
Cost of living
Cost of living increases
Creating a boutique/tourism community
Demographic changes – priced out of living in area
Demographic change – existing and growing Hispanic community
Dependency on wine industry
Deterioration of infrastructure

Difference between new and old residents
Difference between serving visitors and the needs of the community
Disparity between revenue and services
Diversification of economic base
Diversity
Diversity in businesses
Do more with fewer resources
Downtown parking ✓
Economic diversity
Economic diversity (tourism, hospitality, tech, industry, services)
Economic growth vs small town character
Economic growth, tourism, etc. and its impact on residents
Economic opportunities as alternative to tourism
Economic stability
Electronic footprint
Embrace diversity
Energy supporting diversity
Engagement with locals, tourists, children, etc.
Environmental -Climate change – premium grapes heading north or west
Expansion – tourism?
Expectations – a wide spectrum of opinions
Explore possibility of light industry
Failing infrastructure
Fewer opportunities for teens/youth
Finance; lack of funding
Financial health ✓
Financial health of community
Financial stability
Finding a balance between tourism and local residents
Focus both – community and tourists
Funding ability – pensions
Funding decreases for city government
Gap between income groups ✓
Gap between incomes
Gentrification ✓
Gentrification – people who work here (teachers, fire people, waiters/waitresses, public safety)
often can't afford to live here
Great place to live
Greater expectations
Growing dissatisfaction with tourism
Growing number of second homes
Growing pains – Tourism and residents (how to balance)
Growing pro/anti-growth conflicts
Growing public disdain toward government workers
Growth in Latino population ✓
Growth in other areas – new businesses coming into town

Growth management
Growth of tourism vs storefronts
Healdsburg rising popularity
Health issues – particulate matter; asthma, gravel dredging
High cost of doing business
High expectations of employees with fewer resources
High expectations/low resources
Hispanic population and non-Latino population – somewhat silent yet significant
Hospitality
Housing and affordability
Housing and availability, and variety of choices
Housing cost and supply – no middle
Housing costs
How best to communicate in the information age
How can we balance tourism and the “locals”?
How do we complement our growth in tourism with growth in other areas so it’s not one dimensional?
How do we retain our young people (keeping things affordable) so that the community the tourists “love” remains/thrives?
How to have the facts and see what drives decision making
How to keep family orientation without housing
Identity crisis – what do we want to be
Impact of tourism on infrastructure
Impacts of tourism and increased population
Importance of schools
Income disparities
Increase in agriculture
Increased population issues – Tourism numbers are up on the weekends
Information can be misconstrued easily
Infrastructure ✓
Infrastructure updates
Kids – playing is still needed
Kids and families decline?
Labor pool shrinking ✓
Lack of affordable housing
Lack of affordable services (housing/shopping)
Lack of finances
Lack of flex business space downtown
Lack of funding – expectations vs resources
Lack of funds
Lack of local/American made products
Lack of young families ✓
Land use
Land use – growth, infill
Local backlash against tourism
Local/American made products

Losing the middle class
 Loss of redevelopment and financial problems
 Maintain balance between visitors and residents
 Maintaining diversity, incorporate Latino contributions
 Maintaining high level business driven by tourists
 Middle class disappearing
 Migration of non-profit to City of Healdsburg
 More agriculture
 More gang-related activity with less police presence
 More human scale needed
 More paperwork, less hands-on
 More PWR – less hands-on work
 More technology
 More tourism
 More transient population; homeless
 More young families
 Move to technology
 Multi-generational, family oriented
 Narrowness of industry; infrastructure
 Need for affordable housing
 Need mid/upper level rental housing
 Need to invest in the organization!
 Needs for parking
 New developments demand package roads, etc. – Public safety
 Notoriety of Healdsburg - We're on the map in a positive way
 Over gentrification – tsunami of dollars leading to sterile ghost town
 Parking deficient
 Pension issue
 Pensions
 Pensions for employees (increasing)
 Perception equals reality many times now in the information age
 Perception of city employees
 Perception of problems vs. reality
 Perception of public employees by public
 Perception vs. reality – Are decisions made by a small influential few. The same people speaking
 on topics
 Positive outlook
 Quality of air-water
 Quality of life for locals – balance ✓
 Rate of tourism growth
 Replacing Redevelopment funds
 Resident vs tourist mentality ✓
 Resources available to serve
 Rich and poor demand more services than the working class
 Rising housing prices
 Second residences (not Healdsburg residents)

Second residences; impact on infrastructure
Share ideas
Shift of economy from industrial to retail/tourism
Shrinking of our student bodies
Skyrocketing tasting rooms, restaurants
Socio economic mix – housing
Some vocal dissent in direction of the City
Space disappearing
Structural deficit
Sustainable living and working environment
Technology ✓
Too many tourists
TOT (Transient Occupancy Tax)
Tourism ✓✓✓✓
Tourism and infrastructure to support (growth-future vision)
Tourism has changed city character
Tourism is hot but fickle
Transitioning population
Uncertainty regarding budget
Uptick in crime – Result of prison re-alignment
Values – Drive – Decisions
Water availability
We are leaders
We are no longer isolated; we are an economic generator as the resource
Wealthy and poor demand services
What are we doing w/high tech
What is strategic planning?
What/where is the planning?
Where is the City going?
Widening gap between rich and poor
Worsening parking
Worsening traffic
Young families

Expectations:

Action plans
All employees treated equally
Areas of consensus
Be able to work together better
Be part of change
Being part of change
Better understanding and communication from City Council – what do they perceive as biggest issues and what are the solutions?
Better understanding of City of Healdsburg
Better understanding of other departments
Broad open exchange of ideas
Build relationships – going forward
City Council support needed
Clarity of purpose/community direction
Clarity on vision moving forward
Clear vision of City direction; priorities of importance to move Healdsburg forward
Clear vision of direction
Closely examine premises re: growth
Come to conclusions
Communicate individual goals and objectives
Consensus on should we stay on same path as last 20 years – hotels, wine tasting, tourism... or switch gears
Consensus on vision for Healdsburg
Consensus to limit size of city government
Create a road map
Decision makers listen to perspective of employees
Defined strategies, less gray areas
Direction the City is heading
Downtown vision – clarity for options in diversity
Embrace Latino community
Ending on time
Establishing priorities
Feedback – tourism streams of revenue
Feel more confident about future
Figure out if city has an actual plan. Are we prepared for the unexpected?
Financial preparedness of City
Find solutions to act on
Form action groups
Future orientation
Gain new relationships
Get out of the comfort zone
Get to making decisions
Goals and objectives
Goals of direction for City with details of how to accomplish
Good ideas

