

MESSAGE FROM MAYOR DAVID HAGELE AND VICE MAYOR LEAH GOLD

The 2020-2025 Strategic Plan is the culmination of many months of hard work by our community, City Staff, and your City Council. This guide doesn't just provide the big picture on the future of Healdsburg. It lays out a detailed road map, with mile markers along the way, on how the City of Healdsburg will evolve into the strongest, most resilient, most caring community we can be.

We began the process for this 2020-2025 Strategic Plan in the spring of 2019. To engage the public as much as possible, we held multiple meetings with community stakeholders, including residents (both English- and Spanish-speaking), business owners, and City employees.

The process also included a speaker series whose topics included economic diversity in Healdsburg, land use and housing. These open-forum meetings were held primarily at the Healdsburg Community Center.

Community members emphasized common themes throughout the planning process: Healdsburg's small-town identity and cultural diversity, its agricultural legacy, its distinctive natural environment. However, many remain concerned that there isn't enough affordable housing for the next generation of families to raise their children in Healdsburg, and they'd like to see more variety in the industries represented in Healdsburg.

The five-year plan laid out here is the start, not the end, of a process that will move the City forward. Many challenges lie ahead. The biggest by far is the coronavirus pandemic. Life as we knew it ended in mid-March 2020, when Sonoma County and the State of California issued mandatory health orders advising people to stay home and halting all economic activity, except essential businesses.

As we write this in June 2020, the local economy is slowly gearing up and our parks and open spaces have also re-opened, albeit with strict social-distancing



guidelines. Sonoma County remains under a modified Shelter-in-Place Order, and COVID-19 continues to threaten the health of our residents. Many businesses have shuttered permanently while others wonder how long they can operate in an environment that requires us to stay six feet apart.

If we have learned one thing, it is that we are a resilient and caring community. We have successfully risen to challenges before: multiple floods, the Tubbs Fire of 2017, and the Kincadee Fire of 2019 are all examples of how our community came together, to strengthen the bond that makes us Healdsburg.

Change is never easy. And right now, it's especially difficult. But we will navigate this challenging and uneasy time and come out even stronger than before. We hope you will join us as we bring Healdsburg forward for you and our future generations.



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CREDITS

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On Tuesday nights in the summer, people gather downtown to enjoy the City's free "Tuesdays in the Plaza" music concerts



CHAPTER
01
CREATING OUR PLAN

“Healdsburg is our home. It’s been inspiring to partner with our neighbors, families, businesses, and other stakeholders over this last year to chart our collective course for the next five years and beyond.”

– Dave Hagele, Mayor

The City's strategic plan is a response to the call for a high quality of life for all Healdsburg community members. The plan is a vital tool to ensure that the priorities set by the City Council are embedded in the organization's goals, that clear and achievable strategies are developed to meet the goals, and that City government overall is accountable to community needs.

The City initiated the strategic-planning process in May of 2019. The strategic-planning process plans for the future of the community by considering what we need to thrive in the years ahead. The process began with about a dozen facilitated focus-group sessions with community members as well as City Staff. The community members included residents, businesses and non-profit organizations, education, students/youth, Latinx community members, sports leagues, SDAT, and commissioners.

The focus-group sessions were followed by a speaker series focusing on economic diversity; land use and housing; and the past efforts of the Sustainable Design Assessment Team (SDAT), which is a community-driven effort to explore the development of the City. These three speaker events were held in June 2019 at the Healdsburg Community Center.

The City then conducted a series of workshops for the general public and staff. This included a workshop conducted in Spanish for the Comite Committee at the City's Community Center. The workshops included a brief presentation on the development of the strategic plan followed by an exercise asking people to: identify their favorite things about living or working in the City; the City's assets; what they would change; and opportunities the Council should consider for the new strategic plan. The moderators used click-polling to discuss the relevance of the City's 2014 -2019 Strategic Plan initiatives and rank priorities for areas of concern.

[On December 16, 2019, the Healdsburg City Council unanimously approved the 2020-2025 Strategic Plan.](#)



City Manager David Mickaelian speaks at a "Coffee with the City" public event

CHAPTER 01 PARTICIPANTS



In the spring of 2019, the City Council and City Staff initiated a strategic-planning process to create a multi-year plan for the future. In order to build upon the existing strategic plan, City leaders launched a process to develop a 2020-2025 Strategic Plan that will guide decisions over the next five years. This plan is intended to provide a framework that will link strategic initiatives and goals with adopted biennial goals, budget allocations, and annual work plans. 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.

COUNCIL MEMBERS



DAVID HAGELE
Mayor



LEAH GOLD
Vice Mayor



SHAUN MCCAFFERY
Council Member



JOE NAUJOKAS
Council Member



EVELYN MITCHELL
Council Member

CITY STAFF

- David Mickaelian | City Manager
- Joe Irvin | Assistant City Manager
- Jason Boaz | Fire Chief
- Kevin Burke | Police Chief
- Terry Crowley | Utility Director
- Larry Zimmer | Public Works Director
- Mark Themig | Community Services Director
- Heather Ippoliti | Administrative Services Director
- Maya DeRosa | Planning & Building Director
- Rhea Borja | PIO/Public Communications & Community Outreach
- Stephen Sotomayor | Housing Administrator

