

DIVERSITY, EQUITY & INCLUSION IN HEALDSBURG, CA



OCTOBER
2023



Authors:

Curtis Acosta, Orlando Carreón, Deyanira Nevarez Martinez

Principle Investigators:

Curtis Acosta, PhD, Lead Researcher

Orlando Carreón, PhD, Associate Researcher

Deyanira Nevarez Martinez, PhD, Associate Researcher

Definition of Terms

Ableism

Discrimination in favor of able-bodied people.

Ageism

Prejudice or discrimination on the grounds of a person's age.

Classism

Prejudice against or in favor of people belonging to a particular social class.

Disparity

A noticeable and usually significant difference or dissimilarity.

Dignity

The principle of dignity in organizing, engagement, and equity work refers to the intrinsic value and worth of every human being, and to words, actions, or conditions that either affirm human dignity or violate it. In schools, workplaces, and communities, dignity can be affirmed when the value of a person is recognized, validated, and honored, for example, or it can be violated when people experience indignities that undermine feelings of self-worth, when they feel patronized or stereotyped, when their identity or culture is denigrated, or when they live or work in conditions that are humiliating, degrading, or dehumanizing. (Hicks, as cited by Organizing Element)

Diversity

Diversity is the presence of differences between individuals at the workplace. Examples of diversity may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religion, and/or political perspectives.

Equity

Equity is ensuring that access to resources and opportunities are provided to everyone. Including, and especially, to those who are underrepresented and have been historically disadvantaged.

Inclusion

Inclusion is a culture that is welcoming to all people regardless of race, ethnicity, sex, gender identity, age, abilities, and religion. In this culture everyone is valued, respected and able to reach their full potential.

Latine

Latine is a contemporary form of the term "Latino" which replaces the "o" with a non-binary "e" at the end in order to be more inclusive and to move past historical gender power dynamics.

Racism

Prejudice, discrimination, or antagonism directed against a person or people on the basis of their membership in a particular racial or ethnic group, typically one that is a minority or marginalized.

Sexism

Prejudice, stereotyping, or discrimination, typically against women, on the basis of sex.

White Supremacy

The belief that the white race is inherently superior to other races and that white people should have control over people of other races; the social, economic, and political systems that collectively enable white people to maintain power over people of other races.



Executive Summary

In 2020, as Covid-19 spread across the country and following George Floyd's killing in Minneapolis, MN the community in the city of Healdsburg began a dialogue that led to a robust discussion between the city and its residents about whether and how Black, Indigenous, and People of Color (BIPOC) are marginalized from city and community life. These discussions led to a request for proposals (RFP) aimed at creating a process that would transform the community and move the city towards implementing a DEI Action Plan that prioritized recommendations on strategies that, among other things, engaged the city government, the community and key stakeholders to examine and improve DEI overall.

Accordingly, this report focuses on reviewing, improving, and establishing community equity programming both within city government and throughout the greater Healdsburg community. Using qualitative data collected over a one year time period during 2022, the Acosta Latino Learning Partnership (ALLP) team established a set of recommendations aimed at accomplishing these goals. We use the metaphor of a tree to distinguish between three levels: roots and soil, tree trunk and lower branches, and higher branches and blooms. The root level describes those themes, reflections, and recommendations that require immediate attention. The trunk and lower branches refer to the institutional and policy changes needed to produce healthy outcomes in Healdsburg. The higher branches and blooms section refers to DEI aspirations that may take longer to blossom.

The recommendations within this report focus on a variety of issues affecting the everyday lives of Healdsburgers. They include low wages, housing affordability, youth engagement, and city staff and employee buy-in, among others. Ultimately, the goal of this work is to provide the context that Healdsburgers need to cultivating the soil and roots of Healdsburg that leads to a strong structure and beautiful blossoms for the seven generations to follow.



Summary of Acosta Latino Learning Partnership DEI Phases

Below is a summary of the events and activities that the Acosta Latino Learning Partnership (ALLP) consulting firm initiated in the city of Healdsburg from **August 2022 through June 2023.**



Phase 1

Our initial phase of our diversity, equity, and inclusion (DEI) assessment with the city of Healdsburg began with Community Encuentros (Spanish for “gathering”), which were our version of listening sessions with community members. We scheduled five encuentros from August–November 2022, including an additional youth encuentro at Healdsburg High School in partnership with Healdsburg Unified School District (HUSD). Most of our encuentros were targeted towards specific subgroups of Healdsburg, while also including one that was geared towards a general audience of Healdsburg residents.

It is important to note that in the request for proposal for this DEI assessment only two such engagements were required, one being specifically for monolingual Spanish speakers.

However, we believed that this expectation would not allow our team to get the full breadth and depth of the DEI issues that Healdsburg residents are facing, nor would it sufficiently engage the diversity of the local population. Thus, we designed the following encuentros to increase our reach into the community:

- Spanish Language Cafécito at Healdsburg Community Center
- Bilingual Community Encuentro at Healdsburg Library
- Youth and Family Encuentro at Healdsburg Community Center
- Youth Encuentro at Healdsburg High School
- HHS Youth Encuentro at Healdsburg High School



Approximately 150 people participated in the Community Encuentro process. To gather community input, we used various methods, including interpretation services when needed, sitting in circles to create a sense of community, note-taking, collecting participant ideas directly on poster paper, and audio recording whenever possible. Consistent themes emerged from the five encuentros which guided our work in Phase 2 (described further in this report) of community sharing and learning, as well as directly impacted the recommendations in this final report.

