



**CITY OF HEALDSBURG  
CITY COUNCIL  
SPECIAL MEETING AGENDA**

City Hall Council Chamber  
401 Grove Street  
Healdsburg, CA 95448

Meeting Date: May 20, 2019  
Time: 4:00 PM  
Date Posted: May 16, 2019

**1. CALL TO ORDER/ROLL CALL**

**A. Pledge of Allegiance**

**2. PUBLIC COMMENT**

Members of the public will have an opportunity to address the City Council concerning any items listed on this Special Meeting Agenda. No other items may be discussed at this Special Meeting. For Closed Session Items, public comments may be made at this time. (Government Code Section 54954.3)

**3. 2018 - 2020 CITY COUNCIL GOALS**

Receive a report and update from staff and the consultant on the FY2018-2020 draft City Council Goals, and provide direction to staff on any revisions, additions or deletions.

**4. ADJOURN SPECIAL CITY COUNCIL MEETING**

**SB 343 - DOCUMENTS RELATED TO OPEN SESSION AGENDAS:** *Any writings or documents provided to a majority of the City Council/Redevelopment Successor Agency Board regarding any item on this agenda after the posting of this agenda and not otherwise exempt from disclosure, will be made available for public review in the City Clerk's Office located at City Hall, 401 Grove Street, Healdsburg, during normal business hours. If supplemental materials are made available to the members of the City Council/Redevelopment Successor Agency Board at the meeting, a copy will be available for public review at the City Hall Council Chambers, 401 Grove Street, Healdsburg, CA 95448. **These writings will be made available in appropriate alternative formats upon request by a person with a disability, as required by the Americans with Disabilities Act.***

***DISABLED ACCOMMODATIONS:*** *The City of Healdsburg will make reasonable accommodations for persons having special needs due to disabilities. Please contact Stephanie Williams, City Clerk, at Healdsburg City Hall, 401 Grove Street, Healdsburg, California, 431-3317, at least 72 hours prior to the meeting, to ensure the necessary accommodations are made.*



## CITY OF HEALDSBURG RSA AGENDA STAFF REPORT

**MEETING DATE:** May 20, 2019

**SUBJECT:** 2018 - 2020 "Draft" Council Goals

**PREPARED BY:** Joe Irvin, Assistant City Manager

**STRATEGIC INITIATIVE(S):**

Quality of Life  
Economic Diversity & Innovative  
Effective & Efficient Government  
Fiscal Responsibility  
Infrastructure & Facilities

**RECOMMENDED ACTION(S):**

Receive a report and update from staff and the consultant on the FY2018-2020 draft City Council Goals, and provide direction to staff on any revisions, additions or deletions.

**BACKGROUND:**

The City Council adopted the City of Healdsburg's Strategic Plan, Pathway to Sustainability, on July 21, 2013. At the time the Strategic Plan was adopted, it was determined that Council would evaluate their goals annually in conjunction with the fiscal year to better match resources with Council priorities. At the start of the current FY 2019-2020 goal setting process, Councilmembers were asked to: (1) submit their goals to staff for review and organization; (2) review current goals established for FY 2018-2019 and decide which ones, if any, should come off the list and be replaced with new goals; and (3) Council was asked to use the existing FY 2018-2019 goals as a baseline for the ongoing goal setting process. This approach has allowed Staff and Council to review and comment on the existing goals and determine if they are still priorities. As a reminder, work towards achieving the City's goals occurs July 1 – June 30 (fiscal year) annually.

The City retained Regional Government Services (RGS) to update and develop the 2020-2025 Strategic Plan and to assist in the facilitation of the City Council's 2019-2020 Goal Setting process. As part of the 2019-2020 Goal Setting process the City is switching 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. Kendall Flint, with RGS conducted interviews with each Councilmember to identify and review key issues, goals and desired

outcomes for FY 2019-2020, some of which may have included a continuation of the existing goals adopted for FY 2018-2019. The City Council held a special work session open to the public on April 15 to discuss and provide direction on the FY 2019-2020 goals.