CONSULTANTS

- Kendall Flint | Regional Government Services
- Steve Flint

CHAPTER 01 ENGAGING THE COMMUNITY

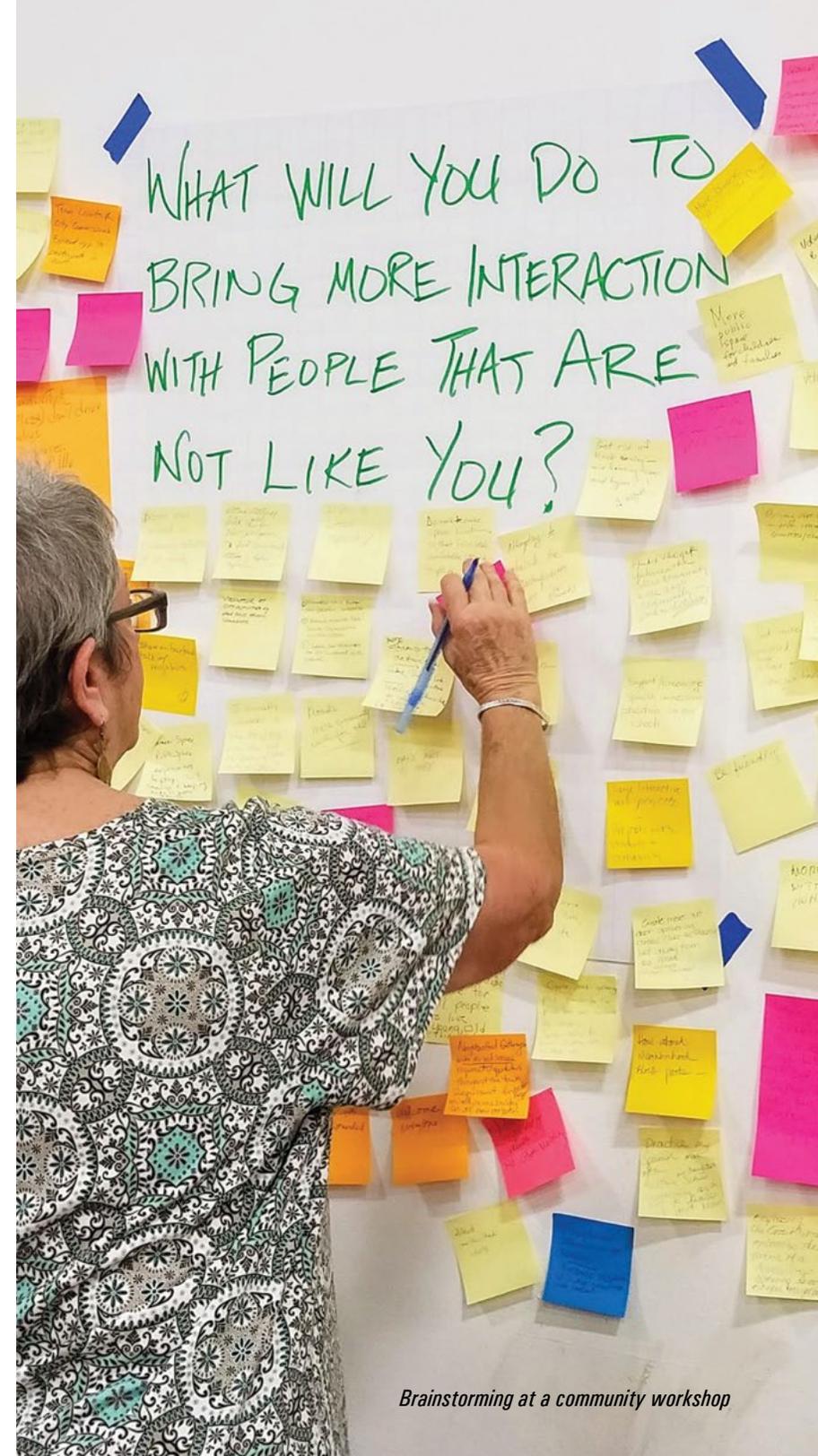
The first phase of our strategic-planning process took place between May and July of 2019. It began with a series of 11 facilitated focus groups comprised of community members representing various interests in the City. These were followed by a speaker series that focused on economic diversity, land use and the past efforts of the Sustainable Design Assessment Team (SDAT); a community-driven effort to explore the future development of the City.

Focus Groups - The purpose of the focus groups was to get a sense of the community at large and identify key issues and concerns so that they can be addressed in the speaker series and the upcoming workshops.

Speaker Series - The speaker series consisted of three 90-minute sessions featuring a panel discussion on a particular topic and a group discussion with a click polling exercise. Spanish language translation services were made available at all events. Each session was recorded and made available via Facebook Live and on the City's website.

The second phase of our strategic-planning process took place in August of 2019 and included community workshops. The community workshops included a brief presentation about the process for developing the strategic plan followed by an exercise asking people to identify their favorite things about living or working in the City, its assets, what they would change and opportunities the Council should consider for its new strategic plan. This was followed by click-polling to discuss the relevance of the City's 2014 -2019 Strategic Plan initiatives and rank priorities for areas of concern. The workshops were hosted for the general public and Staff. This included a workshop conducted in Spanish for the Comite Committee at the City's Community Center.