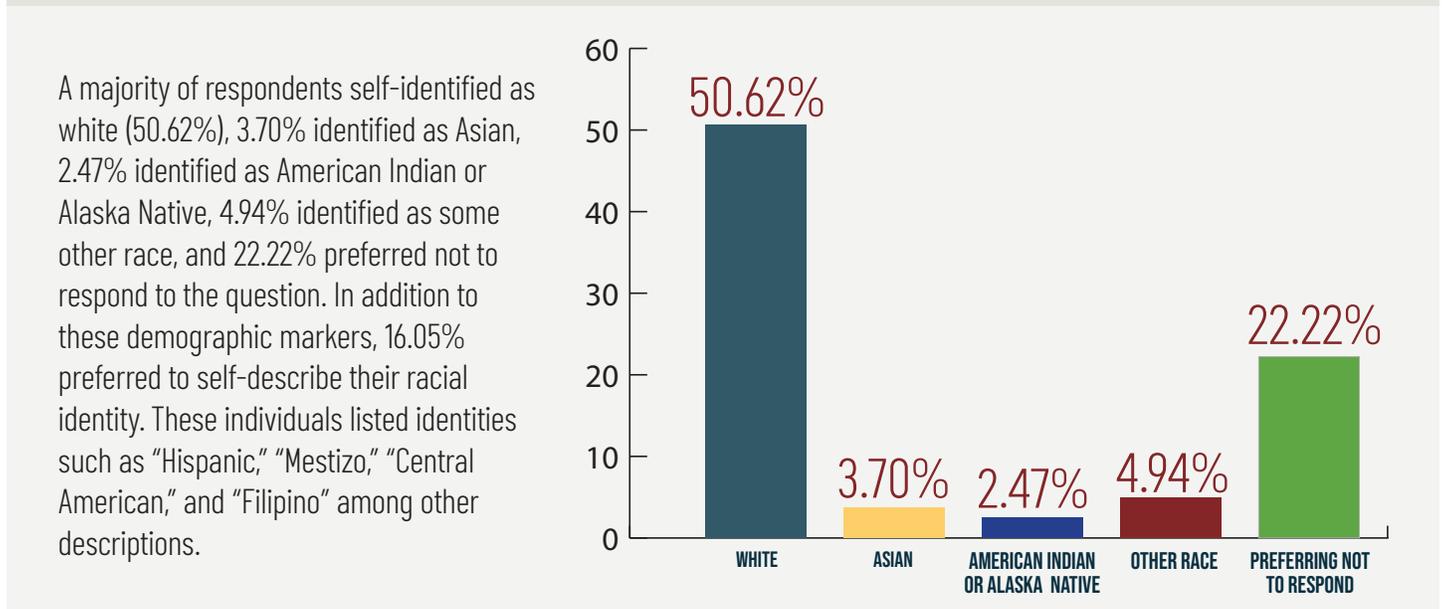
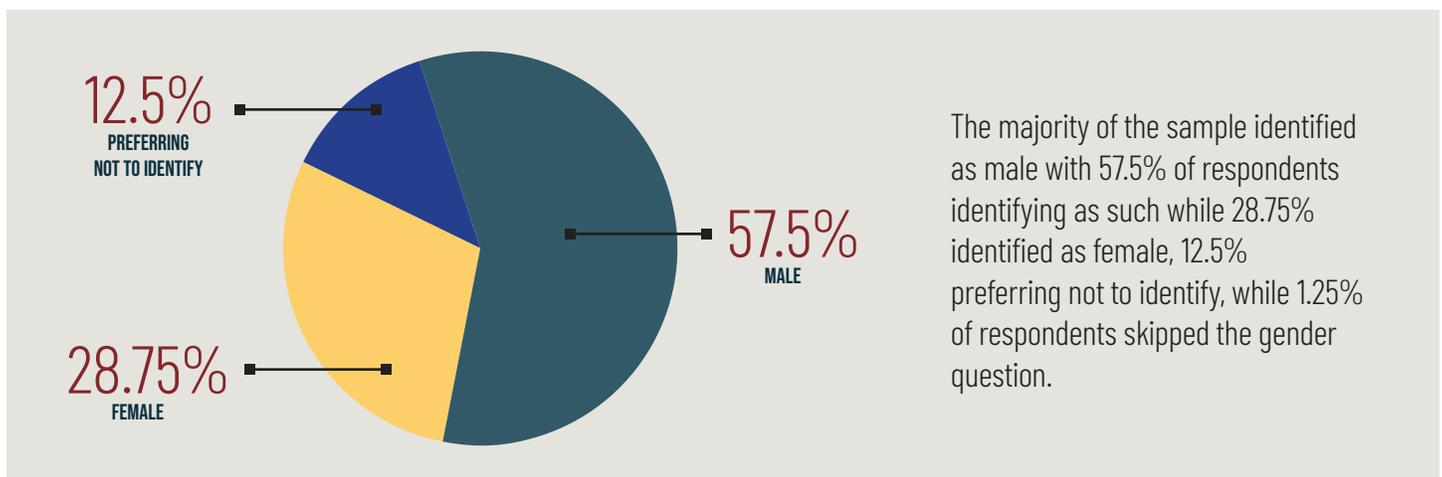


Simultaneous with the Community Encuentro listening process, ALLP conducted a DEI survey for City of Healdsburg employees regarding DEI issues and needs such as hiring, retention, and training. At the inception of this work, it was important to establish a baseline of where current city staff stand on these issues to measure current buy-in and potential opportunities for growth and education. As part of these efforts, ALLP staff drafted and implemented a survey that went out to all eligible City staff in a form approved by the City Manager's office.

The survey consisted of a total of 57 questions separated into three sections. The sections were:

- 1. Diversity, Equity and Inclusion in the Workplace
- 2. Diversity, Equity and Inclusion in Services to the Public
- 3. Demographic Information

The survey was available from September 19, 2022, to October 9, 2022 (21 days) and was completed by 92 staff members across all departments out of a total 138 full time city employees. This is a response rate of 66.67%, a response rate higher than the average employee survey which typically garners a response rate of 52.7% (Baruch and Holtom, 2008).



The survey had a completion rate of 90% (calculated by the number of surveys filled out and submitted divided by the number of surveys started by respondents) and took an average of 20 minutes to complete. There was a very low rate of skips per question, thus the majority of respondents answered most questions. An incentive was offered for participation and employees who completed the survey were able to opt-into a drawing for two \$50 gift cards to a local grocery store.

Phase 2

The second phase of our DEI inquiry for the City of Healdsburg included the continuation of our encuentro community gatherings. Internally, we named these Equity Encuentros, as opposed to the Community Encuentros in phase 1, since we shifted our focus to learning and listening together communally. The objective of the Equity Encuentros was to create a different democratic space to learn deeply about specific community members who suffered from lack of visibility and representation in Healdsburg. In addition, we aimed to dive deeper into topical issues that were consistently prevalent in the previous Community Encuentros. The following Equity Encuentros were facilitated by our team in collaboration with the city staff, and Corazón Healdsburg.



- Indigenous Voices of Healdsburg: Going Beyond Land Acknowledgments
- Is the Dream Alive and Well in Healdsburg?: Contemporary and Historical Experiences of the African American Community in Healdsburg and Sonoma County
- Living Together: Housing and Planning for a Better Future
- Labor Days: Migrant and Service Community Experiences in Healdsburg
- Contemporary and Historical Experiences of the Asian American & Pacific Islander Community in Healdsburg and Sonoma County

Our phase 2 Equity Encuentros had much more engagement than the Community Encuentros in our phase one. We believe a number of factors contributed to the increased participation. First, the learning curve of what we were trying to accomplish, who we were, and how we interacted and engaged community members had already been established. Residents, and other interested Healdsburg and Sonoma County visitors, were becoming more accustomed to this form of community learning and democratic participation. Our coordination and publicity of the Equity Encuentros with city staff was also continuing to develop and improve. By the end of the process, it was clear that these gatherings were successful in not only outreach, but by the candid participation of Healdsburg residents.

The panel of experts and participants at each Encuentro illustrated the amount of precious and beautiful knowledge that is in abundance in Healdsburg and the region. The dialogue that was created at the meetings allowed us to explore the themes and issues that were the most pressing for Healdsburg residents and laborers. We were able to record each session and take copious notes during the Equity Encuentros that have been critical evidence for composing this report and corresponding recommendations.

Phase 3

The final phase of our plan centered on a move from our public interactions to more private meetings with specific groups. In late April, we were able to work collaboratively with the Healdsburg Chamber of Commerce leadership and staff to create a focus group of business leaders and non-profit organizations regarding DEI issues that they felt were the most critical for themselves and their networks. Representatives from the wine and hospitality industry were able to attend for a two hour conversation. Earlier in our timeline, we were also able to meet with representatives from the city, HUSD, and Corazón Healdsburg to discuss how these organizations could align and work more effectively together instead of replicating services and programs for the community.

We were also able to follow up our survey of City of Healdsburg employees with individual interviews with three members of the city staff during the final month of our study.

These were semi-structured in-depth interviews that lasted approximately an hour each. The interviews were meant to give additional insight into findings from the survey in order to give additional context to the findings. During the interviews employees discussed topics such as their personal understanding of DEI, buy-in and willingness to participate in DEI initiatives, as well as their perceptions of ongoing efforts



Narration of Recommendations

“For all the people of the earth, the Creator has planted a Sacred Tree under which they may gather, and there find healing, power, wisdom and security. The roots of this tree spread deep into the body of Mother Earth. Its branches reach upward like hands praying to Father Sky. The fruits of this tree are the good things the Creator has given to the people: teachings that show the path to love, compassion, generosity, patience, wisdom, justice, courage, respect, humility and many other wonderful gifts”

(Lane, Brown, Bopp, Bopp, and Elders, 2020).

