

CITY OF HEALDSBURG

RESOLUTION NO. 148-2019

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF  
HEALDSBURG APPROVING THE 2020-2025 STRATEGIC  
PLAN

WHEREAS, in the Spring of 2019, the City Healdsburg began a strategic planning process to help guide city leaders as they plan for the years 2020-2025; and

WHEREAS, this strategic planning process was initiated to build upon the City's 2014-2019 Strategic Plan; and

WHEREAS, the strategic planning process has assisted the City in determining Strategic Initiatives and Goals for each Initiative, that when implemented will be the foundation to maintaining a strong and healthy Quality of Life in Healdsburg; and

WHEREAS, the City developed a significant public outreach and community engagement process to accompany the update and development of the 2020-2025 Strategic Plan; and

WHEREAS, the City Council held two facilitated public Work Sessions to discuss and review all the data and public input collected as part of the Strategic Planning process; and

WHEREAS, the City Council identified seven new Strategic Initiatives and a set of Goals for each Initiative; and

WHEREAS, all the seven Strategic Initiatives contribute to City's overall Quality of Life.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Healdsburg hereby approves the 2020-2025 Strategic Plan attached as Exhibit A.

PASSED, APPROVED, AND ADOPTED by the City Council of the City of Healdsburg, this 16<sup>th</sup> day of December 2019, by the following vote:

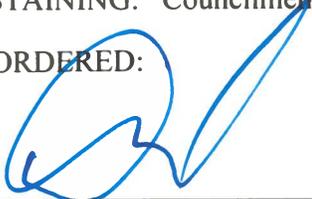
AYES: Councilmembers: (5) Gold, McCaffery, Mitchell, Naujokas and Mayor Hagele

NOES: Councilmembers: (0) None

ABSENT: Councilmembers: (0) None

ABSTAINING: Councilmembers: (0) None

SO ORDERED:

  
\_\_\_\_\_  
David L. Hagele, Mayor

ATTEST:

  
\_\_\_\_\_  
Stephanie A. Williams, City Clerk



# 2020-2025 STRATEGIC PLAN

## STRATEGIC INITIATIVES & GOALS

Prepared by  
Kendall Flint  
Steve Flint





# 2020-2025 Strategic Initiatives



Building on its 2014-2019 Strategic Plan, the Council identified seven new Strategic Initiatives and a set of Goals for each. All seven Strategic Initiatives contribute to City's overall Quality of Life.

## **STRATEGIC INITIATIVE - 01**

**Establish Proactive Policies and Programs to Continue to Promote Economic Diversity and Sustainable Growth**

## **STRATEGIC INITIATIVE - 02**

**Pursue Initiatives that Promote Environmental Stewardship**

## **STRATEGIC INITIATIVE - 03**

**Expand Affordable Housing Opportunities**

## **STRATEGIC INITIATIVE - 04**

**Maintain and Improve Infrastructure and Facilities**

## **STRATEGIC INITIATIVE - 05**

**Provide Effective Governance**

## **STRATEGIC INITIATIVE - 06**

**Maintain and Enhance Public Health and Safety**

## **STRATEGIC INITIATIVE - 07**

**Provide Resident-Driven Community Services**



# Strategic Initiative 1

## *Establish Proactive Policies and Programs to Continue to Promote Economic Diversity and Sustainable Growth*

Ensure long range planning documents support the needs for economic development, sustainable growth and connectivity. Strengthen Healdsburg's economy and tax base through economic development efforts that include diversifying the business mix, generating jobs, proactively retaining and attracting businesses, streamlining processes, enhancing customer service and maintaining a business-friendly reputation.

### GOAL 1.1 - Complete South Area Entry Plan

Staff will solicit proposals from qualified land use planning firms to prepare the South Area Entry Plan which will include the development of an assessment district for infrastructure to serve future development.

### GOAL 1.2 - Zoning and Density Study of Downtown

Staff with the assistance of a selected consultant, will review current zoning and density constraints in the Downtown Area and will make recommendations for updates and revisions based on community and Planning Commission input, which will be forwarded to the City Council for review.

### GOAL 1.3 - Review Policies for Consistency

Staff will review existing land use documents and plans to identify any inconsistencies that may exist. This work will be completed using input from the development community and land use applicants, community members, Planning Commissioners and City Council members.

### GOAL 1.4 - Promote Economic Diversity

The City shall establish programs, policies and land uses to support, attract and retain businesses and enterprises that serve a diverse customer base.



## Strategic Initiative 2

### *Pursue Initiatives that Promote Environmental Stewardship*

Develop policies and programs that promote responsible stewardship of our community's natural resources.

#### GOAL 2.1 – Develop City Policies to Promote City Fleet Electrification

The City will develop a City fleet procurement plan that prioritizes electric vehicles (when feasible) and reduces the City's vehicle fleet's overall miles per gallon usage by internal combustion engines and hybrids.