Good results – consensus
Good set of dreams
Good SWOT
Have better tools throughout the planning process
Have this group have a clear understanding of our roles and future within City of Healdsburg moving forward
Hear others' concerns
Hearing people's concerns
How aware is the city of these problems?
How will City deal with problems and uncover problems
Ideas about how to solve identified issues
Identify actionable items
Identify and prioritize city needs
Identify challenges, options, alternatives that City can actually commit to
Identify priorities
Important to move Healdsburg forward
Integrate more seniors
Is City having a plan; proactive vs reactive
Knowledge
League of Cities makes decisions
Learn about each department; other departments
Learning what others find important
Measure results
Measurements
Move through the steps to achieve a quality result
New ideas
No expectations
No specific project discussion
Not a waste of time
Positive outlook
Prep for future downtown
Prioritize the needs
Reasonable, feasible solutions
Reflect on City Council goals
Representation of employee opinions; listen to employees
Road map to move forward
Share ideas
Skills learned
Small committee formation
Stay focused – how to get new initiatives done
That this is not a waste of time
Think of new ideas
Three items of focus
Top priorities of General Plan and how utilities fit into that
True representation of employee's views
Understanding infrastructure needs

Understanding of where Healdsburg has been vs. where it's going
Understanding strategic planning process and meeting
Voice for diversity – Hispanic, youth for next steps
Voice through social media
Want the city to listen to us
Want to be sure are dealing with changing nature of constructions
Want to understand various points of view on issues
We need more training!
What/where is planning?
Where are we going?
Work to develop community
Work together well
Work toward identification of problem areas

Trends and Expectations - Topic Discussion Notes:

33% of homes sold are 2nd homes – building homes also

Affordable housing was diminished by State of California

Ask what is truly new. Look at history

Diversity for new economic growth

Diversity issue is blown out of proportion

Eggs in one basket comment – is this real

Explain the benefits and issues to community on “Growing pains issue”

Healdsburg has some things working already: General Dynamics and Mel Amato also

This is the question – can we go beyond what we have created?

Method of service delivery has changed

Next steps are needed

Not so much about what we have but where we “seem” to be going

Tourism is tied to agriculture. We have agricultural “roots”. We didn’t forget them

Trending is cyclical

We have a lot of diversity here – we are not just tasting rooms

We have a very attractive city – we can capitalize on this

We have failed to invest in the organization. We have invested in services at the expense of the organization – must reinvest in the “Plant” infrastructure, personnel, facilities

Wine industry and tourism: New ways to drive the economy, clean technical center

Current Situation Assessment – SWOT Process

The group was asked to evaluate the current situation of the City of Healdsburg in 2013 from their individual point of view. They were asked to make a 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?

A lot of smart, well-connected people
Ability to give personal touch
Access to government officials and One Stop
Active community participation and hometown feeling
Active community with resources
Activities for locals
Adaptable and flexible
Adoption of cultural trends
Agriculture business
Agriculture
Ahead of curve on goals compared to county, state, nation
All departments are willing to help other departments to meet the needs of the City of Healdsburg
Amazing plaza ✓
Ambience
Appeal – beautiful town
Attracting development ✓
Attractive environment
Balanced budget
Boutique winery industry
Caring
Central Healdsburg Community Plan
Chamber
City employees – their dedication, skill level and performance level
City staff: knowledge / integrity / dedication
City website
City website and GIS system
Civic events
Clean town
Collaboration
Common appreciation for our town
Communication between departments
Communication between staff
Community / Staff pride
Community based leadership

Community builders – City and community leadership
Community engaged
Community events ✓
Community involvement ✓
Community network/involvement ✓
Community resources, volunteer spirit (angels)
Community spirit
Community/City relations
Competent staff
Compromise
Cooperation
Cooperation between departments and employees ✓✓
Council gets along well
Council works well together
Customer service ✓
Dedicated
Dedicated / pride / talented staff
Delivery of services based upon resources
Desire to be here
Diversity
Diversity in the tourist population – bicycling, dinner, antiques. Some come for an hour, a day or a week
Diversity of hotel room categories
Diversity of outdoor activities
Diversity of tourism
Doing the right things right
Downtown concerts
Downtown energy, charm and size
Downtown is vibrant
Economic base
Economic health
Effective city leaders
Electric utilities (green)
Employees who care about doing a professional job and taking pride in their work
Environmental sensitivity
Excellent sense of community
Exceptional staff
Family/youth bonds
Farm to table
Farmer's market and farms-food supply
Farmer's markets, Tuesday free concerts
Fast track building permit approval
Favorable public perception
Finances are good
Flexibility vs. rigidity – bureaucratic mindset ✓
Free parking

Full service at high level
 Full service city with strong customer service skills
 Full service community
 Future planning CHAP (Central Healdsburg Avenue Plan)
 General appeal
 Generous citizens
 Geography / Location ✓✓
 GIS system
 God's country; natural beauty
 Good balance economic vitality and environmental awareness
 Good employee cooperation
 Good government
 Good place to live
 Good promotion of town
 Good sense of community
 Good volunteers
 Gorgeous environment
 Grape and wine industry
 Great benefit
 Great employees
 Great local volunteer organizations
 Great parks
 Great press - free marketing. The Daily Meal named Healdsburg as one of the top 10 small town
 food destination in the Nation
 Great public relations; popularity
 Great staff and learning organization
 Great support from public
 Great volunteers/caring
 Healdsburg brand
 High level of community involvement
 High level of customer service
 High level of volunteerism/community involvement
 High self esteem
 High work ethic
 Historic character
 I feel that City management does a good job showing appreciation and acknowledgement for
 employees who perform well in their duties
 I like how the public works department has a good image in the community
 Improving schools
 Inter-community support through local nonprofit groups/organizations
 Involved generous citizens
 Involvement of citizens, recreation opportunity, seniors and youth
 It's a real place; unique character
 Keep giving management training on how to be effective while keeping morale up. Have seen a
 good and positive turn for the better recently
 Knowledgeable employee group