“The best time to plant a tree was 20 years ago. The next best time is now.”

-Chinese Proverb

When we think of a healthy and thriving Healdsburg, we think of a tree. As noted in the quote above, the tree carries the wisdom and teachings of those that came before us and provides us guidance for moving forward in a good way. We extend the metaphor to the city of Healdsburg. During our time facilitating, documenting, and researching issues of diversity, equity, and inclusion (DEI) in Healdsburg, California, over the past year, consistent themes immediately emerged. We use the metaphor of the tree to distinguish between three levels: roots and soil, tree trunk and lower branches, and higher branches and blooms. The root level describes those themes, reflections, and recommendations that require immediate attention. The trunk and lower branches refer to the institutional and policy changes needed to produce healthy outcomes in Healdsburg. The higher branches and blooms section refers to DEI aspirations that may take longer to blossom. The higher branches and bloom section will require visionary and aspirational leadership so that the next generation of Healdsburgers experience a more equitable Healdsburg. As stated in the quote above, for Healdsburg to blossom to its fullest potential, it will require a concerted investment in the values of “love, compassion, generosity, patience, wisdom, justice, courage, respect and humility” that can strengthen its existing root system and produce the fruit needed for the Healdsburg community to thrive.

The Roots and Soil - Living and Nurturing the Shared Values of Healdsburg

Throughout the months of engagement with different segments of the community, we were struck by the deep affection that residents have for their town, and the aspirations to make Healdsburg a place where everyone belongs. We noted areas where the values mentioned above are producing healthy fruit and areas that require attention. For example, we heard many inspiring and affirming stories regarding why folks love Healdsburg. The characteristics of a small, California farm town were often cited by residents such as the city being safe and clean. People spoke to us about their children loving Healdsburg and having many friends and that they felt at home in Healdsburg. The annual Healdsburg Future Farmers Country Fair & Twilight Parade was seen by numerous Healdsburg residents as an event that brings the best parts of the town together, and lauded as a favorite event by diverse groups in regard to ethnicity and socio-economics. It is an event that encapsulates various traditions unique to Healdsburg while simultaneously acknowledging the demographic changes and contemporary economic drivers of the town through the connection of farming, and the vast wine industry that is pivotal in the lives of many residents and laborers.

Similar feelings of belonging were expressed toward the Healdsburg Public Library and its programming. Families of young children named it as another bright spot that built a sense of community and inclusion. This was also the case with Healdsburg Unified School District (HUSD) librarians and community outreach personnel who were consistently singled out as individuals who have created spaces where students were honored for their identities and cultural backgrounds, while also being able to learn about their peers and neighbors. Healdsburg residents were effusive in their praise of how important it was that these events were bilingual in English and Spanish, and how the HUSD librarians and community outreach personnel were able to cultivate authentic experiences for monolingual Spanish and English speakers without sacrificing the community learning. In fact, these events gave Healdsburg families a celebratory feeling of pride toward their school and community.

Celebrations in the plaza were also seen as a positive part of how the city functions by an overwhelming majority of Healdsburgers. People cited the 4th of July, Día de los Muertos, and the aforementioned Healdsburg Future Farmers Country Fair & Twilight Parade as events that bring Healdsburg together.



Encouraging DEI Movement Within the City Employees

Over the past year, the city of Healdsburg employees and leadership have embraced our DEI work. We have learned from our interviews and interactions with city employees that attention and action to DEI issues predate our direct involvement in Healdsburg. It has been shared with us that a DEI lens has been developing internally toward the vision, responsibilities, and actions required to best serve Healdsburg residents. More intentionality has produced changes such as the following:

Parks and Recreation

- Implemented \$1 pool days to expand access to the Healdsburg Swim Center.
- Deeper discounts for all children's athletic programs to expand access to all members of the community.

Increased Access for Authentic Civic Engagement

- Spanish interpretation at city meetings.
- Transcription in multiple languages through Zoom.
- Transcription in multiple languages available for commission meetings.
- Council agendas published with Spanish translation.

Recruitment to Diversify City Personnel

- Began engaging diverse professional associations when recruiting for job openings.
- Joined Los Cien.

Financial Equity

- Created a financial hardship waiver for people receiving a citation who want to appeal but cannot afford the appeal fee.
- Opening infant care and childcare facility at city facility to offer subsidized childcare options to families.
- Received grant funding and increased focus on infrastructure in the Ward Street neighborhood.

Housing

- Established a Housing Complaint Form to receive and handle claims regarding housing issues.
- Adopted new City Housing Element focusing on meeting Regional Housing Needs Allocation (RHNA).

We are encouraged by the attitudes, energy, actions, and support of city personnel and leadership toward equity throughout our time working with Healdsburg residents. Some of the actions listed were to be a part of our recommendations in this very report, and we applaud the city for initiating these actions organically. We believe that this spirit is a key asset when developing a more intentional plan moving forward in addressing the myriad of complicated issues at the root of many of the equity issues in the city. In the structural changes sections, we include a deeper analysis of some of the gaps that remain for city staff and personnel when it comes to their comfort and confidence in developing their own DEI vision and application within their specific departments, roles, and

responsibilities. However, we are encouraged that many of our recommendations will be received well by city of Healdsburg leadership since there is evidence of a growing DEI lens already taking place.

Equally, we have been encouraged by the manner in which city business with the City Council is conducted. We have observed a genuine collegiality between City council members with one another and in our DEI efforts. Although interest and personal involvement varied, we see this as a foundation for more strategic and intentional changes aligned with the small, California farm town values, our DEI recommendations in this report, and further goal setting around DEI issues in the future.

Challenges and Obstacles to Healthy Soil and Roots

“I’m trying to move from asking people to be an ally to being in kinship with me. To be in kinship with the land. To be in kinship with each other. To understand what it means to be a relative. If your goal this evening is to include Indigenous people, then we must become visible to you.”

--Indigenous Voices of Healdsburg Encuentro, Community Participant

There are many challenges that obstruct the ideals of Healdsburg from becoming an actuality. Residents told stories of discriminatory actions and inhospitable interactions from store owners and visitors in and around the plaza area. Residents also shared how there are pockets of Healdsburg that are welcoming and feel like home, but the plaza area was seen by many as a space that is not for Healdsburg residents. There is a tension between the burgeoning tourists and hospitality industry that has increased dramatically over the last decade and local’s desire to hold onto small town values. This leaves generational residents and new residents alike asking questions about who Healdsburg actually serves.

Events in the plaza, such as the “Tuesday in the Plaza” summer concert series, were not seen as inclusive to many residents. People commented that the music itself did not match the ethnic diversity of the community. Some members of the local Latine community shared that they had enjoyed the cumbia/banda grupo that had performed, but others shared that it was still difficult for them to attend due to the practice of residents reserving spots with their lawn chairs during the workday. The difficulty in attending the summer concerts at the plaza due to this practice was shared by other residents, as well.

There was also evidence of de facto segregation in some of the celebratory events on the plaza. The ethnic diversity of Healdsburg was not represented in either the 4th of July Kids Parade and Duck Dash, nor the Community Posada and Hannukah Celebration, although both events were well attended. We also heard from residents who said that they did not attend the Día de los Muertos event, citing a lack of personal connection to the holiday. Similar comments were made about the Equity Encuentros that we facilitated for the city of Healdsburg during our DEI assessment project. Although Healdsburg residents consistently stated that they honor diversity and community, there was a lack of European American participation in events that explored racially minoritized communities such as the Black and African American and Asian American and Pacific Islander focused encuentros. It is important to note that the Indigenous/Native Encuentro was well-attended and diverse in regard to ethnicity and age.