### **DISCUSSION/ANALYSIS:**

In preparation for the City Council Goal Setting, RGS conducted a comprehensive audit reviewing all efforts currently prioritized by the City of Healdsburg. They reviewed all existing plans, materials, the City's existing Strategic Plan and Council Goals from the last four years as well as:

- Sonoma State Professor Robert Eyler's 2018 Report, "Healdsburg Sales Tax and Business Mix, 2010-2017"
- Healdsburg City Profile & Projections Report 2018
- 2018 Community Survey
- Comments from first Livability Workshop (November 2018)
- Comments from 2nd Livability Workshop – Spanish (January 2018)
- Healdsburg 2030 General Plan
- Imagine Healdsburg 2040 – AIA SDAT Report

The currently adopted FY 2018-2019 City Council Goals focus on topics related to City Facilities / Infrastructure, Community Development, Community Housing, Community Services, Connectivity / Transportation and Fiscal Responsibility. On April 12, 2019 Councilmembers were sent a Memo (Attachment 1) from the City Manager related to Council Goals for FY 2019-2020. The Memo describes how staff organized all the proposed goals submitted by Councilmembers, by grouping them within our five Strategic Initiatives and into "Common Themes" where there appeared to be a majority of Councilmembers in agreement. Some of the "Common Themes" included but are not limited to Planning/Zoning Updates, Measure V Ballot Measure, Transportation Related Issues and GMO Ballot Measures. At the April 15 special work session Council placed their goals within the framework of the City's Strategic Plan Initiatives through a facilitated exercise. This approach helped to organize the goal discussion and the prioritization of the suggested goals.

The process resulted in the identification of potential goals and projected outcomes related to the General Plan Update and South Entry Area Planning efforts, a potential Growth Management Ordinance amendment, developing a pilot "parklet" program to improve pedestrian and bicycle connectivity, continued support of local businesses through the Chamber of Commerce and seeking balance between economic development and quality of life, the support of active and diverse tourism opportunities, and renewing Measure V to ensure there are reliable financial resources to fund street maintenance and repairs, Public Safety, maintenance of City facilities and economic development programs.

The next steps included as part of the City Council Goal Setting process is for City Council to provide direction to staff on any revisions, additions or deletions to Goals for FY 2018-2020 at today's City Council Work Session (5/20). Following the May 20 Work Session, Staff will prepare a Final version of the FY 2018-2020 City Council Goals document based on Council direction and will bring the Goals back to City Council for adoption in June.

**ALTERNATIVES:**

The City Council may add, delete or modify the proposed goals and projected outcomes.

**FISCAL IMPACT:**

There is no fiscal impact associated with this agenda item.

**ENVIRONMENTAL ANALYSIS:**

Pursuant to Section 15378(b)(5) of the California Environmental Quality Act (“CEQA”) Guidelines, approval of this item is an administrative activity of the City and will not result in direct or indirect physical changes in the environment and is therefore not a project for purposes of CEQA.

**ATTACHMENT(S):**

Attachment 1 - April 12 Memo



## CITY OF HEALDSBURG

City Manager's Office

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Visit us at [www.ci.healdsburg.ca.us](http://www.ci.healdsburg.ca.us)

**To:** Healdsburg City Council  
**From:** David Mickaelian  
**Date:** April 12, 2019  
**Subject:** Council Goals

Councilmembers,

Below staff has attempted to organize your goals by grouping them with our five Strategic Initiatives. You will see Council member initials in parenthesis next to each goal. In addition, staff grouped, "Common Themes" together where there appeared to be 3 or more Council members in agreement. This is not meant to suggest the Common Themes will be adopted; rather it is simply a way to help organize them for discussion. It is important to note that all Council Goals that were submitted are reflected verbatim below. In addition, on Monday night, we will be presenting the status of the current projected outcomes to assist in developing the FY 2019-2020 Council Goals.

### Common Themes

**\*\*The following goals were organized by topic with majority interest\*\***

#### **Planning / Zoning Updates (4)**

1. Change zoning to curb the current boom in hotel development. (LG)
2. Consider using zoning to regulate the size and types of restaurants permitted in particular districts. (LG)
3. Update the general plan. (SM)
4. Identify funding & start the process to update the General Plan & South Entry Plan (DH)
5. Initiate General Plan revision process (JN)

#### **Measure V Ballot Measure (4)**

1. Measure V on 2020 ballot. (EM)
2. Funding for positions being covered by Measure V funds currently. (EM)
3. Prepare for Measure V renewal ballot measure. (LG)
4. Insure Measure V renewal is prepared to be placed on the ballot in 2020. (DH)
5. Offer a ballot measure on the November 2020 election to remove or extend the sunset of Measure V. This should include a public opinion poll or survey before we make the decision. (SM)

**Transportation Related (3)**

1. Transportation system for older adults. (EM)
2. Get volunteer driver program up and running. (LG)
3. Explore Lyft/Uber as platform for or supplement to volunteer ride program (JN)
4. Explore creative recreational opportunities for "driving but not drinking" young adults (16-21) (JN)
5. Encourage local businesses to establish TDM program - including subsidized rideshare, use of private lots for employees, shuttle, etc. (JN)
6. Explore alcohol tax / improvement district to fund local rideshare program (JN)

**Council Goal Worksheet FY 2019-20**

**\*\*The following goals were organized by Strategic Initiative with the like goals grouped together. Some of the following may not have majority interest but had at least two councilmembers with like ideas\*\***

**Initiative 1 | Quality of Life**

Healdsburg respects and values the diversity of its community and strives to protect and enhance the quality of life for its citizens.