Knowledgeable staff
Maintaining service levels
Marketing
Marketing and branding of the City of Healdsburg current strength of agriculture and tourism –
solid and stable
Motivated and willing
My family enjoys the new Giorgi Park
National and international attention
Natural assets
New business recruitment
Not Napa – attracting more visitors
Outdoor attractions
Outdoor environment
Overlay principle - engaged community
Parkland Farms trails and open space
Parks
Parks and recreation
People who live here love it!
Perception of Healdsburg is very good
Planning department good
Pleasant downtown
Pleased with the Operations Manager as well as the Foreman in the public works department
Previous vision work
Private, nonprofit, public sector partnerships
Private/public sector good partners
Partnerships and communication (leaders and private and public sectors)
Proactive community
Progressive thinkers
Promotion of brand and tourism
Provide best serve to community
Public Works Department management team
Quality of life
Real place
Reasonably non-ideological approach
Relatively cohesive Council ✓
Resilient tourist industry/proximity to San Francisco, etc.
Responding to service needs of public
Responsiveness of city government
Retail
Safe community
Safety
Safety feeling
Safety/cleanliness
Schools ✓
Sense of community/caring
Sense of community/involvement

Sense of family feel – lifestyle
Services to resource level
Size of population ✓
Small businesses
Small town atmosphere
Small town character
Small town with lots of winery employment
Spirit of community
Staff flexibility vs. bureaucratic
Strong business sense
Strong economic base (tourism)
Strong school system
Strong sense of community
Strong tax base – healthy fiscal city
Style
Support between departments
Support from public
Synergy
Team support across departments - A lot of smart people
The City management team
The downtown area and the city parks
The level of training that employees receive
The programs for the local children
Thriving and expanding wine industry
Tons of money in the town
Tourism ✓✓✓✓✓
Tourism as a whole
Tourism focus is working -- buy-in broad
Tourism-Plaza events/Agriculture tourism and farmer's market
Town and country interface
Unique character
Use of Memorial Park
Utilities
Volunteerism
We are a learning organization – proactive
We are community builders
We are unique
We have a great bunch of dedicated employees who have given up a lot over the past years.
Let's do what we can to show appreciation back to them since our budget and economy have shown signs of recovery
We work well together. Great city staff – Integrity and dedication
Wealth of talent
Weather
Well planned community
Well respected in food industry
Wine / food industry is sustainable agriculture

Wine industry ✓✓
Wine tasting/restaurants/art galleries
Working hard adaptable, flexible
Working well with other departments
World class wine destination
Youth programs

WEAKNESSES: (What we need to strengthen to continue our success.)

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

A permanent restroom with running water built at Badger Park. The current portable restroom has always been an eyesore and more cause for risk than benefit to the community ✓

Access through town in vehicles

Accommodating to families

Activities for youth and teens

Administrative support services

Affordable housing – rent/sale ✓✓

Affordable housing supply inadequate

Affordable, diverse housing (middle class)

Aging infrastructure, leadership and population

Blighted entry on South side

Budget/fiscal

Bureaucracy

Business diversity

Can't be all things to all people

Capital replacement ✓

City budget

City government trying too hard, especially for tourist satisfaction

City lacks resources to do things in a timely manner

City streets, buildings and infrastructure

COLAs have not happened for over 5 years

Communication ✓✓✓

Communication – not enough

Communication – tourists/locals

Communication between department heads and employees

Communication/Marketing – getting true information to the community including success

Community engaged

Competent work force – hard to attract

Core services excuses

Cost of living is expensive ✓✓✓

Costs of doing and maintaining business in town

Create revenues – get creative

Cultural diversity

Customer services

Dealing with vacation rentals

Declining enrollment in schools

Deferred maintenance

Desirable status quo – only be doing infill projects

Deterioration of roads/infrastructure

Distribution of workloads, uneven

Diversification

Downtown could become a victim of success

Downtown parking – increase downtown parking and add pay parking

Downtown parking lacking ✓
 Economic disparity
 Economic diversity ✓✓
 Economic stratification
 Expectations of all things to all people
 Expensive real estate and rental market – expensive to live here
 Fall to tap into the silent majority (resource)
 Favoritism
 Fear
 Fee structures
 Finances
 Fiscal silos – TOT small number of uses; no restrictions on funds
 Funding for technology
 General retail is struggling (beyond wineries and restaurants)
 Generational disparity
 Geographical constraints
 Have personally seen, including myself, people tripping on sidewalks on Matheson. My main concern here is there are a lot of elderly using these while going to the churches nearby
 High expectations vs services
 Hospital not economically viable
 Housing – types/affordable
 Housing costs ✓✓✓
 Housing costs
 Housing weakness is because we are at the center point of the “wine county” lifestyle ✓✓
 Housing: GMO (Growth Management Plan) is preventing economy of scale from occurring
 Inability to make a concrete plan
 Inability to provide housing due to growth control/affordability
 Inability to recruit due to salary structure
 Income disparity
 Inconsistent Volunteer board and leadership
 Information pipeline needs updating
 Infrastructure ✓✓✓✓
 Infrastructure: city streets
 Insular community –inward focused
 Integration of Latino community
 Interaction between cultures
 Internal customer service
 Lack of affordable housing to support people living/working in Healdsburg
 Lack of commercial property to attract business
 Lack of communication from City to public
 Lack of communication with the public
 Lack of diversified economic base ✓✓
 Lack of diversity in housing/commerce
 Lack of diversity in leadership roles – ethnicity and age
 Lack of diversity of income sources
 Lack of economic diversity (cost of infrastructure, limited existing infrastructure)
 Lack of employee recognition

Lack of focus and/or direction (reactionary)
 Lack of funding
 Lack of health care specialists
 Lack of investment in city structure
 Lack of involvement of Hispanic community
 Lack of knowledge of job descriptions
 Lack of leadership at City Council
 Lack of leadership at Council and division heads
 Lack of parking
 Lack of participation / dialog with Hispanic community
 Lack of recognition of employees, especially at staff level ✓
 Lack of staff and resources ✓
 Lack of structure within departments ✓
 Lack of teenager activities
 Lack of tools/resources ✓✓
 Lacking infrastructure maintenance
 Latino outreach with separate Charrette to address lack of involvement of Hispanic
 Limited diverse job opportunities for grads
 Limited economic opportunities (geography, scale)
 Limited scope of economy
 Limited scope of housing
 Long range planning
 Losing talent because of class and comp study
 Losing talent to competitors
 Loss of redevelopment funds
 Loss of middle class
 Maintain current services rather than expand
 Majority of money is spent in downtown area for tourism. It would be nice to see money set
 aside for residential infrastructure
 Micro-managing
 Misinformation / manipulated information
 Mono-culture agriculture
 More density flexibility in housing
 More hands on training programs instead of classroom presentations
 More money being spent on tourism/downtown rather than residential areas
 More police
 More youth activities
 Need better communication between the public and city agencies
 Need rental rooms and conference space
 No growth to sustain middle class jobs
 Not attracting young adults
 Not enough family-oriented activities
 Not enough for young people to do ✓✓
 Not enough staff to construct and manage all of the operation CIP projects. The large scale
 projects receive all the attention
 Old Healdsburg/New Healdsburg/Latino divide; generational divide
 Oriented to the past; resistance to change