Of course, all events may not resonate with all people. However, it is important to illustrate the gap between the values and ideals that the city of Healdsburg purports to have with what was uncovered through our work this past year. It is essential to name these issues in order to effectively and intentionally address them in future actions by the city.

Authenticity & Visibility

“So what we find ourselves asking is, a people that have been here, and have been pushed to the back, and pretty much have been made invisible... is how do we take that next step? Where do we go from here? What I am hearing is, it still seems like there’s nothing here that substantiates and solidifies our presence here... There’s no buildings named for us, there’s no streets named for us, there’s no schools named for us, there’s no parks named for us.”

–Indigenous Voices of Healdsburg Encuentro, Community Participant

“There are Indigenous people to the area and they must be listened to first... You reach first to the local people, reach first to the local tribal leaders... I think it’s really important that the tribal leaders in this area need to be invited, be visible, and be a part of it.”

–Indigenous Voices of Healdsburg Encuentro, Community Participant

Authenticity and lack of visibility of certain populations were mentioned as a barrier in participating in city events, as well as an absence of events for members of the community who are often mentioned as vital to the lifeblood of Healdsburg. Some members criticized the celebratory events as being inauthentic such as Día de los Muertos, or that they were not interested in cultural events that were not necessarily a part of their own heritage and family history. Although these opinions were not in abundance, it is important to name the contradiction to the idea of being a tight knit community. We witnessed this disconnect at our encuentros, as well. The majority of which were well attended with an audience of multigenerational Latine residents, as well as older European Americans. However, our programming did not attract European American families with school-age children or young professionals.

The challenge that remains for the city of Healdsburg moving

forward is how to live up to the small, California farm town values of living and learning about your neighbors and their experiences. Equally as important, is understanding the very history of the land and valuing the original stewards of the land, namely the Dry Creek Pomo and other regional tribes. Lifting up the history and storytelling of Dry Creek Pomo elders and tribal elders from Sonoma County is essential to living the shared values of Healdsburg. At our Indigenous Voices Encuentro, the lack of visibility, acknowledgement, and representation of the Dry Creek Pomo and other Indigenous peoples were raised by the panelists, and our Encuentro was embraced as a starting point for the correction of generations of invisibility and removal. We recommend that the City of Healdsburg go beyond proclamations and strive to address the dehumanizing history of the past by authentically lifting the visibility of the Dry Creek Pomo and establishing regular meetings to discuss further collaboration and shared power.

Dignity

Dignity Defined: *The principle of dignity in organizing, engagement, and equity work refers to the intrinsic value and worth of every human being, and to words, actions, or conditions that either affirm human dignity or violate it. In schools, workplaces, and communities, dignity can be affirmed when the value of a person is recognized, validated, and honored, for example, or it can be violated when people experience indignities that undermine feelings of self-worth, when they feel patronized or stereotyped, when their identity or culture is denigrated, or when they live or work in conditions that are humiliating, degrading, or dehumanizing. ([Hicks, as cited by Organizing Element](#))*

For Black and Indigenous people, dignity is the actionable affirmation of a person's inviolable and sacred personhood—a quintessential value for oppressed people who have experienced centuries of dehumanization and discrimination ([Davis, 2021, as cited by Stanford Social Innovation Review](#)).

The issue of dignity was a common theme throughout all of our encuentros. Dignity is a critical component of any equity work as it is how people embody equity or a lack of equity. When people experience a lack of dignity, for example, it affects the relationships and trust they develop with themselves, peers, leaders, and community. While a lack of dignity can be experienced at the individual level, it can also be understood at the institutional level in the form of social dignity (e.g., racism), economic dignity (e.g., low wages, unaffordable housing), political dignity (e.g., disempowerment), and legal dignity (e.g., absence of legal protection) ([Hicks, as cited by Organizing Element](#)).

In Healdsburg we saw many of these aforementioned dignity classifications simultaneously overlap as Healdsburg residents experienced the effects of low wages and unaffordable housing by a majority of Latine and indigenous Healdsburg residents. One particular Latine mother explained her frustrations in the following manner:

“One of my kids just graduated high school and my other kid is beginning high school. My biggest dream is for my kids to have their own room. Their whole lives they have been sharing a room. When they were little it was easier but they are older and it is very difficult.. My husband works 3 jobs and I have 1 job. I have never been able to take my kids to vacation. When will we leave poverty? ... My dream is for my kids to be viewed and treated like their [city and government officials’] kids.”

–Spanish Language Cafecito, Healdsburg, Community Participant

At one of our Youth and Family encuentros, we saw a young resident shed tears due to the continuous microaggressions that he experienced from people not saying his name correctly. At one point he mentioned that it was too difficult and painful to ask people to say his name correctly and resorted to anglicizing his own name. Another young person recalled her experiences going to high school and witnessing “Confederate Wednesdays” where some high schoolers would wear confederate clothing/attire and drive up and down one of the main arteries of Healdsburg (from Big John’s market to Healdsburg High School) flying the confederate flag. At another Encuentro a community member recalled her experiences working for the city of Healdsburg and painfully disclosed many of the microaggressions she experienced as a leader of color in Healdsburg, including finding a noose in her car. One of the many things that stood out from her testimony was a critique about how leaders of color are often not trusted to lead in Healdsburg, ***“You have to actually believe that people of color can lead effectively.”***

The overlapping lack of indignities (i.e., economic, racial, social, etc.) experienced by Healdsburg is a cause of concern. Many residents shed tears describing these social aggressions, a sign that repair, healing, and trust building trust was needed in Healdsburg. Yet, the critique also points to where repair is needed and where there are opportunities for growth. For Healdsburg to grow in a healthy manner, these indignities need to be acknowledged and addressed as they are central to not only the city’s DEI aspirations, but the citywide aspiration of being a small tight community. Furthermore, it is important to recognize what it means to be a leader of color in Healdsburg. Leaders of color in Healdsburg are experiencing overlapping hardships that include racialized historical trauma, high cost of living, daily stress, in addition to fulfilling their occupational duties. To borrow an example from another field, oftentimes students that experienced hardships have the capacity to be the brightest leaders as their equity sensibilities are sharp (Duncan-Andrade, 2022).

How can we harness the hardships experienced by Healdsburgers in a way that creates leadership opportunities in service of DEI?



Lack of Affordability and Low Wages

“I did not return to the field (grape fields) because the salary is very low. And another thing, I’m old now, unfortunately for older people there isn’t much work anymore. It’s the first thing they notice that you’re old... They say ‘you are no longer of service.’ But I was of service for a very long time. I served plenty. I left all my youth in those lines. Those tractors with so much smoke...they gave us on the nights that we were working. I did serve. But now they say I am no longer of service.”

—Labor Days Encuentro: Migrant and Service Community Experiences in Healdsburg, Community Participant

“My husband works in construction. He has worked many jobs...We all work in the hotels, we clean their houses, and we prepare the food for their table, we all cooperate. We all need a dignant life, because we are paying the price to live here. We love Healdsburg but it is very expensive. We can’t pay the rent.

—Labor Days Encuentro: Migrant and Service Community Experiences in Healdsburg, Community Participant

Stemming from multiple encuentros and our focus group hosted by the Healdsburg Chamber of Commerce, a huge obstacle raised by Healdsburg residents is the affordability of living in Healdsburg. At the top of the list is housing, which we will elaborate further throughout this report, but shopping and other living expenses were also emphasized as stressors for residents. Community members across race and class lines articulated how the down-

town area near the plaza does not have many places where working class and middle class residents can shop or dine, and that most of the spaces near the plaza are focused on serving tourists of Healdsburg. Residents spoke that there is a lack of balance between shops and restaurants serving locals and those serving visitors, and the disappearance of diverse wares that were once prevalent in Healdsburg like many other small cities and towns of its size.