**Planning / Zoning Updates (4)**

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6. Explore alcohol tax / improvement district to fund local rideshare program (JN)

**GMO Ballot Measures (2)**

1. Ballot Measure to allow expired GMO allocations as of 12/31/19 to be resurrected & purchased to encourage housing focused development [encourage housing vs. hospitality? (DH)
2. Offer a ballot measure on the November 2020 election to amend the GMO to allow for half of the 50 units allowed under measure P to be offered for sale. (SM)

**Misc Affordable Housing (2)**

1. Develop our affordable housing strategy: plan for division of funds between maintaining affordability of existing units, building new units, and acquiring land for future use. (LG)

Council Goals FY 2019-20

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2. Pursue additional funding sources for affordable housing initiatives. (LG)
3. Consider a ballot measure to redirect a portion of the TOT currently assigned to Community Services to affordable housing. Creating and maintaining workforce housing is vital to providing the services required by visitors. (LG)
4. Explore Public / Private affordable housing preservation fund (JN)
5. Create a comprehensive construction and tenant management program to incentivize a variety of infill housing types: (JN)
  - a. "Instant ADU" program
  - b. Neighborhood ADU construction co-ops
  - c. Existing SFRs that can support Junior Dwelling Units
  - d. ADUs / JDUs that can support Age in Place or transitional housing
  - e. 2nd homes used for temporary / transitional housing
  - f. SHARE Healdsburg expanded beyond aging housing providers
  - g. Underutilized commercial properties
6. Prepare Affordable Housing Master Plan for City-owned properties (JN)
7. Expand SHARE Healdsburg to include a wider variety of housing providers and seekers (JN)
8. Explore restaurant / service tax (similar to "Healthy San Francisco" surcharge) dedicated to preserving existing affordable housing (JN)

#### **Misc.**

1. Install wireless speakers in Recreation Park seating areas to mitigate volume for neighbors and improve the experience for participants. (LG)
2. Start the planning process to insure the hospital meets its seismic retrofit requirements by 2030 (DH)
3. Initiate planning process to relocate & upgrade/update hospital to meet current & future needs of our residents. (DH)
4. Explore a medical focused push to support our aging community by initiating a meeting with healthcare professionals to insure Healdsburg & surrounding communities have healthcare opportunities, specific to our aging population (DH)
5. Expand healthy options for the Healdsburg community (DH)
6. Aggressively expand class scheduling program with local instructors and facilities (preface to Maker Space) (JN)
7. Negotiate a tightened-up, non-GMO-compliant schedule of the Mill District development to be submitted to the voters for approval in the 2020 General Election (JN)

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#### **Initiative 2 | Economic Diversity & Innovation**

Strengthen Healdsburg's economy and tax base through economic development efforts that support diversifying the business mix, generating jobs, proactively retaining and attracting businesses, streamlining processing, enhancing customer service and maintain a business friendly reputation.

#### **Cannabis (2)**

1. Lift ban on cannabis sales; establish zoning and taxation structure for retail outlets.(LG)
2. Amend our cannabis ordinance to allow a limited number of dispensaries in the City. (SM)