Parking ✓✓✓✓
 Parking – enough said ✓
 Parking/traffic ✓✓
 Parking/traffic
 Parking/traffic flow
 Pedestrian – only streets around Plaza
 Perceived weaknesses vs. real weakness
 Planning is unclear
 Poor facilities in work unit
 Poor integration (old Healdsburg/new Healdsburg/Latino)
 Poor internet access/speed
 Poor transportation options
 Potential over-dependence on tourism and wine industry
 Proactive communication of all of the city government workers and council
 Public schools
 Public Works O&M has 17 employees and only one supervisor. There is no redundancy for
 purchase approvals, employee evaluations, project management, priority guidance, etc.
 Recruitment
 Red tape
 Resources – lack of money
 Revenue/services issue
 Roads and sidewalks
 Rules are different across departments ✓
 School system/declining enrollment
 Schools ✓✓✓✓
 Schools lack ability to meet need of employers, lack of “trades” education
 Schools need improvement
 Schools unlikely to meet needs of employers
 Shrinking traditional middle class
 Silos/communication
 Slow to integrate Hispanic community
 Social diversity
 Some staff working without computers
 Southern entrance
 Staff without computers
 Stronger vision is easier to stay focused on right results
 Supply and demand
 Technology
 Technology and lack of integration
 The City needs to add an emergency generator at the water filtration. This will lower the risk of
 the city running out of potable water in the event of a severe power outage
 The City relationships with city businesses to keep them in the community. Building
 relationships not walls
 The city sidewalks are in need of repair
 The Council sending the message to employees “they don’t appreciate their hard work and
 dedication to the community.” At least this is how it appears when staff have not seen
 COLA increases in 5 years

The sidewalk on Front Street should continue all the way to Memorial Bridge
Things might take longer do to small staff – reset expectations
Threatened small town character
Too focused on food and wine
Tourism
Traffic ✓
Transportation – Arterial-limited access
Unclear understanding of rules and regulations of each department
Unequal opportunity on housing
Uneven workload and distribution of resources
Various forms of info now needed – Social media, You Tube, Ambassador? Intern? Who else?
Vertical organization
Visitor/resident balance
Walk the talk better
Walk the walk not talk!
We as Council Members and Department Heads get more “expert” information not necessarily the same
as what gets out to the community
What are unintended consequences? List them out – housing, redevelopment and GMO (Growth
Management Ordinance)
Workflow issues

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

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

Ability self-sustain – ex local food
About to be at north end of major commuter rail line
Airport (South County) Expansion ✓
Alternate energy credits in new construction
Alternate energy sources
Analyze job opportunities
Attract energy credits
Attract Hispanics
Attract knowledge workers
Attract more high value businesses taking advantage of Healdsburg’s popularity and quality of life
Attract new businesses
Attracting more hi-tech jobs/companies
Attraction of environment
Become “knowledge based/smart” community
Become the Health Care Center for North Bay
Better access to the Russian River
Better communication – management and staff ✓
Better customer service if had training
Branding is useful for good communication and recruitment
Bring families together
Bring research labs (SRJC, Davis) to do studies/work in agriculture
Budget ✓
Build City business
Build on cultural assets
Business recruitment
Capitalize on opportunity
Careful handling of the fact that people want to come here
Cautious growth
Central Healdsburg projects
Central Healdsburg study area – lots of possibilities
Centralize lodging to commercial areas
CHAD (Central Healdsburg Avenue?)
Change GMO (Growth Management Ordinance)
Citizen participation
City needs to create an identity
City owned properties
Community involvement
Create an identity
Create and commit to well defined vision
Destination assets to attract potential employers
Diverse job creation
Diversify job/economic base
Diversify shopping/retail

Diversify the work/economic base
 Don't forget locals
 Economic strength
 Economy takes downturn and hence tourism
 Eco-tourism
 Educate Council
 Educate public on how city is financed ✓
 Educate the staff and public on funding
 Education programs
 Electric utility – impact for education – healthcare, economic development (Hi-Tec)
 Electric Utility – we own it
 Embrace technology, social media, web info – use it ✓
 Emphasis on recreation opportunities
 Emphasize loss entry level housing
 Employee empowerment ✓
 Encourage cooperation between businesses
 Enforce bike traffic rules
 Enhance recreational activities
 Environmental awareness
 Even better customer service
 Expansion of current businesses; opportunities/support existing businesses
 Exploit sense of volunteerism
 Extend tourism year-round
 Failure of Redevelopment Agency gives us an opportunity to innovate
 Fear of diversification in the community
 Find ways for “angels” to contribute
 Finding the next “big idea” perhaps a College? Knowledge Center!
 Fitch Mountain
 Focus on core services
 Foster diversification of industry/businesses
 Free, FAST Wi-Fi
 Go paperless
 Good time to accommodate existing business, plan for future business, prepare to change fee structures
 Great time to continue marketing/branding of the town
 Great time to empower different voices in the community
 Health care network
 High speed infrastructure; high speed access ✓✓✓✓
 High speed network
 High standard of upkeep
 Identify real needs
 Improve and expand higher education
 Improve public/private education
 Improve roads, infrastructure; utilities across Russian River ✓
 Improve staff and services
 Improve/add attractions for younger demographic

Improved air transport
Improvement in local schools will attract more high quality business
Independent thinking, trust employees
Infrastructure beckons to us
Infrastructure improvements
Infrastructure needs attention
Integrate rail transport
Jobs – diversity
Keep new business incremental (stratified)
Knowledge based community
Leverage assets
Leverage Healdsburg- brand to achieve diversification
Leverage recognition
Leveraging resources
Listen to staff on priorities (cart before horse)
Local sustainability – rely on local
Location
Make sure we have financial security – use tourism revenue to benefit citizen needs
Measure V funds – maintain high standard of upkeep
More concentration on tech
More diversity within local authorities
More/new non-wine events (beer, jazz)
Networking ✓
New influx of people and their money
New way to provide housing (failure of RDA - Redevelopment Agencies)
Open (not disparate) to new business
Opportunity to balance residents and tourism
Paperless
Parking, parking, parking ✓
Partnerships, outside agencies
Pedestrian activity
Planning now, not later for reactionary situation ✓
Popularity
Preservation of open space
Promote full service utilities
Proximity to Bay Area/Silicon Valley
Proximity to San Francisco Bay Area
Public/private partners
Railway
Rebuild city staff morale
Relocate Doctors/improve health care
River community of choice
Russian River
Saggio Hills ✓
Saggio Hills restructuring \$
Schools need to continue to improve