The issues related to labor are linked to the issues of housing. Healdsburg is experiencing a vortex of low wages and high cost of living creating deep seeded frustrations for its residents. In all of our encuentros the issue of housing and labor were prevalent. Many of the participants described their frustration as a lack of dignity. The lack of dignity for working class or non-working residents is a prevalent equity issue in Healdsburg that needs to be addressed. While this section will focus on the labor issues, they also affect the housing issues in Healdsburg.



We recommend that the city of Healdsburg hold job fairs and forums where Healdsburg business owners and residents can gather to:

- De-mystify seasonal job opportunities.
- Offer training and network opportunities.
- Discuss union job opportunities.
- Provide safety protocols.
- Disseminate job opportunities.
- Connect skill sets to job opportunities.
- Hold labor forums.

We recommend that the City Of Healdsburg create a mission statement that clearly articulates that the values of diversity, equity, and inclusion are central to the core values of the Healdsburg community. Economic/labor inclusivity and housing inclusivity will continue to be relevant in the foreseeable future. The city of Healdsburg would benefit from placing these issues front and center of their aspirations. Addressing and alleviating the problems created by housing and labor is critical as it is where residents are most likely to experience the fruit of dignity.



Housing

“Good evening.. I would like to make a comment about this housing proposal because I think it’s fabulous to think that all human beings can have a decent home to live in...mainly because, well, we have children here for the future we are people who work for Healdsburg to grow but sadly I say this because we are people from the community who are involved here and sadly we come to speak to the City we come to speak with our hearts we come knocking on doors and we are the first people who get told “there is nothing for you” ...”it is not possible” ...they tell me there is no longer a place, there is no opportunity. I feel sad to have to move to another place. What can I do? How can I have the opportunity to even just rent an apartment?”

– Living Together: Housing and Planning for a Better Future Encuentro, Community Participant

“We’ve lived in Healdsburg most of our lives...our children were born and raised here... and now that they have finished college and they are professionals and they’d like to come back... and for example one of them wants to teach in Healdsburg but he can’t afford to... so he’s looking for a job somewhere else...Why? because he just can’t afford to live in Healdsburg even at a teachers starting wage at the high school. He can’t afford it. So, I think that, yes, definitely we need to keep it extra low-income, low-income, middle-income, but let’s keep in mind those young professionals that want to help Healdsburg keep progressing and keep growing.”

–Living Together: Housing and Planning for a Better Future Encuentro, Community Participant

“I was born and raised in Healdsburg but all my friends live in Santa Rosa and Windsor because unless you inherited or have a lot of money you can’t have a home here.”

– City of Healdsburg Employee, Interview

The City of Healdsburg is a highly sought destination for tourists. It has a vibrant economy fueled by retail, highly rated restaurants and luxury lodging that contributes to the tax base which ensures that the city can provide high quality municipal services to its residents but increases home values and makes the community unaffordable for long-term residents. Since the inception of ALLP’s DEI efforts in the community, it became apparent very quickly that housing was a major point of contention in the community. The Healdsburg housing market is such that it is not only inaccessible to the area’s agricultural workers who are amongst the most vulnerable individuals in the community but also to middle class individuals like city workers, teachers, and first responders who are forced to travel into Healdsburg to work and travel out to go home.

The city has been working diligently with community members and consultants on their updated Housing Element which provides up-to-date information on local housing issues, identifies housing needs, articulates a Citywide housing vision, and develops a strategy to provide a range of housing types that meet the needs of a wide variety of people living in, and looking to live in, Healdsburg. This section seeks to complement the Housing Element update by addressing housing from an equity perspective in order to assist the City’s in advancing their expressed goal of addressing the housing needs of low-and moderate-income families especially communities of color. We do this by showcasing the community’s view regarding the issue in the context of the overall work performed by LPPI as part of the DEI plan. In addition, we provide recommendations that stem directly from conversations with community members.

Recommendations:

1. We recommend that the city of Healdsburg support the building of additional units of housing meant to house agricultural workers as part of their affordable housing strategy. If the housing is to be city owned and operated, the city should apply for state funding through project-based programs such as the Joe Serna, Jr. Farmworker Housing Grant (FHWG) program which provides financing for farmworker housing.
2. We recommend that the city of Healdsburg encourage employer owned and provided housing. The city should assist the agricultural employers with the process of permitting and certifying their units with the appropriate state agency.
3. We recommend that the city of Healdsburg promote affordable rent and homeownership through community land trusts. This strategy can assist individuals at all levels of the income scale. It can help young professionals access entry level homeownership opportunities to purchase townhomes, duplexes, fourplexes, and other such building types. In addition, affordable multi-family housing can also be provided.
4. We recommend that the city of Healdsburg explore the potential of shared housing models. For example, by promoting a program where elderly homeowners in the community can share their home with a young professional working in Healdsburg. They would share utilities, food expenses, and the younger person would help the elderly person with transportation and other needs.
5. We recommend that the city of Healdsburg continue to protect individuals from substandard housing by enforcing codes. However, we suggest that the city invest in providing assistance to individuals displaced through these enforcement actions to other units at similar price point and place.
6. We recommend that the city of Healdsburg increase their ability to help the monolingual Spanish speaking community with administrative processes related to housing. For example, provide assistance to apply for housing assistance programs like tenant-based voucher programs, etc.
7. We recommend that the city of Healdsburg expand the staff in their Housing department in order to accommodate these recommendations with special focus on recruiting additional Spanish speaking staff.
8. We recommend that the city of Healdsburg repeal the Growth Management Ordinance (GMO) (Measure H, 2020) as it is a barrier to construction of additional housing in the community.
9. We recommend that the city of Healdsburg work with the community to identify potential sources of funding for a sweat equity program. This could include the Mutual Self-Help Housing Technical Assistance Grant program which identifies Healdsburg as an eligible rural site. According to the agency, the program “[p]rovides grants to qualified organizations to help them carry out local self-help housing construction projects. Grant recipients supervise groups of very-low- and low-income individuals and families as they construct their own homes in rural areas. The group members provide most of the construction labor on each other’s homes, with technical assistance from the organization overseeing the project” (US Department of Agriculture, n.d.). While the cost of land in a constrained market like California can make such programs cost prohibitive we encourage the city to seek agricultural partners who may be amenable to donating land within (or outside) city jurisdiction for labor force housing. We contend that if the land is within Sonoma County the city could partner with them to make the program happen as it is still well within Healdsburg’s sphere of influence.

Interest Convergence Theme

“If we are talking about In Lak’ech (i.e., You are my other me) we have to negotiate again the question of what labor is. Because right now...work is difficult because it is exploited, but the work itself, the human being, does not have to be exploited. Work can be something beautiful, something that gives us life, something that helps the community and the society when it is not exploited.”

–Labor Days: Migrant and Service Community Experiences in Healdsburg, Community Participant

“A lot people in this room really talked about home ownership and being part of the community. In the late 70s and 80s...We build a lot of sweat equity homes. Where people were proud of their work, after work, and on the weekends and visualize their future being built one step at a time, one board at a time.”