A number of issues was raised throughout the City's public outreach efforts. Community members' feedback were captured in the Phase I and II summary reports: <https://ci.healdsburg.ca.us/570/Community-Input>



Brainstorming at a community workshop



CHAPTER 01 OUR STRATEGIC PLAN

WHAT IS STRATEGIC PLANNING?

A strategic plan states the direction for the community and identifies strategies and work plans to achieve specific goals. Strategic planning helps assure that the organization remains relevant and responsive to the needs of its stakeholders and contributes to the organization’s stability and growth.

WHY IS STRATEGIC PLANNING IMPORTANT?

It provides a basis for monitoring progress and assessing results and impacts. Strategic planning enables an organization to look into the future in an orderly and systematic way. The strategic plan for Healdsburg will create a vision of our future to be shared by community members, elected officials and City Staff.

WHAT IS A STRATEGIC PLAN?

A strategic plan also creates consensus about expectations and provides guidelines for the use of resources. It serves as a roadmap and will guide much of what we do.

OUR PLAN

Will convey confidence about our future. Will spark new thinking about what “success” should look like.

Will create clarity about strategies to pursue in order to achieve goals. Will identify initiatives, goals and work plans.

Will help the City Council match priorities with resources.



CHAPTER
02

OUR TOOLS

“Healdsburg is such a special place, but the best thing about this town is our community. As someone who lives and works in Healdsburg, I’m glad City Staff and leaders were able to hear from such a wide range of community members as they developed their strategic plan.”

– Holly Fox, Community Member

CHAPTER 02 OUR TOOLS

VISION

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

MISSION

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

VALUES: ACHIEVE

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

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

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

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

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

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

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

The graphic features a dark blue hexagon on the left containing the text 'CHAPTER 03' in white. A dark blue arrow-shaped banner extends to the right from the hexagon, containing the text 'COMMUNITY ENGAGEMENT' in white.

CHAPTER
03
COMMUNITY ENGAGEMENT

“I have been continually impressed by the collaborative outreach done by the City with concern to strategic planning. The process brings people together, solidifying our common values that help craft a framework for the future.”

– Will Seppi, Community Member and President/CEO of Costeaux French Bakery

CHAPTER 03 SITUATIONAL ANALYSIS

Our vision, mission and values have been defined, now it's time to gather information. How are we going to build a stronger foundation? In order to better understand where we stand as a City, we conducted a situational analysis with the objective of identifying internal and external factors that can aid or hinder our City's ability to attain its vision. We used a tool called the "SWOT" analysis, the identification of our City's strengths, weaknesses, opportunities and threats. This information is used to evaluate the current state of the City and community. Each stakeholder group captured the results of its SWOT exercise. Following is a summary of commonly identified items.

STRENGTHS

What we depend upon to meet future challenges

What works well about the City of Healdsburg?

- ✓ Location and natural environment.
- ✓ Active, engaged citizenry.
- ✓ Safe community.
- ✓ World renown visitor destination.
- ✓ Diverse economic base.
- ✓ Efficient government.
- ✓ Parks and recreation facilities and programs.

WEAKNESSES

Need to strengthen to continue our success

What isn't working as well as it could?

- ✗ Lack of affordable/attainable housing.
- ✗ Lack of clarity in planning documents.
- ✗ Lack of "living wage" jobs.
- ✗ Poor connectivity for alternate modes of transportation.
- ✗ Low participation of Hispanic community.

OPPORTUNITIES

What we need to consider in order to innovate

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

- ✓ Bolster communication and engagement opportunities for all residents.
- ✓ South Healdsburg Entry Specific Plan development.
- ✓ Creative land use strategies in the downtown area to increase and diversify housing stock.

THREATS

What we need to mitigate to thrive in the future

What threatens our success?

- ✗ Perceived reliance on tourism for economic stability.
- ✗ Climate change.
- ✗ Tension between residents and visitors.
- ✗ Restrictions on development resulting in lack of affordable housing.
- ✗ Competition for jobs and retails from surrounding Cities.

“This process was powerful not just because it was open to all residents but it brought together a diverse group with the overall goal of understanding the health of our community, not just focusing on issues we struggle with in town. Hearing viewpoints from residents who don't often hear from each other was enlightening.”

—Alan Baker, Owner, Cartograph Wines



Celebrating Día de los Muertos



CHAPTER

04

FOUNDATION FOR A STRONG COMMUNITY

“This new strategic plan is a blueprint that will help the City better serve all community members, weather the challenges ahead, and build upon the promise of a just and caring local government.”

– David Mickaelian, City Manager

CHAPTER 04 OUR STRATEGIC INITIATIVES

BIENNIAL GOALS

The biennial goals provide a framework to guide the focus of the organization, budget decisions, and the allocation of other resources such as personnel and capital project expenditures. These goals reflect the City Council’s short-term priorities. As part of the 2019-2020 goal-setting process the City switched to a two-year goal cycle process in conjunction with our two-year budgeting process. As part of the switch the City will conduct a yearly check in and update on goals.

MEASUREMENT TOOLS

Long-term strategic planning is not stagnant. It is important to evaluate plans on a regular basis and adapt as conditions change. Strategic plans and initiatives should be reviewed to determine how things are fitting together, relevance, whether or not progress is being made, current environment and opportunities for adjustment to keep moving in the right direction. The City Council will evaluate its strategic plan on an annual basis.



OUR STRATEGIC INITIATIVES

01

INITIATIVE 01 | ECONOMIC DIVERSITY AND SUSTAINABLE GROWTH

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.