Selective development
Sense of arrival into town
Service / revenue deficiency – creative ways to utilize resources
SMART Train
Soft/tech industries
Sonoma County clean power - We can be a mentor to the JPA entities
South area development plan
Strategic plan for downtown businesses
Streamline services
Support growth of existing businesses
Support live music downtown venues
Supporting entrepreneurial spirit (small business, new and existing)
Take advantage of popularity to attract new business and diversify base
Talent pool
Tap into great employee brains/knowledge
Technology is opportunity also ✓
To plan or create a vision
TOT for new/existing services
TOT for parks and recreation
Tourism
Training ✓✓✓✓
Transportation
Use of technology
Use our success to attract diversity in: visitors, citizens, businesses
Use Plaza for locals in various ways
Use social media for positive information
Utilize social media
Villa Chanticleer
Virtualization of jobs/work remotely/attract
Walking community
We can pick and choose what we do
We have a “brand”
Working together with local businesses

THREATS: (What we need to mitigate in order to thrive in the future.)

What threatens our success?

2nd/weekend homes taking over
2nd/3rd homes; non-resident homes
Ability to keep pace with growth
Acquisition of businesses by large corporations
Affordability
Affordable housing
Affordable recreation for all ages
Aging population ✓
All our eggs in one basket – over concentration
Broad uncontrollable economic changes
Budget/services ✓
Bullying between staff
Burdening resources: power, water
Business subsidies ✓
Challenges for kids to stay here; drain on kids
Changes to wine industry (corporatization)
City communicates poorly – feeds perception that we don't care or we operate in a vacuum
City facilities/staffing
City/County coordination re events
Climate / pests
Climate change ✓✓✓✓✓
Climate change and water resources
Climate change on an agriculture based economy
Climate change to wine industry
Climate change; loss of vineyards
Community negative perception of public employees
Competition from other towns ✓
Complacent with present
Congress
Continued negative perception
Cost of development and doing business
Culture disconnect
Decreasing population
Deferred maintenance
Demographics – lack of diversity
Dependence on wine industry and tourism is double edged sword
Distractions / Vocal special interests
Down economic conditions
Earthquakes
Economic downturn ✓✓
Employees not valued
Environmental change and legislation
Expansion south of Healdsburg town – traffic
External ownership

Fear of change
Financial issues
Fiscal instability in City and HUSD
GMO – prevents housing diversity; confusion between small and “real” ✓
GMO structure - Growth restrictions
High cost of housing
Housing – lack of affordable - Overlay SWOT item – Fits in all categories
Housing \$\$
How do we offer “Google” like benefits in a public environment?
Ignoring problems ✓✓
Inability to say no
Income disparity
Increase in crime as we grow
Job security
Jobs
Lack of / miscommunication
Lack of diversity
Lack of diversity in retail
Lack of diversity in the economy
Lack of diversity tax base
Lack of good paying jobs
Lack of housing choices – affordability and insufficient stock
Lack of infrastructure
Lack of parking
Lack of permanent recovery for working class
Lack of public focus/attention on real community issues
Lack of public trust
Lack of resident-related businesses
Lack of resources
Lack of respect between departments
Lack of security in jobs
Lack of staffing – trust
Lack of succession planning
Lack of values ✓
Lack of workforce
Lack of young people
Litigation in land use
Losing families
Loss of agriculture land
Loss of jobs/lack of morale
Loss of middle class ✓
Loss of tourism
Low morale
Making a “bad” big bet (like Fairchild)
Misinformation
Monolithic agriculture

Morale, health, absenteeism
Needs of open space requirements of new Hi Tech generation workers
Negative local perception of tourists and wine industry
Negativity
NIMBYs ✓
Micro-managers
Not enough local businesses
Not following through because of own agendas
Not integrating our Hispanic community
One sided issues
Other cities do what we do with more resources
Other cities doing what we do but better due to more support
Outsourcing
Outsourcing of students to private schools
Over confidence/over expansion
Over dependence on mono economy
Over development
Over regulation
Over regulation and cost
Overcrowding – tourists
Oversaturated tourism
Overspending on projects
Parking/traffic/congestion on Healdsburg Ave
Passionate community
Pension costs
Pension costs/structural deficit
People need to feel secure in their position (just want to do their job, be left alone)
Polarization regarding growth
Political influence on enforcement of regulations
Political influences on enforcement of compliance of ordinances and standards
Poor morale
Poor public perception of public employees
Possible loss of sales tax revenue/co
Public perception ✓✓
Public perception of employees
Rapidly changing skill sets and demand for education
Recruitment / retention of staff
Resistance to change
Shrinking labor pool
Slow to no housing growth
Small influential minority – vocal for decisions – many not be accurate or best for all people
Spending outside of our means
State/Federal negative intervention
Subsidizing
Tension between tourism and residential character
The State of California

Tipping point
Tour busses
Train noise (nighttime) – SMART
Trouble-making derailing obstructionists (divert attention from solving issues)
Troublemaking obstructionists
Unfunded liabilities ✓
Water issues
Widening gap between income levels

Responses from the Spanish Speaking Community Strategic Planning Charrette

*Denotes verbal agreement from another participant

1. What do you like about living or working in Healdsburg?

- Local things (everything is close by) *
Ex. Children to school, school to work
- Work is close by
- Afterschool Program
- There is no crime or big problems
- Peaceful*

2. What do you think needs to improve?

- To have a low cost clothing and food store
Ex. Foodmax/ Wal-Mart
- Services are very expensive
Ex. Water, Utilities, etc.
- Help for the middle class
There is help for the low class, but a middle class family doesn't qualify for aid/programs, but is also not able to afford to participate
- Focus on our community not in tourism
- Local youth programs that are drug free, that is of interest to them, and where you can play sports, and that is safe
- Traffic due to tourism
- Have to go outside the city to find programs (sports, entertainment, family education/events) for youth and family
- Local jobs
- Place to play and exercise
- Wine is a bad example to the youth. Need to welcome other businesses besides wineries. Positive places for young people free of alcohol
- City too expensive to live
- More safety/security
- Focus on schools
- Keep parents informed of what is happening with schools/programs
- School Safety
Ex. People smoking / drinking right outside of schools
- More affordable places to live/ Family Friendly / Large Families

3. What would you like to see or for Healdsburg in the next 5, 10 or 15 years?

- Center for youth
Center for young people that has supervision, where they are entertained, with help and support, which is open on weekends. Teen Center
- More jobs
- Sports programs for children and after school programs
- Enough police to keep the peace
- More Parking
- Affordable housing and business rents. Especially for businesses that provide services to local people **
- Make process for renting easier
- Available homes at affordable prices for local people
- Aid to qualify for undocumented people to get credit and rental homes
- More help for Latino community not just low income residents (ex.: Food Pantry)
- Programs to help/teach children to use computers (such as after school program)
- English/computer adult classes low cost (ESL classes have been cut).
- Latino community events * Mariachi band or Banda as a Tuesday concert suggestion
- Multi-cultural event space/opportunities. Example cited was a cultural dance program organized at Cali Calmecca where each class learns a dance and then a recital was held at Wells Fargo Center. Brought the Latino and Anglo communities together.
- More communication about what is happening in the City.