**Misc**

1. Identify ways to attract businesses to the community who are the “best fit” for Healdsburg. Work with the Chamber members and other community leaders to develop a grid of types of business that would benefit the community and continue to provide diversity in our business base. (EM)
2. Diversify tourism base and improve recreational opportunities for residents through development of off-road bicycle paths in our surrounding agricultural valleys. (LG)
3. Establish matching grant program to help Chamber of Commerce / Local Businesses expand local patronage (JN)
4. Strengthen the partnership with the Chamber to work toward the retention of businesses and ensure a business friendly reputation. Survey Chamber members as to what they need from the City to help them keep their businesses viable. Review the current Chamber agreement, work with the Chamber Board and set specific goals and objectives for this partnership. (EM)
1. Raven Theater - Include in the Strategic Plan – Define & explore the role of the City in supporting the upgrade & rehabilitation of the Raven Theater to be a world class performing arts center & mid-week/off season corporate meeting center. (DH)
2. Potential for “X-Games” type events to be hosted in Healdsburg, which would help support & diversify the “tourist” based segment of our economy beyond wine & food. (DH)
3. Explore options for an all-weather track.(DH)
4. Initiate Downtown Commercial District Trash Management Plan. (DH)
5. Purchase multiple EVs for volunteer ride program that can be leased / rented as rideshare vehicles when not in use for volunteer program (JN)
6. Explore the creation of a City Maker Space (JN)
7. "Legacy Business" program - Provide some kind of assistance to long-term, Healdsburg-positive businesses (JN)
8. Implement Transit Benefit program for City employees and establish template for other large employers (Hospital, HUSD, etc) (JN)
9. Create a competition for conversion of Three North / West Plaza Parking / West Plaza Park into combo housing, parking, and Farmers Market (JN)

**Initiative 3 | Effective & Efficient Government**

The implementation of best practices to ensure municipal government is operating in an efficient and effective way while providing high quality customer service.

**Misc.**

1. Review staffing levels during budgeting process. Most likely a part of this process, but since this is the major expense for the City, I wanted to gain a better understanding through a review. (EM)
2. Define high quality customer service ... different depending on department. Once defined, review status of customer service in City departments, possibly through customer service survey. (EM)
3. Redefine "Unit" (JN)
4. Expand Latino participation in governance (JN)
5. Initiate district elections (JN)
6. Improve civic engagement tools (prep for General Plan update) (JN)
7. Revisit Master Fee Schedule - consider hourly instead of fixed (JN)
8. Proactively enforce tenant codes (JN)

9. Dynamic reporting of Measure V progress and soliciting feedback (JN)

#### **Initiative 4 | Fiscal Responsibility**

Through long term fiscal planning 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.

#### **Measure V Ballot Measure (4)**

1. Measure V on 2020 ballot. (EM)
2. Funding for positions being covered by Measure V funds currently. (EM)
3. Prepare for Measure V renewal ballot measure. (LG)
4. Insure Measure V renewal is prepared to be placed on the ballot in 2020. (DH)
5. Offer a ballot measure on the November 2020 election to remove or extend the sunset of Measure V. This should include a public opinion poll or survey before we make the decision. (SM)

#### **Misc.**

1. Move Council Goals to a 2-year cycle to match the 2-year Budget cycle, with an update on the off years. (DH)
2. Social Impact Investment Fund - Create a Healdsburg specific Social Impact Investment Fund to partner with City on preservation of & investment in existing Affordable Housing. (DH)
3. Establish matching grant program with evaluation matrix to replace CBGs (JN)

#### **Initiative 5 | Infrastructure & Facilities**

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

#### **Connectivity (2)**

1. Complete Foss Creek Bicycle Path to the Community Center. (LG)
2. Healdsburg Avenue north street maintenance. (EM)

#### **Parks (2)**

1. Badger Park improvements. (LG)
2. Plan for improved river access and access to/connectivity between open space preserves. (LG)
3. Develop Montage area park, including dog park. Convert Villa dog park to picnic area. (LG)
4. Create a pilot "Parkletts" program in the downtown commercial district & plaza to promote StreetSide/sidewalk dining/café's (DH)

#### **Plaza Street (2)**

1. Explore Plaza street closure feasibility. (EM)
2. Explore closing Plaza street between Healdsburg Ave. and Center St. to vehicles and making it a pedestrian zone with lease-able spaces for businesses. (SM)

**Misc.**

1. Repair sidewalks, prioritizing main routes to Downtown, e.g. Johnson Avenue.
2. Complete roundabout landscaping; stripe truck apron for safety. (LG)
3. Complete Phase 1 of solar arrays on wastewater ponds. (LG)
4. Assume maintenance of Healdsburg's alleys, which are increasingly the only access to infill homes. (LG)
5. Evaluate areas for possible lit cross walks in high traffic areas to enhance pedestrian safety & connectivity city-wide. (DH)
6. Partner with NCPA and local Chef's to promote the electrification of kitchen appliances (gas range to electric, etc.) in support of Healdsburg's goals to reduce GHG emissions. – Long term goal would be to increase demand for electric ranges from consumers, which will drive developers to meet that demand. (DH)
7. Improve website accessibility & interaction at the Parks & Rec Department (DH)