02

INITIATIVE 02 | ENVIRONMENTAL STEWARDSHIP

Pursue Initiatives that Promote Environmental Stewardship – Develop policies and programs that promote responsible stewardship of our community’s natural resources.

03

INITIATIVE 03 | AFFORDABLE HOUSING

Expand Affordable Housing Opportunities – Develop policies and programs to ensure availability of affordable and attainable housing for our entire population.

04

INITIATIVE 04 | INFRASTRUCTURE AND FACILITIES

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.

05

INITIATIVE 05 | EFFECTIVE GOVERNANCE

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.

06

INITIATIVE 06 | PUBLIC HEALTH AND SAFETY

Maintain and Enhance Public Health and Safety – Ensure our community remains safe, secure and prepared for emergency response when needed.

07

INITIATIVE 07 | COMMUNITY SERVICES

Provide Resident-Driven Community Services – Contribute to our community’s quality of life through recreation programs, community events and public amenities.



CHAPTER
05

OUR BUILDING BLOCKS

“I was so grateful to be included in this process. I love our small town community in Healdsburg, and I felt extremely honored that even the thoughts of high school students like me were considered.”

– Annie Petersen, student, Healdsburg High School

CHAPTER 05 OUR BUILDING BLOCKS

STRATEGIC INITIATIVES, GOALS & ACTION PLAN

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

01 INITIATIVE 01 | ECONOMIC DIVERSITY & SUSTAINABLE GROWTH

GOAL 1.1: COMPLETE SOUTH AREA ENTRY PLAN

ACTION 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.

ECONOMIC HIGHLIGHTS TOP 3 INDUSTRIES*

23.7%
MANUFACTURING

11.7%
HOSPITALITY

10.7%
HEALTH CARE

985
TOTAL NUMBER OF BUSINESSES**

* as of 2019, source: ESRI

** as of 2019, source: EFA



INITIATIVE 01 | ECONOMIC DIVERSITY AND SUSTAINABLE GROWTH

GOAL 1.2: ZONING AND DENSITY STUDY OF DOWNTOWN

ACTION PLAN

- 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

ACTION PLAN

- 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

ACTION PLAN

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

GOAL 2.1: DEVELOP CITY POLICIES TO PROMOTE CITY FLEET ELECTRIFICATION

ACTION PLAN

- 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.

“Future City planning must include engagement with our strong non-profit community to be robust. Many of the goals set out in this plan reflect that engagement.”

– Dean Kladder, Healdsburg Community Church



Musicians performing live at one of our Art After Dark events



CLUTCH

MYR HOFFER DESIGN

B. Kent

LIME STONE

LIME STONE

DRY...