4. Do you have other suggestions, thoughts, or topics that you would like to share?

- Have Council focus more on local needs and not on tourism *
- Recreation Center for children and youth
- Focus on all residents alike
- More unification in the city
Separation in schools and meetings, equality for people with or without documents, don't have division between residents
- More community meetings like this one
- Services focused on families that are healthy and low-cost and are also available for the middle class
- Equal services for all residents – make too money to qualify for assistance but not enough to pay for programs and services.
- More work to apply for services than benefit of the service
Because they are not eligible and lose more time

Summary of Mission – Vision - Values Discussion

Mission:

We will preserve and enhance the quality of life for all segments of our community by providing the highest level of service and responsiveness while being fiscally responsible!

Facing challenges constructively - Creatively and compassionately

To support the lives of all residents, businesses and visitors by providing an exceptional foundation of public services in a fiscally responsible way because we are passionate about the community of Healdsburg.

We will preserve and enhance the quality of life for our community providing the highest level of service ensuring sustainability and maintaining Healdsburg's unique character.

Vision:

Keeping the sense of community while providing the necessary tools to ensure prosperity and comfort for our citizens.

Keep the sense of community while providing the necessary tools to ensure the prosperity and comfort of the community.

Healdsburg is a friendly little sustainable community - Prosperous

By maintaining and enhancing our community as an attractive, healthy and prosperous place

Values:

Communication: respectful, timely, open honest, transparent, relevant
Communication diversity

Continuous improvement

Ethical compass

Fun and joy

Family values, parenting – strong community inclusiveness

Innovation and sustainability facing ethical – integrity – honesty
Through innovation

Ownership – we are all responsible for success moving forward

Proactive approach - We work to address issues across the City of Healdsburg

Team approach – strong relationships

Trust – internal and external

Top Priorities Summary

After the Current Situation Analysis - SWOT was complete the group was asked to assess the most important priorities or initiatives in order to establish the long range goals for the upcoming planning cycle. Each individual was to contribute three ideas. The results have been grouped into topic categories.

Fiscal Responsibility Long Term:

Add economic diversity to insure financial stability

Add parking meters to the downtown to assist the general fund

Address unfunded liabilities and hire professional, objective negotiators in the future

Balanced budget

Become financially balance budget and meet the City's employee and community needs

Ensure City is financially sound. City leaders must tell citizens what we can afford and what we cannot instead of trying to make every constituent feel like their ideas are possible.

Fiscal responsibility

Fiscal responsibility while diversifying industry

Focus on budget priorities

Focus on long term funding methods that address fiscal solvency every year

Generate other revenue sources (parking structure)

How is \$\$ spent - How much \$ is generated per day on tourism

Identify future stable sustainable funding sources for initiatives

Reevaluate TOT tax division

Stabilize long term finances for City of Healdsburg

To develop a community foundation funded through local TOT resources to develop/fund local grant proposals for startup ideas

When Saggio Hills is developed restructure the TOT tax to channel a higher percent to the general fund to help our financial situation

Economic Development:

Actively recruit new types of biz

Add new hotels downtown

Attract a wine technology educational institution ala UC Davis to locate in Healdsburg

Attract good businesses (or a college) to diversify – take advantage of our popularity

Attract high tech businesses

Attract new and support existing businesses and industries – business and job diversity

Attract other businesses that diversify the economic base

Become a knowledge center: attract UC Davis and others to center here

Brand city beyond wine and agriculture; in terms of – e.g. Health, sustainability, equity, innovation, etc, thru use as a bold goal to inspire new initiatives

Bridge the multi-cultural, generational divide through job creation, education and affordability

Business diversification

Continue to build on strength of wine-based tourism

Create a high tech and small business incubator within walk/bike distance from downtown

Create an industrial park to create jobs other than wine/tourism

Create balance in retail/business

Create more economic diversity

Determine a profile for a knowledge base business segment and leverage the Healdsburg environment to get them here (i.e. Metier)

Develop alternative business and industry opportunities to wine; tourism industry
 Develop opportunities to incubate innovate business development – address new industry opportunity, technology, space/rent, correct with schools/education
 Develop/generate new revenue sources that compliment and/or are an offshoot of tourism
 Diverse economic base attracting local folks committed to the community to assist in identifying new locally based resources; learning center
 Diversification for revenue sources
 Diversify business environment – through this/fees improve infrastructure of city; inform/educate/involve public
 Diversify business opportunities and population base
 Diversify economic base ✓✓✓
 Diversify from tourism
 Diversify job/economic base (high speed internet)
 Diversify our tax base
 Diversity of business; to not rely on the wine industry to sustain the town
 Do not allow Kessler project to go over 4 stories and require parking
 Drag ourselves into new media and growth (?)
 Economic development and growth, new and existing
 Economic development strategy
 Economic diversification for all
 Economic road map for the future
 Economic stability
 Encourage economic development – continue working with Chamber; higher a specialist to encourage attracting and retaining businesses; high tech incubator; business incubator
 Encourage more business activity that is designed for locals as opposed to tourists
 Encourage: Saggio Hills, SR airport expansion, rail extension, Dry Creek 101 interchange
 Expand economic base beyond tourism
 Expand economic opportunity, while still not excluding local desires and needs
 Figuring out best way to grow while preserving our small town community and quality
 Focus on finding a balance between tourism and other businesses. Parley Healdsburg’s popularity into bringing in a diversity of businesses perhaps the knowledge center or medical specialists and make the downtown core still accessible to locals
 Get the knowledge center: wine research; health care and bio-tech
 Growth of local economy through diversification beyond food, wine and tourism
 Help local wine industry with strategic planning to preserve local ownership, family scale, land stewardship and farming, not alcohol factories!
 Increase educational opportunities – become a knowledge center; i.e. UC Davis extension, community college
 Instigate the development of art/agriculture/culinary college to attract young and jobs and benefit to existing schools
 Job creation – modify zones to reflect jobs
 Lay groundwork for Healdsburg to become a knowledge center: health care services, R&D, education (higher and specialized), artistic and creative industries, technology
 Leverage Healdsburg strengths as a desirable community to live and world class destination to attract high tech companies to relocate in Healdsburg in order to diversify job opportunities for local graduates and new residents
 Continue to diversify – industry, jobs, cultures, ages
 Leverage our brand to add diversity to our economy
 Look at the “term/issues” of diversity – what is it? What does it mean?
 Not depend entirely on wine industry
 Promote diversification of business/industry to create a balanced economy