–Labor Days: Migrant and Service Community Experiences in Healdsburg, Community Participant

In addition to the challenges posed by the vortex of low wages and high cost of housing, we also heard examples of where the interests of one sector could create opportunities in another sector to benefit residents. For example, the creation of sweat equity homes came up in various encuentros as an opportunity for interest convergence. Sweat equity homes refer to a community partnership where the community partners with future homeowners to build an affordable home.

Another example of interest convergence was between the labor and environmental sectors. A panelist participant brought up the example of a partnership in the Russian River where labor workers were paid higher wages to dig up highly flammable trees, thus creating job opportunities for workers while addressing environmental concerns specific to Sonoma County. Similarly, the issue of disaster pay was brought up as an opportunity to pay workers on the front lines to be compensated for working through natural disasters or to be compensated when they cannot work. The labor conversations were challenging, but they revealed the nature of the wounds experienced by Healdsburgers.

- We recommend that the city of Healdsburg focus on creating interest convergence opportunities where the city staff partners with residents to address local issues collectively.
- We recommend that the city of Healdsburg create housing equity opportunities where the city can partner with future homeowners to build their own homes through sweat equity projects.
- We recommend that the city of Healdsburg partners with a Latine based organization such as Corazón Healdsburg and its clients to commission a muralist that can paint the experiences of laborers in Healdsburg (see example below; artist info found here). While artistic representation does not solve the issues experienced by laborers, it does create visibility and recognition of the hard work and value that the laborers bring to Healdsburg.



Labor Days - Celebrations of Workers

The need to celebrate the laborers of Healdsburg was a passionate sentiment generated from the Youth Encuentro. Healdsburg youth specifically asserted that farm workers and hospitality workers were not recognized for their labor, and that the city of Healdsburg has many celebrations, but none for those who contribute to such a vital part of the economic lifeblood of Healdsburg. Thus, we recommend that the City of Healdsburg add seasonal celebrations for different labor groups who are often overlooked and unrecognized. These celebrations can also dovetail with our recommendations for seasonal job fairs, suggestions that were generated from our Labor Encuentro and focus groups.

Eliminating Silos

A high priority area for the city to lead in terms of DEI work is toward addressing and eliminating the silos that have naturally developed over time with organizations and community groups who have a natural affinity and relationship with many of the DEI recommendations that follow in this report. Healdsburg is a small town and we believe that should work to its advantage by looping together groups who have a connection to specific DEI goals that will be generated from this report. A strategic effort to increase fluidity and cohesion between groups such as the rotary clubs, local schools, youth development organizations, faith-based organizations, local non-profits, and businesses would increase the impact and effectiveness of the city towards their DEI goals. Like most people in our current American culture, Healdsburgers are incredibly busy with work, family life, volunteering, and more. However, we believe that focused meetings that highlight the intersection between Healdsburg community serving groups and specific DEI goals will be appreciated by those groups. The city may even consider ways to incentivize groups in coming together in order to increase collaboration and participation.

Our attempt to work with youth of HUSD in regards to this DEI project was unsuccessful and illustrated the difficulty in breaking through the barriers of institutional silos. There was a willingness to meet and discuss such collaborations, but it was difficult to put into place new ways of being and relating to one another in the short time that we had to do so. The traditional roles, responsibilities, and expectations seemed to be too much to overcome, which returned us back to the status quo and silos.

We also saw a lack of consistent collaboration and participation from schools throughout the Encuentro process, regardless of the outreach and interconnectedness of the content of the Encuentro with the educational goals, mission, and vision of the institutions.

Outreach and Increasing Democratization

Building off the idea of increased communication and collaboration toward specific DEI goals, we also recommend a targeted effort to increase outreach and democratization toward DEI goals. City Council meetings and committee structures are traditional methods for civic engagement, however, new methods are required for an ever evolving community.

Our first Community Encuentro was a cafecito format that we held for the Spanish speaking community of Healdsburg. Due to the successful methods utilized and authentic relationship forged by Corazón Healdsburg staff, our cafecito was the best attended Community Encuentro by far. In addition, the benefits of the cafecito were seen later during Phase 2 of our time in Healdsburg as the Spanish speaking Latine community consistently participated in our Equity Encuentros. It is evident to our team that the alternate community forum space that we help

create in partnership with the city of Healdsburg and Corazón Healdsburg has potential of increasing democratic participation that could lead to more authentic and impactful solutions for achieving DEI goals, as well as being responsive to community needs as they evolve.

We would also recommend working collaboratively with local schools to replicate the cafecito model, especially during morning drop off or early dismissals. Our encuentros did not attract many parents of young children outside of the Latine community. However, in conversations with Healdsburg Unified School District and The Healdsburg School personnel, we believe that community outreach towards DEI goals at schools would be received well with the partnership of educational institutions. We also believe that cafecitos could be replicated at the Healdsburg Senior Center to increase accessibility and civic engagement for seniors.

Abandoning Hierarchical Relationships for Collaborative Approaches

We have been encouraged by the DEI actions implemented by the city of Healdsburg over the past year. This illustrates that there is tremendous potential to transform how the city staff and leadership can best meet the needs of Healdsburg residents. To that end, we recommend a commitment to work more collaboratively in all aspects of city work.

Although flow charts of leadership and work structures exist to help organizations function, hierarchical relationships and culture stand in direct opposition to equity and inclusion. During our time working with different parts of the city and community, we heard city council members say that the city staff work for them. We have seen evidence from the survey that we administered to city personnel that there are significant equity gaps in

how employees feel appreciated for additional labor for DEI purposes, as well as an opportunity to increase sentiments of safety to express their opinions about DEI issues in the workplace. Employees perceive a disconnect between city leadership and the rest of the workforce as it pertains to DEI. There is a feeling that the city's efforts in this realm are very top down and the ordinary employee is not considered or included.

In order to be a driving force to make Healdsburg a model community in terms of diversity, equity, and inclusion, we feel that investing in building a collaborative and transparent culture is essential. Thus, we recommend hiring external consultants who can lead in that work for all city staff and city council members alike.



The Tree Trunk & Lower Branches

Creating and Strengthening DEI Structures and Practices in Healdsburg

Simultaneously to nurturing and cultivating the soil of equity in Healdsburg, it is critical that structures and practices be put into place by the city in order to achieve the aspirational goals of a community that values one another. As stated earlier, there are significant gaps in how the city has functioned that must be addressed by using an equity lens. We were also able to recognize the work that has already begun towards being more in-

clusive civil servants for the residents of Healdsburg. City employees themselves recognize that DEI issues and barriers exist and are eager to address them in order to be more impactful for all members of the community.

In this section, we outline the path forward in creating structural change that will help Healdsburg elevate towards its lofty goals as a community where everyone belongs.



The Creation of City of Healdsburg Staff Positions

For Healdsburg to commit to its values, a Director of Equity and Community Outreach (DECO) along with a specific budget for DEI priorities and goals will be essential, as well as the establishment of a Multicultural Center with staff. The city has relied on external partnerships such as Corazón Healdsburg, as well as other non-profit organizations, as a stop gap measure when working with specific populations in the community. Throughout our work in the community the past year, we consistently heard a conflation and confusion coming from Latine residents regarding Corazón Healdsburg. When asked about city events or services that they participated in or found helpful for their family, Latine residents named events and services that were established or provided by Corazón Healdsburg. A similar conflation happened during our Equity Encuentros. Some residents thought we were city employees when they interacted with us during the events.

We saw extensive examples of how the Corazón staff effectively and authentically built trusting relationships with the Latine community through direct outreach, being able to speak Spanish, and a keen cultural understanding of those whom they serve. The positive impact on the lives of many Latine families by Corazón Healdsburg is a model for how the city of Healdsburg could move forward in providing services for a rising demographic in the city and region.