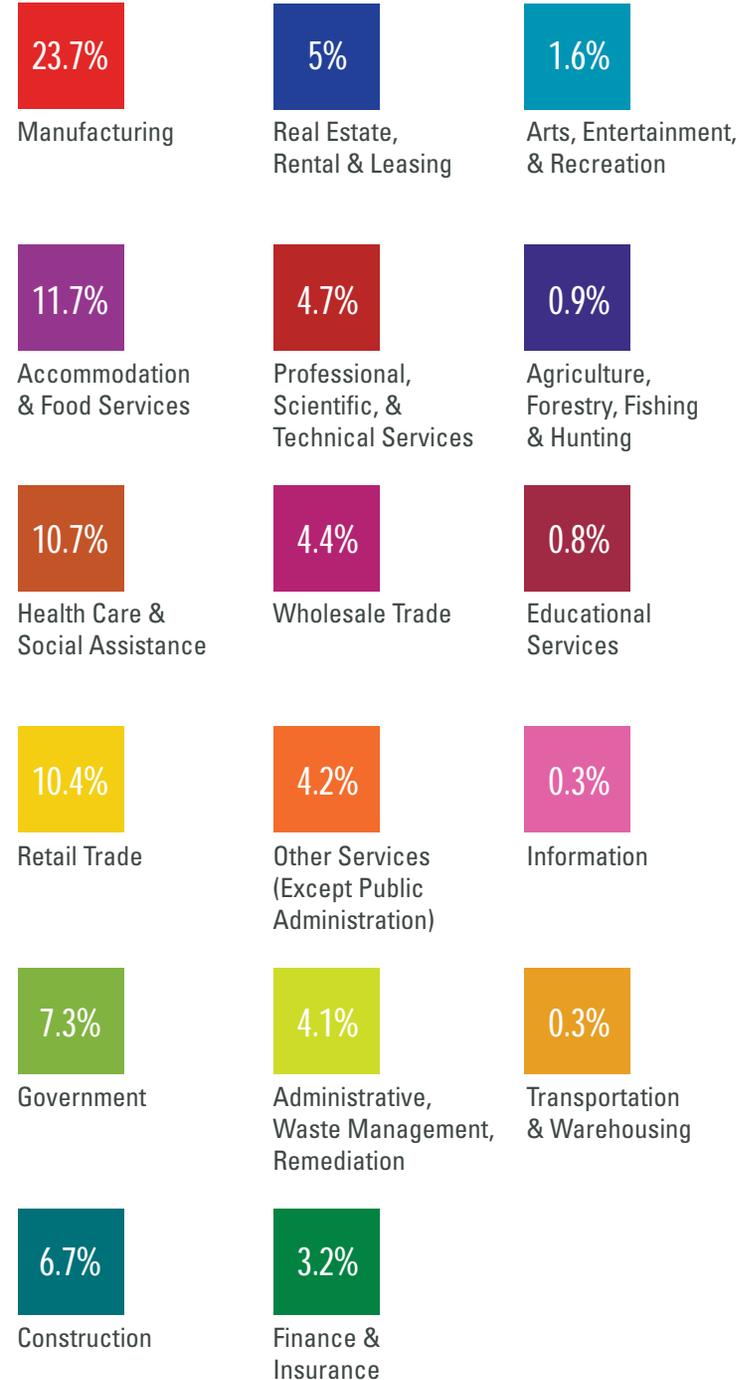
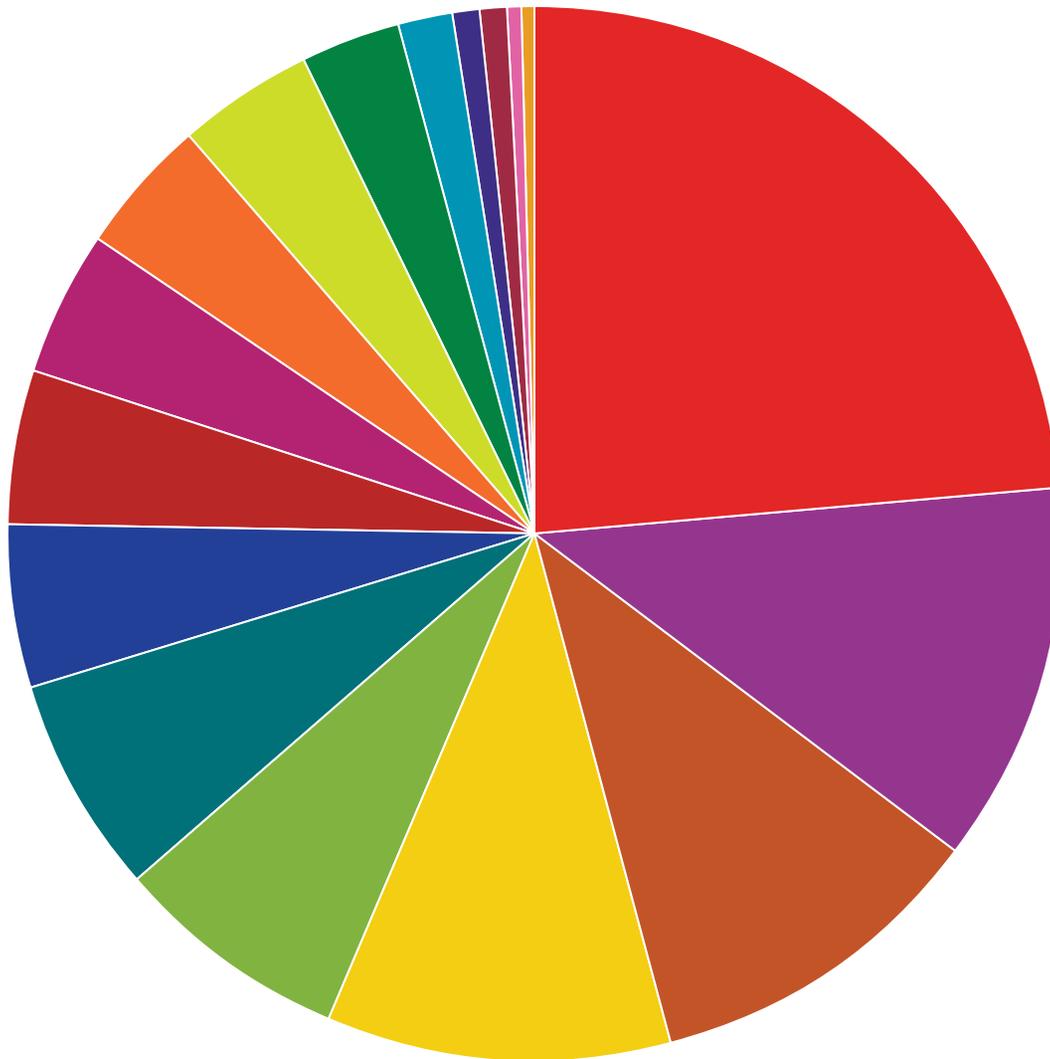
ATTEN...

NO PARKING
IN FRONT OF
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INITIATIVE 01 | JOB DYNAMICS

Data provided by EFA





INITIATIVE 02 | ENVIRONMENTAL STEWARDSHIP

GOAL 2.2: EXCEED SB 100'S TIMELINE FOR PROVIDING CARBON-FREE AND RENEWABLE ENERGY SOURCES

ACTION PLAN

- 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

ACTION PLAN

- 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

ACTION PLAN

- 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.



02

INITIATIVE 02 | ENVIRONMENTAL STEWARDSHIP



GOAL 2.5: CONTINUE TO DEVELOP PROGRAMS TO PREPARE FOR CLIMATE CHANGE

ACTION PLAN

- 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

ACTION PLAN

- 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.