Promote diversity in the business by pushing the envelope on business/residential enterprise zones
 Protect agriculture industry
 Remain (or become) open to future opportunities and flexible to change
 Stop spending money on beautification and more hotels and work on getting more businesses to settle in Healdsburg; create more jobs
 Take steps to integrate, analyze, evaluate opportunities to broaden economic base – looking into futures (beyond 10-20 years as possibility) think out of the box!
 Use CHASSA area for the next big idea. Determine what that big idea is and focus on attracting the anchor business or institution
 Use tourism/hospitality to advantage
 Utilize our existing human resources to determine the best way to increase and attract economic diversity, infrastructure, green energy
 We need some stores that sell regular clothes, underwear, etc. that we can afford, not the high prices downtown
 We need to spend less on beautification and more on encouraging new businesses
 Work with health care networks to attract specialists and make Healdsburg a health care destination

Effective Government:

Better ways of doing work
 Change public perception at City Council level of employees; not just praise. Realize we all have families
 Communication ✓✓
 Communication between departments, employees, residents
 Communication for better customer service
 Communication/education
 Continue to keep lines of communication open between city government and population
 Continue to make the city government accessible and responsive. You have been getting better and better
 Continue to take input and communicate about this process to us and the community
 Develop a comprehensive process to communicate to our community. Multiple formats – PIO, social media, multilingual, television - beyond newspaper and website.
 Employee retention, training and value of what each employee brings to the city
 Fill city jobs to meet future growth trends with capable people
 Find better ways to communicate to all citizens
 Have private businesses address parking issues that support them. Don't understand why the City funds private parking needs
 Improved communication in community
 Internal/external – PIO (Public Information Officer)?
 Keep the best employees here!
 Limit city government to improve budget deficit and pension issues
 More cooperation with surrounding agencies to share resources and staffing
 More opportunity for individual growth and development/promotion
 More resources
 More staff
 Pay and reward employees – be proud to pay staff well
 Pension reform; bring public employee pensions in line with the private sector
 PR effort
 Provide a great place for city workers to actually work (trust)
 Provide excellent service, a commitment to the citizens first
 Provide good communication to the community on upcoming projects that may or may not impact local residents and businesses

Reestablish a strong relationship building on understanding, respect and pride between city government (employees) and community
Staffing appropriate to expectations for service
Succession planning
Support employees at all levels; make them feel secure in their position so they don't have to worry about their jobs and can put energy towards jobs
The City should go to a 4/10 schedule. This would reduce operational expenses (i.e. building electrical costs, vehicle wear and tear, etc.), make a consistent schedule (instead of every other Friday off).
Match local governments schedules (i.e. Windsor), reduce greenhouse gases
Training and opportunities for individual growth that will allow employees to be more efficient and effective
Training for staff
Transparency between City Hall and staff
Use social media to promote City of Healdsburg
Vision of future with employees and community
What do we (the City) want to be? Identify
Work to become a flat organization (create leaders)

Environmental Sustainability Citywide:

Affordable housing – middle class ✓
Affordable housing stock needs to be addressed ✓✓
Along with more jobs we need inexpensive housing to attract younger generation
Beyond single family housing determine variety of options
Capitalize on our own electric utility and get in high speed wire to attract diverse businesses
Concentrate the new housing within walking distance of downtown core
Continue to grow as a city
Cooperation among like type of cities: Sonoma, Sebastopol, St Helena, Napa
Create a greener fleet plan; reducing truck size, purchasing electric vehicles, etc.
Develop more affordable housing opportunities by designating parcels within city limits suitable for apartment development
Develop programs to educate the public on use of storm drains to protect our waters
Develop the municipal electric utility to include building integrated photovoltaic in new and existing city construction and natural gas powered fuel cells for distributed generation
Develop under-utilized natural land in and around the city for use as parks and open-air community spaces
Encourage development of market based housing – all levels and types
Encourage lower cost housing development and support a housing middle class
Expand affordable housing and sites in Healdsburg for new and young families
Find balance solution for housing issues – diversity of prices, sizes, kinds; rentals, homes to own, downtown infill; not too many, not too few
Housing
Housing – encourage more building of new, single family homes; convention space, hotel/motel/retail; terminate the GMO
Inclusive housing
Leverage our utilities to feed “clean” interests
Longer and more hiking trails (nice improvements in recent years)
Manage growth responsibly
Middle class options: housing, shops, restaurants
Modify GMO to allow for development of affordable housing in areas likely to be developed
More housing – increase availability, affordability of options
Multi-purpose housing

Promote change GMO
Remove regulatory impediments to the development of diverse housing
Remove regulatory impediments to the development of diverse housing
Shared services with other cities
Smart growth and regional leadership
Sustainable land use
Too many people buy 2nd homes in Healdsburg; don't stay and become involved. I don't know how you handle that
Work out a deal to make the Callahan property, south of the Healdsburg Ridge, officially open to the public. People that walk up there already feel a sense of entitlement to trespass on the private property

Deepen Sense of Community: Unique – Inclusive - Diverse

As a resident of the City of Healdsburg it would be reassuring if I knew that the City's strategy, view and focus was concentrated on "locals" as opposed to tourism
Attracting young people/families to town OR make living in Healdsburg more attractive to young people who grew up here i.e. affordability in housing cost, cost of living
Better balance between tourist and locals in quality of live, environmental opportunities; finding common ground that each be benefit from
Continue to focus on providing affordable housing and housing for young families. While this can be related to the planning side and where to put city dollars, it also relates to the vacation rental issue.
The City should take a more active role in enforcing the vacation rental restrictions
Correct misperceptions
Create a nighttime culture for stimulating youth and keeping future work force
Create a workable dynamic between tourists, locals and the Hispanic community
Education – secondary and post-secondary
Empower diversity
Empower/celebrate diverse voices of Hispanic youth, new business ventures, new tourism "wrinkles"
Encourage and educate to better prepare students for the challenges of their time
Encourage and ensure diversity in leadership across community; commit to equity and to address income disparity
Encourage diversity and retention of family values and infrastructure that allows it
Engaging and involve the silent majority
Establish a vision for the City for the future that the City can commit to; clarify and communicate direction (into next step)
Figure out how to take advantage of "angels"
Focus on maintaining a balance between tourism and local quality of life. Don't let downtown become a zoo.
Focus on services for the aging and teens
Going beyond history and into the future
I would like to see some streets closed downtown to make this a more walking community
Identify location by which a teen center/resource center can be developed with local private/public funding
Identify, enhance and embrace multiple opportunities for all
Improve balance between tourism/local wants and needs
Improve communication between tourism and local residents
Improve lifestyle of all citizens
Improve public schools
Improve relations with "locals," people who live here not focus on downtown. Give the locals places to shop, dine, etc.