Thus, it is critical to establish permanent staff positions and a physical center that is designed to cultivate authentic relationships with Healdsburg residents who have felt alienated or disengaged from interacting with city personnel who are there to serve them. Hiring staff with qualifications and sensibilities such as the Corazón staff can help the city of Healdsburg have a more direct understanding of the pulse of the Latine community. In addition, hiring Latine/bilingual/bicultural staff can align communication between the city of Healdsburg and its under-represented sectors, help disseminate information, and help diversify city staff. Finally, when thinking about hiring bilingual and bicultural staff, it is important to create “cluster hires” (4-5 simultaneous hires) so that new bilingual/bicultural staff feel supported and encouraged to enact the recommendations in this report.



Director of Equity and Community Outreach

The Director of Equity and Community Outreach (DECO) will serve a dual role that will address both internal DEI issues and goals for city of Healdsburg employees and external community outreach. It was apparent from the data that city of Healdsburg employees desire training (see below) when it comes to DEI issues. The DECO will oversee the prioritization and implementation of training for staff. In addition, there is a need to establish DEI initiatives and goals in collaboration with all departments in order for equity gaps to be identified and addressed with intentionality.

The DECO will also need to develop a plan for recruitment and retention of staff that mirrors the diversity of the community and region. This includes creating new hiring criteria that reflects lived experience in Healdsburg and working with the diverse racial, ethnic, and vast socioeconomic range found within Healdsburg. In addition, the DECO will oversee the creation of taskforces that includes members of the Healdsburg City Council, relevant city personnel, and community members to establish equity criteria for new businesses to Healdsburg, as well as an additional task force for establishing DEI criteria for naming and dedication of future city projects that reflect the historical impact and representation of community members who have been systemically underrepresented.

We imagine that this new position can work closely with the Sonoma County Director of Equity to ensure fidelity and alignment with DEI county policies and emerging issues that impact Healdsburg residents.

Center for Multicultural Services and Staff

In order to have a more effective and efficient way of communicating with the large Spanish speaking community in Healdsburg, and other emerging cultures and languages, we believe the city of Healdsburg should develop a multicultural center that is housed within the Community Services/Parks and Recreation department. During our time speaking with community members, communication in Spanish about local events and services provided by the city was consistently shared as a need for many Healdsburg families. We also consistently heard the need for a common calendar of different local organizations for events in the city during our Community Encuentros. Although we are aware the city of Healdsburg does have such a calendar, the issue is more about how that information is shared with the community. The creation of a multicultural center with a director and staff, will be a clear signal to the community where events, activities, and information exist in multiple languages.

We also recommend that the director and staff of the

multicultural center be bilingual in English and Spanish as a starting point with the potential of adding other cultural and linguistic representation as the center and the community evolves. The multicultural center does not necessarily need to be in its own building at the start, however, we would encourage it to be housed in space that is easy to access for residents who would utilize the services provided. We would also recommend that transportation be provided for those who may have accessibility issues. In addition, we recommend that the Center for Multicultural Services dedicate a family space where young people and their families can buy affordable food and clothes. We have found that this is not necessarily the case, we believe the multicultural center would be a clear action by the city to address the misinformation, misperceptions, and miscommunication. In essence, it could be a clearinghouse space for information, while simultaneously being a collaborative space for planning across systems and organizations within the community.



Center for Multicultural Services Director

The Corazón Healdsburg staff has proven to have a model for how to engage and serve the growing Latine population in Healdsburg, and we believe that the existing partnership that the city has with this organization will support the development of the center, director, and staff. We also suggest some specific equity targets and priorities for the center staff beyond connecting with Healdsburg residents regarding services, events, and activities. Parents in HUSD have been effusive in their praise towards the community outreach coordinators, and we believe that the city could tap into something similar in order to authentically connect with young families, especially Latine families and other community members of color.

The multicultural services director should have the responsibility and task to organize non-profit organizations, organizations that provide services to youth, families, and the elderly who work and serve Healdsburg residents. There are many different groups working with families, youth, and the elderly but there is no centralized space for information to be gathered and shared beyond online or social media. Thus, there is a perception that there is no coordination between organizations and the city, and although we

City Staff/Employees

“I wish this wasn’t just a report that the city was doing to check the box because the work you did to get people there [encuentros] seemed genuine but the city didn’t seem genuine.”

– City of Healdsburg Employee, Interview

“I grew up in Healdsburg and I’m brown so I know I can’t be myself 100 percent or I won’t get promoted.”

– City of Healdsburg Employee, Interview

During phase one of our efforts a survey was administered to city staff. Initial findings from the survey were presented to the Mayor and Council during the December 5, 2022 council meeting. There we highlighted several themes that emerged as a result of initial analysis of survey findings. During the final phase of the study we also reached out to staff members that indicated that they would be amenable to a potential interview and/or focus group with ALLP as part of the DEI initiative. These interviews were meant to round out context and supplement the information gathered in our baseline survey. It is of note that while there were several employees that indicated a potential willingness to participate in an interview when filling out the survey only three staff members actually sat down for interviews. Multiple efforts were made to engage them with city management sending out multiple emails on our behalf. In addition, personal follow-up emails were sent to all those who indicated interest. It became apparent very soon that employees were concerned about the potential consequences of their participation in the study.

While the survey provided more evident anonymity a one-on-one interview felt much more exposing to them. Two of the three participants were home for their interview with one of them atesting that they had gone home for their interview because of a fear of retaliation for their involvement.

Several issues became clear themes of the interviews. First, as with the survey, issues around Spanish language translation were revealed. The city of Healdsburg provides a stipend to those employees that can sit for and pass a Spanish assessment. Howev-

er, not all employees receiving the stipend get relied upon for their services equally. There is variability in the abilities of the individuals that can pass the assessment, and while some can navigate a conversation with a resident seeking services, they are not able to read or write. Therefore, when there is a need for a document translation not all employees receiving the stipend get this extra workload. One of the interviewees shared that there is an employee in another department that they can “call 24/7” to help with translations. This individual does not work in their department, yet they care deeply about the work carried out by the interviewee. This employee probably receives the bilingual stipend offered to employees, however, they are receiving more requests for assistance than other employees who also receive the stipend creating inequity in the very system meant to create equity. All three employees expressed various levels of optimism that this effort would bring about meaningful change. One respondent stated that they were optimistic that the community had pushed for these efforts and that they appreciated the current window of opportunity but that they were concerned that “... not taking advantage of the opportunity of this moment will cause it to pass and then nothing come of it” another respondent was much more skeptical stating “I don’t have faith...I think they’ll shelve it [the report].” Finally, employees were happy that this effort was born from the bottom up. Two of the three expressed gratitude for organizations like Corazón Healdsburg for pushing the city in a direction where an effort like this would be possible. They expressed feeling supported as city employees and felt that they personally benefited from Corazón’s advocacy in the broader community.

DEI Training for City Staff/Employees

The survey showed that a potential meaningful way to get employees more involved in DEI and increase understanding is through training and other professional development opportunities. According to the survey, city of Healdsburg employees are interested in all of the training categories presented to them in the survey, these include; “age equity in the workplace,” “class equity in the workplace,” “(dis)ability equity in the workplace,” “gender equity in the workplace,” “race equity in the workplace,” “ethnic/cultural equity in the workplace,” and “implicit bias in the workplace.” However, “race equity in the workplace,” “ethnic/cultural equity in the workplace,” and “implicit bias training” received an overwhelming majority of the interest from employees. There was a subset of employees that were not interested in DEI training. This subset constituted a minority of respondents and there is a potential that the answer is tied to the time component referenced previously. In order to address this issue, the city might implement incentives for completing training and incorporate it into the potential for growth and promotion structure.