2019 COMMUNITY SERVICES

8.3 miles

Number of hikeable trails/miles in Healdsburg at nine neighborhood parks, two open space preserves, a skate park, walking/biking pathway

90

Number of classes/programs offered year-round by Community Services

5,500

Number of registrants to class/camp offered by Community Services

3,690

Number of meals served at the Senior Center's Bistro to seniors

574

Number of swim lessons taken through the Learn to Swim program



INITIATIVE 03 | AFFORDABLE HOUSING

GOAL 3.1: IMPLEMENT HOUSING ACTION PLAN

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

ACTION PLAN

- 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.

Mill District's affordable housing will provide 40 new rentals for low and very low income households.





INITIATIVE 03 | AFFORDABLE HOUSING

GOAL 3.3: PRESERVE EXISTING RENTAL UNITS

ACTION PLAN

- 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

ACTION PLAN

- 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

ACTION PLAN

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

AFFORDABLE HOUSING HIGHLIGHTS

- Preservation of 47 affordable-housing units on Center, Prentice and Piper streets and University Avenue
- Construction of two multi-family housing complexes with 62 units for low-to-moderate income families
- Measure H: Amends the City's GMO so income-restricted multifamily housing units can be offered for rent and for sale



INITIATIVE 04 | INFRASTRUCTURE AND FACILITIES

GOAL 4.1: IMPLEMENT CAPITAL IMPROVEMENT PROGRAM

ACTION PLAN

- Review and update the Capital Improvement Program (CIP) 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

ACTION PLAN

- 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.





INITIATIVE 04 | INFRASTRUCTURE AND FACILITIES

Goal 4.3: ADDRESS DEFERRED MAINTENANCE OF CITY INFRASTRUCTURE/FACILITIES

ACTION PLAN

- 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

ACTION PLAN

- 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

ACTION PLAN

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

CITY INFRASTRUCTURE HIGHLIGHTS

- Re-surfaced 40% of the City's 96 lane miles*
- Developed floating solar for the City's recycled-water ponds
- Constructed five-way roundabout and installed electric and utility lines underground

*Funded by Measure V

GOAL 5.1: ATTRACT AND RETAIN AN APPROPRIATELY SIZED AND SKILLED WORKFORCE

ACTION PLAN

- 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

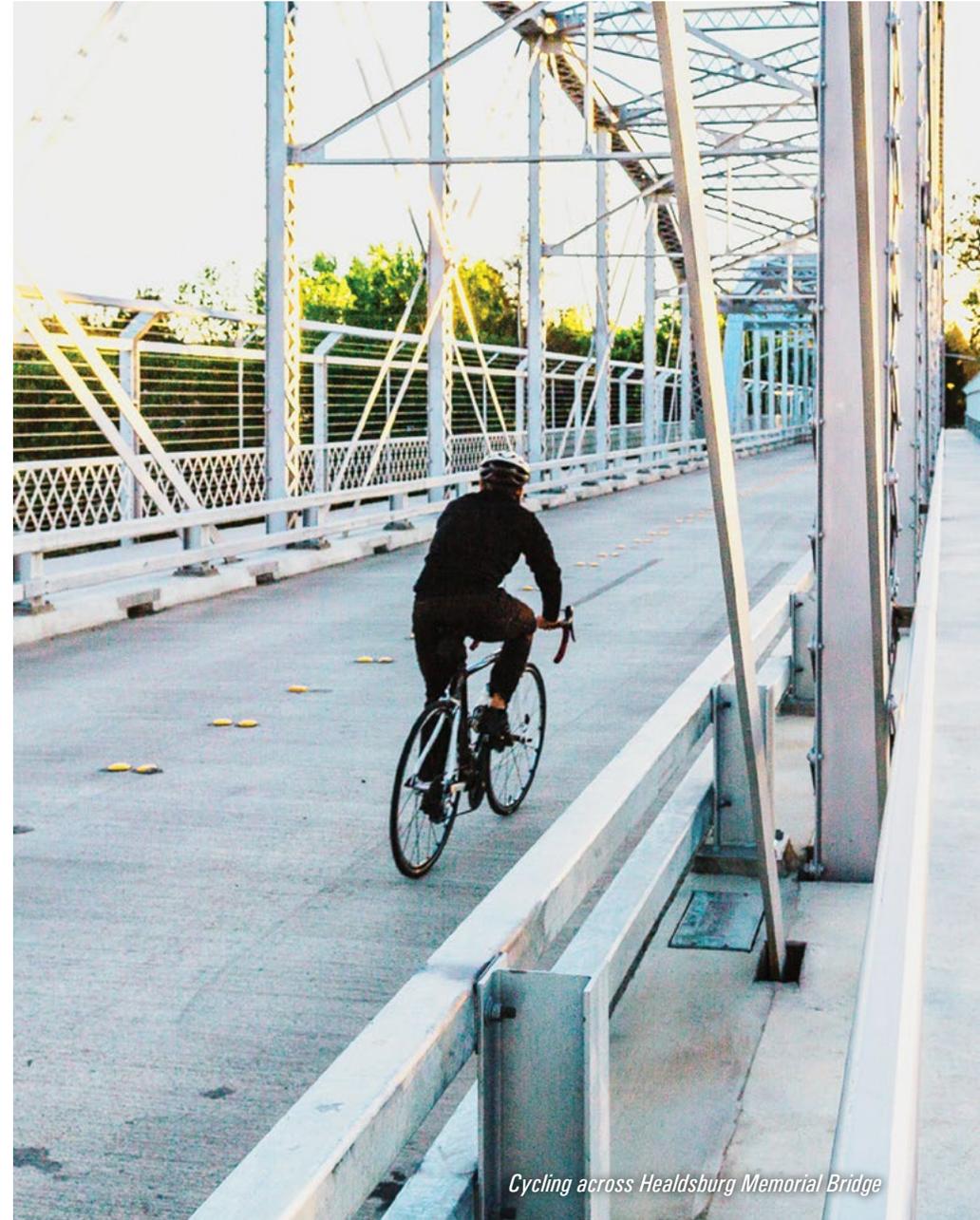
ACTION PLAN

- 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

ACTION PLAN

- Based on the results of the Measure V community survey, develop an expenditure plan for any revenues from the November 2020 City-sponsored ½ cent sales tax measure.