#### GOAL 2.2 – Exceed SB 100's Timeline for Providing Carbon Free and Renewable Energy Sources

In 2018, the California Legislature made history by passing SB 100, the California 100% Clean Energy Act. SB 100 sets the goal of powering with 60% renewable energy by 2030 and 100% renewable and carbon-free electricity by 2045. The City is committed to proactive compliance with this bill by setting the goal of reaching 60% renewables before the end of 2025.

#### GOAL 2.3 – Prepare and Design a City Electric System for Transportation Electrification

Prepare the City's electric distribution system by identifying deficiencies and systematically upgrade portions allowing the electrification of the transportation and building sector. The City will assess the need for City owned and operated public electric vehicle supply stations. This effort will help support the adoption of electric vehicles by providing easy access to low-cost charging of electric vehicles.

#### GOAL 2.4 – Increase Landfill Diversion and Implement Zero Waste Initiatives as Part of City Operations

The City will work towards achieving zero waste for City operations and City events by 2025. The City will support local businesses and organizations in order to exceed compliance of AB 341 Mandatory Commercial Recycling and AB 1826 Mandatory Commercial Organics Recycling. The City will work with partners, Recology and Zero Waste Sonoma, to reduce overall solid waste measured by pounds per person per day, while simultaneously increasing landfill diversion rates.



## **Strategic Initiative 2**

### *Pursue Initiatives that Promote Environmental Stewardship*

#### GOAL 2.5 - Continue to Develop Programs to Prepare for Climate Change

The City of Healdsburg, in collaboration with Sonoma County's Regional Climate Authority (RCPA), created a draft Climate Action Plan (CAP). The City will actively seek to implement measures identified in the CAP as well as other efforts that reduced Healdsburg's GHG emissions and prepare for climate change.

#### GOAL 2.6 - Review City's Circulation and Connectivity Policies

The City's Public Works Department shall prioritize a review of the City's existing circulation and connectivity policies to determine if enhancements and/or changes should and can be made to improve pedestrian and bicycle mobility and promote alternative transportation modes.



## **Strategic Initiative 3**

### *Expand Affordable Housing Opportunities*

Develop policies and programs to ensure availability of affordable and attainable housing for our entire population.

#### GOAL 3.1 - Implement Housing Action Plan

The City will update the Housing Action Plan (HAP) to ensure its relevance and will continue to align resources in a manner appropriate to implement the HAP and remain compliant with the State's Regional Housing Needs Assessment requirements.

#### GOAL 3.2 - Identify Funding Mechanisms

The City will develop a 10-year funding strategy based on City Council direction to increase the production of affordable housing, preserve existing affordable housing, and develop programs that implement the goals outlined in the City's HAP by leveraging City funds with State, Local and Federal funding sources.

#### GOAL 3.3 - Preserve Existing Rental Units

The City will develop programs to preserve naturally occurring affordable rental housing and to develop programs that protect tenants from displacement by increasing housing stability.

#### GOAL 3.4 - Evaluate Options to Amend the GMO

The City will continue to monitor the impacts of the Growth Management Ordinance (GMO) on the provisions of housing to meet the City's share of regional housing need, the implementation of the HAP, and the need to provide for a variety of housing types, including considering further amendments to the GMO in order to facilitate the production of attainable housing for our entire population.

#### GOAL 3.5 - Implement the Strategies of the Regional Strategic Plan Designed to Address Homelessness in Northern Sonoma County

The City will coordinate with the County, our regional partners, and service providers to implement the regional strategic plan addressing homelessness in Healdsburg and in the North County.



## **Strategic Initiative 4**

### *Maintain and Improve Infrastructure and Facilities*

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

#### GOAL 4.1 - Implement Capital Improvement Program

Review and update the Capital Improvement Program to maximize the City's investment and ensure alignment with Council goals and strategic plan initiatives where appropriate.

#### GOAL 4.2 - Develop a Long-Term Capital Replacement Plan for Public Facilities

Continue to implement facility assessment plans. Prioritize repairs, replacement needs and construction projects with available funds and ensure the City is charging market rent for properties not utilized for city operations.

#### GOAL 4.3 - Address Deferred Maintenance of City Infrastructure/Facilities

Implement a computerized maintenance management system (CMMS) to maintain inventory of public assets and to track maintenance, repair, and replacement activities and develop a 10-year replacement and maintenance schedule with a funding plan.

#### GOAL 4.4 - Maximize Efficiency of Utility Systems

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). Work to improve the customer experience by updating and improving utility policies and procedures in compliance with SB 998 related to service disconnects and re-read processes.

#### GOAL 4.5 - Improve Local Streets and Roads

Review annual Measure V investments for local streets and roads to ensure continuous increase in the City's pavement condition index.



# Strategic Initiative 5

## *Provide Effective Governance*

Healdsburg will implement best business practices to ensure municipal government is operating in an efficient and effective way while providing high quality customer service. Through long term fiscal planning, we will develop a structurally balanced budget, maintain adequate reserves for economic uncertainty and capital replacement, fund ongoing costs with ongoing revenues, maintain competitive compensation and set fees for services that are based on the cost of providing the service.