Include members of all ethnicities, ages and experiences to be involved in future sessions – being very specific to assure a cross-section that is well versed on many levels. This diversity can add to productivity of such sessions

Integrate all segments of our community so that all prosper together

Integrate interests and talents and needs of all citizens with skill and precisions

It would be nice to have a couple of streets closed off downtown like they do in Europe and make this a walking town

Keep a sense of community, not divided; inclusive

Maintain character of town – acknowledge the strong sense of community which exists here

Maintain the scale of the City of Healdsburg focus on needs of existing residents

Maintain what we have

Make Healdsburg an affordable place to live, work, shop and safe to live

Make sure the Healdsburg enables today’s youth to be productive participants in local business and community success

More live music support downtown

Neighborhood engagement/planning/input – small groups

Neighborhood input

Perception vs. reality in the community

Preserve the small town feel and character through job creation, job retention and young people retention

Stewardship – BIG scholarship fund so no Healdsburg student can’t go to college; angel donated

Strengthen our public schools

Support multi-generational family issues to retain the recent high school/college grads. Make them want to choose Healdsburg

Walk-friendly downtown/plaza as a destination from a developed south end of town

Develop and Rehabilitate Infrastructure and City Facilities:

Abandon Schwartz tank and the Villa tank before some child falls into one of them and gets hurt or killed.
Move the Hidden Acres PRV to the front of the Schwartz property where it can be more readily accessed

Bring city up to speed tech wise; media, shared database BUT DO NOT LOSE HUMAN TOUCH

Build a second water filter plant to filter water from the Fitch well field. The City should have redundancy to eliminate the risk of unfiltered water

Build a steel tank at Sunset. The current Sunset reservoir is made of Redwood

Build roundabout at 5-way intersection in 2015 so Memorial Bridge can be rehabilitated in 2014

Consolidate CDC and City Hall; add a building to City Hall

Could the City sell unused city owned land or use it for something that would help out with the general fund?

Create a comprehensive building maintenance plan and budget. The city buildings are starting to show their age and years of neglect – lack of maintenance

Create a water/wastewater operator in training position so that we may continue having high quality operators familiar with our plants

Create parking and convenient two story garage

Declare eminent domain over the old dilapidated gas station at the 5-way and have it demolished.
Replace the rotten wood structure under it with a proper concrete box culvert, or make the current property owner perform this work before it falls into Foss Creek and becomes more than just an eyesore

Develop a better parking and traffic system

Develop a plan that includes internal city buildings as well as streets, roads, sewer and IT in the broadest context!

Emergency generator at the water filtration plant would benefit the citizens in emergency situations. This would ensure reliable source of treated water

Fix the surfaces of ALL streets
 For the level of expectations see a need for proper resources and personnel
 Get our infrastructure up to standard – invest in infrastructure
 Have better use of technology for public and employees
 High speed data
 High speed internet (free if possible)
 High speed internet to encourage new business as well as enhance business
 Hire a consultant to manage all of the small scale CIP projects -- construct the scope of work, manage the project, etc.
 Identify and correct infrastructure deficiencies; promote reasonable growth ensure economic success for all constituents; don't lose small town feel
 Implement integrated computer system
 Implement social media at work
 Improve entrance to city – roundabout is a good idea!
 Improve parking, traffic and congestion in the downtown business district. No more hotels on Healdsburg Ave in DBD
 In addition to implementing existing plans implement the plan developed for Redevelopment funds (as appropriate) especially in the area around SMART and on the south side of the river
 Increase pipe/wire for faster data
 Infrastructure – fix roads, etc.; high speed Wi-Fi installed
 Infrastructure improvements – Now (immediate) and longtime plan moving forward
 Infrastructure needs to be addressed
 Invest in our infrastructure network to support residents and encourage local businesses to embrace new technologies
 Invest in the “plant” of Healdsburg (our city government facilities and personnel) have a strong operation
 It has been observed that a restroom facility would be beneficial to Gibbs Park
 Maintain and improve city infrastructure to safe and appropriate standards
 Maintain existing facilities, roads, etc.
 Pave and stripe Purity lot
 Plan for capital reconstruction – over next 3-5 years
 Planning for development (infrastructure, streets, roads, housing development, community development)
 Prepare for growth in advance - personnel and equipment as well as infrastructure, staff talent and efficiency
 Providing good infrastructure/repair to areas outside the downtown area
 Relieve congestion in the downtown area to make the Plaza better for both tourists and locals
 Repair roads and signs, striping on regular schedules
 Replace Sunset tank with a larger steel tank. The current Redwood tank is deteriorating, leaking and is undersized. More storage capacity would aid in suppressing fires on Fitch Mountain
 Roundabout
 Sell unused city owned land
 Sewer and water across the river
 South end of city development
 Technology
 Technology – where does it stand within community and work
 Technology upgrade
 The City should abandon, demolish or sell unutilized land or buildings. Specifically Schwartz Reservoir, old tank at Villa, old North Street wells, shack at magnolia, shacks at the golf course. These building pose too high of risk and liability to the City. What happens when someone gets hurt at them or worse?
 The continues high level of cleanliness and look of the city to attract tourists

To apply 14 million in RDA money and Measure V money to city streets, sidewalks, buildings and infrastructure. It's easy to forget about the core of the community and place emphasis on tourism and potential revenue sources. The City should balance its spending between infrastructure and potential revenue options, not favoring one or the other

Traffic development: on and off at 101 Kinley; more parking

Update vehicles and equipment to show that we believe what we ask others to believe i.e. smaller or even electric vehicles for every day driving

Update/replace infrastructure that is beyond design life

Upgrade and move into digital age

Utilize our existing infrastructure as a tool to accomplish above ideas and create an economic base – Staff
– Facilities – Economy

Public Health and Safety:

Increase staffing in public safety (police and fire)