*Cycling across Healdsburg Memorial Bridge*



INITIATIVE 05 | EFFECTIVE GOVERNANCE

GOAL 5.4: MAINTAIN TRANSPARENT REPORTING AND BUDGETING PROCESS AND REVIEW RESERVE POLICY

ACTION PLAN

- 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

ACTION PLAN

- 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

ACTION 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.

COMMUNITY SURVEY HIGHLIGHTS

91.5%

Percentage of people who say the quality of life in Healdsburg is “good” or “excellent.”

HEALDSBURG’S TOP BENEFITS INCLUDE:

- Small-town atmosphere
- Natural beauty
- Caring community

SURVEY RESPONDENTS’ TOP THREE PRIORITIES FOR HEALDSBURG:

- Public safety
- Affordable housing
- Increasing the number of businesses catering to residents



INITIATIVE 06 | PUBLIC HEALTH AND SAFETY



GOAL 6.1: MAINTAIN EXCELLENT POLICE SERVICES

ACTION PLAN

- 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

ACTION PLAN

- 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

ACTION PLAN

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



INITIATIVE 06 | PUBLIC HEALTH AND SAFETY

GOAL 6.4: MAINTAIN EXCELLENT FIRE SERVICES

ACTION PLAN

- 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

ACTION PLAN

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



PUBLIC SAFETY HIGHLIGHTS

EMERGENCY PREPAREDNESS RESOURCES

- Emergency Preparedness Brochure: bit.ly/EmgPrep
- Utility Wildfire Safety FAQs: bit.ly/utilitywildfiresafety

17,325

POLICE CALLS FOR SERVICE IN 2019

Response times to priority calls have sped up from over 4 minutes to 2.5 minutes on average, between 2014-2019



INITIATIVE 07 | COMMUNITY SERVICES

GOAL 7.1: COMPLETE DESIGN AND CONSTRUCTION OF THE PARK AT MONTAGE RESORT

ACTION PLAN

- 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

ACTION PLAN

- 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

ACTION PLAN

- The community at large as well as City 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

ACTION PLAN

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



Kids enjoying one of our Community Services programs



INITIATIVE 07 | COMMUNITY SERVICES

GOAL 7.5: CONTINUE TO DEVELOP AND ENHANCE COMMUNITY-BASED MULTI-GENERATIONAL RECREATION PROGRAMS, SERVICES, & SPECIAL EVENTS

ACTION PLAN

- 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.

GOAL 7.6: DETERMINE THE FUTURE DIRECTION OF THE HEALDSBURG COMMUNITY CENTER AND ENSURE FUTURE FUNDING FOR THE CENTER

ACTION PLAN

- 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.



Ukulele workshop at the Senior Center

COMMUNITY SERVICES HIGHLIGHTS

- Transferred ownership of the Healdsburg Ridge and Open Space Preserve from Sonoma County to the City of Healdsburg
- Youth soccer registration: 54% increase between 2017-2019
- Launched the community-based Arts and Culture and Parks, River Access, and Connectivity master-planning processes

A graphic for Chapter 07. It features a dark blue hexagon on the left containing the word 'CHAPTER' in white uppercase letters above the large white number '07'. To the right of the hexagon is a long, dark blue arrow pointing to the right, containing the words 'NEXT STEPS' in large white uppercase letters.

CHAPTER 07 NEXT STEPS

“The strategic plan summarizes what we value in our community, what we want to preserve, and what we want to improve upon. Beyond that, it details the steps we will take to ensure that we continue to provide our residents the high level of City services and quality of life we all enjoy in Healdsburg.”