### GOAL 5.1 - Attract and Retain an Appropriately Sized and Skilled Workforce

The City values the contributions made by its employees and desires to attract and retain highly skilled staff members to enhance services offered to our community. The City will promote a positive work environment for all employees and will maintain staffing levels balanced with our fiscal policies to deliver quality services to our residents.

### GOAL 5.2 - Maintain Proactive Communication with Residents and Businesses

The City seeks to prioritize public input and places a high value on proactive communications and meaningful engagement with all residents and businesses, including its latinx community. The City will explore multiple channels and options for outreach to engage the widest possible audience.

### GOAL 5.3 - Conduct Community Survey to Gauge Support for Extending Measure V

Based on the results of the Measure V Community Survey, develop an expenditure plan for any revenues from the November 2020 City sponsored 1/2 cent sales tax measure.



# Strategic Initiative 5

## *Provide Effective Governance*

### GOAL 5.4 - Maintain Transparent Reporting and Budgeting Process and Review Reserve Policy

The City Council supports maintaining adequate reserves to ensure the long-term fiscal health of the City. As such, the City will maintain complete transparency in all fiscal matters, including the review of its reserve policy.

### GOAL 5.5 - Develop Staff Wellness Program

Create and implement a comprehensive Staff Wellness Program designed to provide activities and resources that promote a culture of health and wellness in the workplace, improves the quality of life of employees, increases workplace productivity and reduces the use of sick leave and health care costs.

### GOAL 5.6 - Develop Staff Succession Plan

Create and implement a Staff Succession Plan designed to identify critical positions and potential vacancies; identify key competencies and skills necessary for business continuity; develop a pipeline of individuals to meet future business needs; and safeguard against the departure of critical institutional knowledge.



## **Strategic Initiative 6**

### *Maintain and Enhance Public Health and Safety*

Ensure our community remains safe, secure and prepared for emergency response when needed.

#### GOAL 6.1 - Maintain Excellent Police Services

Ensure that staffing levels are adequate to maintain our high level of service in an evolving community. Maintain or improve our existing response times and, ensure this community will continue to enjoy low crime rates.

#### GOAL 6.2 - Ensure Emergency Preparedness

Continue to develop and train staff in all City departments on emergency preparedness and EOC operations. Look for additional opportunities to improve alert and warning measures, support and engage local COPE groups in the community in emergency preparedness and increase the City's level of readiness for emergencies.

#### GOAL 6.3 - Explore Technological Enhancements

Explore options for enhancing police and fire operational efficiency through the use of technology.

#### GOAL 6.4 - Maintain Excellent Fire Services

Maintain excellent response times, department efficiency and excellent training for fire response. Ensure that staffing levels are adequate to maintain our high level of service in an evolving community. The City will continue to search for opportunities to share efficiencies with neighboring fire districts and departments as well.

#### GOAL 6.5 - Invest in Appropriate Resources

Ensure that the City's public safety departments have appropriate equipment, facilities and staffing to provide cutting edge Police and Fire Services.



## **Strategic Initiative 7**

### *Provide Resident-Driven Community Services*

Contribute to our community's quality of life through recreation programs, community events and public amenities.

#### GOAL 7.1 - Complete Design and Construction of the Park at Montage Resort

The City will complete the design and construction of the park at the Montage Resort, while including a multi-faceted public engagement process.

#### GOAL 7.2 - Complete Badger Park Redevelopment, and Access Improvements for Fitch Mountain Park and Open Space Preserve

The City will complete the Badger Park Redevelopment, that will include permanent bathrooms at Badger Park and Access Improvements for Fitch Mountain Park and Open Space Preserve, while including a multi-faceted public engagement process.

#### GOAL 7.3 - Improve Access to the Russian River that reinforces it as a Community Asset

The community at large as well as staff at all levels recognized the value of the Russian River during the Strategic Planning process. As such, the City seeks to identify opportunities to improve access and promote the Russian River as an important community asset.

#### GOAL 7.4 - Support the Outcomes of the Arts and Culture Master Planning Process to Enhance the Role of Arts in the Community

Adopt the Arts and Culture Master Plan and implement the plan with available funding.

#### GOAL 7.5 - Continue to Develop and Enhance Community-Based Multi-generational Recreation Programs, Services, & Special Events

The City's Community Services Department will continue to provide and promote multi-generational programs, services and events for the City's diverse community and will continue to provide volunteer opportunities.



## **Strategic Initiative 7**

### *Provide Resident Driven Community Services*

#### GOAL 7.6 – Determine the Future Direction of the Healdsburg Community Center and Ensure Future Funding for the Center

The Healdsburg Community Center is utilized for a variety of programs and by a wide range of community groups. The City will review the future direction of the Center to determine the highest and best uses of the facility while identifying a long-term funding plan for operations and maintenance needs.