– Leah Gold, Vice Mayor

CHAPTER 07 NEXT STEPS

IMPLEMENTATION

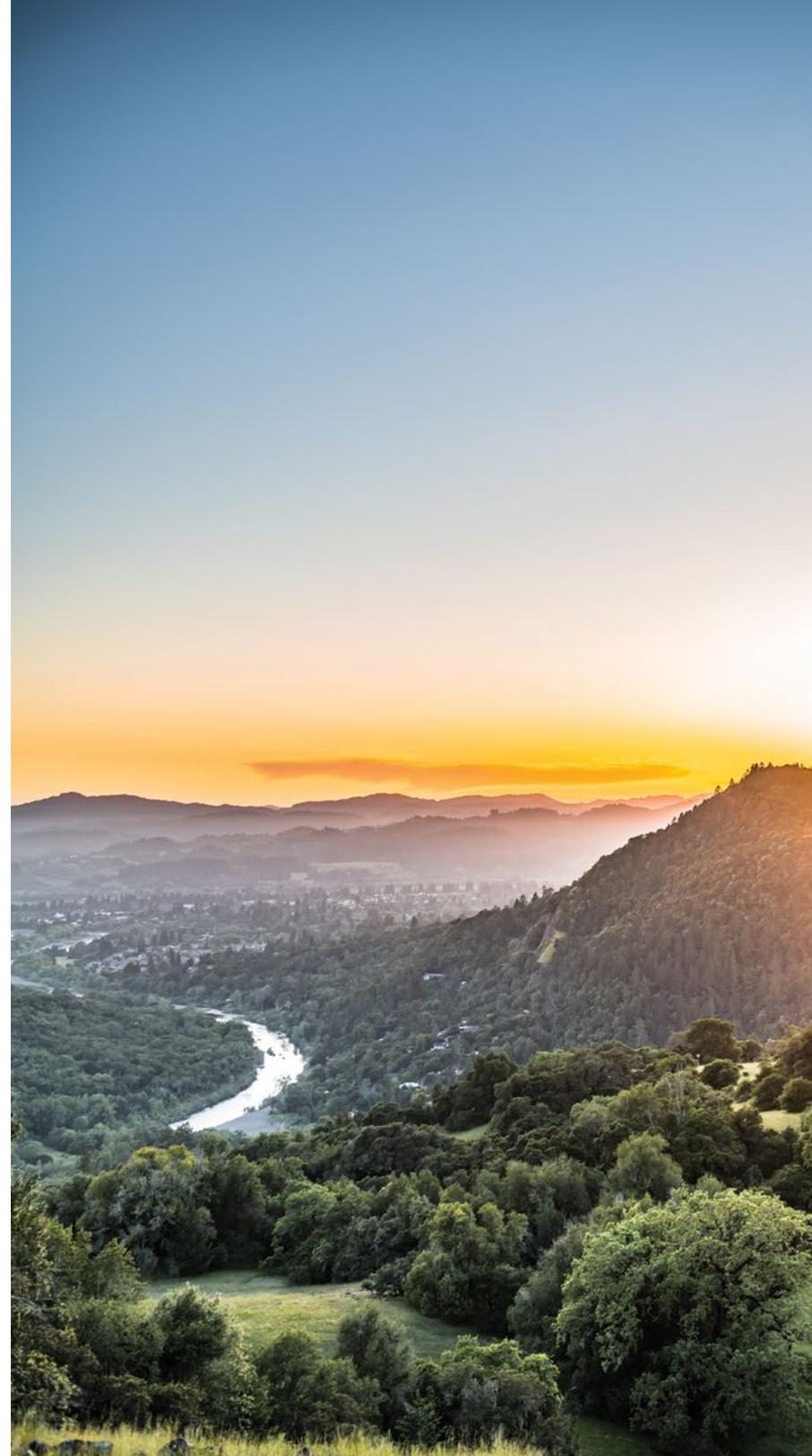
So, what are the next steps? It's time to roll up our sleeves and really get to work.

With the initiatives and goals clearly identified, the next step in implementation is to develop work plans. These goals and work plans will be incorporated into the budget process so the City can adequately allocate Staff and financial resources to realize these goals. The City's biennial goals will incorporate and implement the strategic plan and provide a framework for guidance on budget decisions and resources such as personnel and capital project expenditures.

Not all projects will be completed at once. Work will be spread out over time and over the next five years, Staff will provide regular progress reports to the City Council. The biennial goals reflect the City's shorter-term priorities; as work is completed to achieve these goals, the City will conduct check-ins on the biennial goals and the implementation of the strategic plan.

CONCLUSION

With the help and feedback provided by the community, the City of Healdsburg is poised to take the journey mapped out in this 2020-2025 Strategic Plan into a promising and prosperous future for all.



APPENDIX

SUPPORTING DOCUMENTS

Documents available online at www.ci.healdsburg.ca.us/570/Community-Input

SPEAKER SERIES VIDEOS

The City of Healdsburg held a three-event speaker series at the Community Center in June 2019 on key community issues to help educate and learn from local stakeholders:

June 5 | Economic Diversity in Healdsburg

June 19 | Land Use and Housing

June 24 | Healdsburg 2040/Sustainable Design Assessment Team

COMMUNITY SURVEY

The results of the community survey completed on September 4, 2019, are included in the Phase II Summary Report.

COMMUNITY INPUT & FEEDBACK

- 2018 City of Healdsburg Community Survey by FM3 Research
- Healdsburg SDAT Project Report by the American Institute of Architects
- Healdsburg Sales Tax & Business Mix, 2010-2017 by Economic Forensics & Analytics, February 2018
- Comments from Spanish-language Livability Workshop, January 11, 2018
- Comments from Livability Workshop, November 1, 2017

SUMMARY REPORTS

Phase I Summary Report: This report includes detailed summaries of the focus groups and speaker-series events held in the spring of 2019 as well as community feedback about the City of Healdsburg presented as a SWOT analysis (strengths, weaknesses, opportunities and threats).

Phase II Summary Report: This report includes summaries of a series of workshops for the community – both English- and Spanish-speaking residents – as well as City Staff. In addition, the report features the interim results from the Strategic Plan Community Survey.



ROCKPILE
VINEYARDS

206



Cars navigating the Healdsburg roundabout



There are Community Services programs for people of all ages





FOUNDATION FOR A STRONG COMMUNITY
city of healdsburg 2020-2025