The interviews also highlighted training and professional development as a potential opportunity. One employee suggested that training would be welcome but that everyone had to be included. It was their view that training is useless if the city will only include directors and middle management and not individuals working in jobs like maintenance and other lower-level jobs.

Recommendations:

1. We recommend that the city of Healdsburg provide staff with quarterly DEI related training.
2. We recommend that the city of Healdsburg provide monetary incentives (stipend) for employees who attend DEI related training.
3. We recommend that the city of Healdsburg incorporate DEI training into the potential for growth and promotion structure.
4. We recommend that the city of Healdsburg provide additional stipends to employees who are repeatedly tasked with translating documents and other materials for the city.

City Staff Hiring Practices

The survey, interviews, and community input highlighted several potential strategies that the city could implement to be more inclusive in their hiring practices within City Hall. DEI is an important consideration when it comes to service delivery and policy decisions that are made at all levels. They are also critical to recruiting, retaining and engaging an effective local workforce.

Recommendations:

1. We recommend that the city of Healdsburg take into account experiential learning (lived experience) as valuable in hiring practices.
2. We recommend that the city of Healdsburg work to remove barriers to entry into their workforce for historically marginalized groups (e.g. provide virtual interviews, remote working opportunities, create partnerships with local community colleges to recruit your workforce).
3. We recommend that the city of Healdsburg support and encourage the formation of affinity groups within their workforce.
4. We recommend that the city of Healdsburg support employee leaders and other residents of color need to be supported through cluster hires so that they are not working in cultural isolation.

Mentoring Programs for Youth

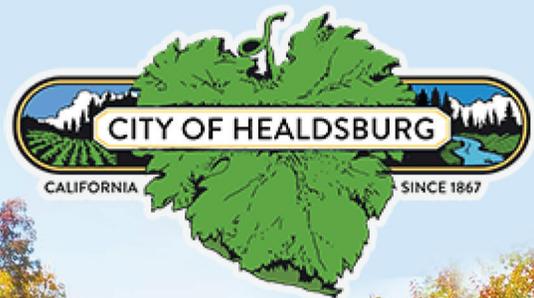
“We need to get a mentor program going. We really need to connect people with our lower income minorities even upper income. We need to mentor our youth to know what is possible...If you look who we attract here it’s because we are a good city and we have good services. If we can just attach that to our youth...This is something we can do.” -

-Is the Dream Alive in Healdsburg? Contemporary and Historical Experiences of the African American Community in Healdsburg, Community Participant.

We recommend that the City of Healdsburg invest further towards a mentoring partnership between the city of Healdsburg, the business community, and Healdsburg Unified School District. The mentorship program can help young people demystify what it takes to be a small business owner or hold a city position for example. Here is another interest convergence opportunity. The city of Healdsburg could benefit from increasing its bilingual personnel in all the various city sectors. Mentoring young bilingual candidates into a mentorship program would tap into the rich diversity and linguistic diversity that Healdsburg already possesses. We also encourage the city to facilitate, or find outside facilitators, to engage the youth of Healdsburg regarding the type of mentoring programs that they believe would be the most beneficial to their futures.

DEI Workshops for Youth

We believe the city should continue to develop relationships with school systems and youth-oriented organizations by hosting events that will cultivate youth voice, agency, and civic engagement. The new established Director of Equity and Community Outreach will oversee the implementation and facilitation of DEI and civic engagement workshops, programming, and projects, which should include but not be limited to, local history provided by Healdsburg elders, experts in youth participatory action research, as well as diversity, equity, and inclusion. Working with local schools and youth organizations is also encouraged.



Encuentros - Community Education and Increased Democratic Participation

One of the objectives for establishing a series of Equity Encuentros was to gauge the community interest regarding issues of diversity, inclusion, and belonging. We were encouraged by the response to the five spring encuentros and believe this type of community learning to be essential in fostering Healdsburg community values. However, there were some glaring gaps that were evident regarding who attended the encuentros.

Further community learning events should continue to be sponsored by the city of Healdsburg in partnership with local organizations, schools, community groups, and businesses in order to increase the representation of European American families with young children. We also believe that participation for community learning events will increase by having the city personnel and local groups organizing, facilitating, and producing these opportunities for Healdsburg residents and neighbors rather than an external consultation firm that is not local. We also believe that this work should be consistent throughout the year and in conjunction with local holidays and celebrations, as well as intentional forums around DEI goals and other critical community issues that would benefit from more democratic

participation. Finally, these events should be streamed online as much as possible for the purposes of outreach and equity for residents and neighbors who may not be able to attend in person for a variety of reasons.

In addition to encuentros, we recommend that the city of Healdsburg provide authentic learning experiences for youth, as well as professional development learning opportunities for educators. These events should be hosted in partnership with local education and youth development organizations, and center local Indigenous, Latine, Black/African-American, Asian American/Pacific Islander elders, educators, residents, and scholars. This would include but not be limited to Healdsburg Unified School District, St. John's the Baptist Catholic School, The Healdsburg School, The Boys and Girl Club in Healdsburg, and Corazón Healdsburg. We imagine that these learning sessions could be co-constructed between city of Healdsburg personnel and the local groups.

Our recommendation is that the responsibility for organizing encuentros/community learning events be the responsibility of the director and staff for the new Center for Multicultural Services.

City of Healdsburg Personnel Recruitment and Retention

We believe that recruiting and retaining a diverse workforce for the city of Healdsburg will be buoyed by a robust and progressive DEI plan. Prioritizing and operationalizing these recommendations will contribute to creating a space where people of color feel safe, appreciated, and included. A full time Director of Equity and Community Outreach, along with establishing a Center for Multicultural Services and staff will allow Healdsburg to compete with Santa Rosa and other cities in Sonoma County who have traditionally had more linguistic, cultural, and racial diversity in their public service departments, especially at the leadership level.

Furthermore, we believe that some of our recommendations for youth such as DEI programming, mentorship, and educational programs will serve as a pathway for Healdsburg youth to find careers as city employees.

The Higher Branches & Blooms

Aspirational DEI Goals in Healdsburg

This section is focused on the long-term goals and planning that will be needed for Healdsburg to be a leader in California in regards to truly being a place where everyone belongs.

The branches and blooms of the tree are directly impacted by the foundational and structural work that is outlined earlier in this report. Fore-

casting this far out is not a science, it is aspirational.

We expect that the ideas in this section will evolve with time, community input, and shifting priorities. However, we believe that the following ideas can help shape the policies and vision for Healdsburg in five years time.



Old Town Healdsburg Arts and Cultural Center

One of our most aspirational recommendations is for the city to acquire land near or adjacent to the plaza that can be developed into a space to celebrate the small, California farm town history and values that nearly all of the people we interacted with during our DEI work, identified as a key part of what they love about living in Healdsburg.

A majority of Healdsburg residents that we spoke to throughout this process described a tension between being a city that is attractive to tourists while remaining a place that serves and centers the local residents. Furthermore, concerns were raised that the plaza area is on a trajectory that caters only to tourists given that the shops, restaurants, and other businesses are quite expensive. We believe that developing a cultural and arts center that is connected to the history and culture of Healdsburg would be a step towards bringing balance to the downtown area in terms of local and tourist activity and engagement. The Old Town Healdsburg Arts and Cultural Center could also be a permanent home for the Center for Multicultural Services if needed. We imagine that “old town” Healdsburg can be represented by rotating local farmers and farmworker vendors selling locally grown produce and other fare such as homemade tortillas, tamales, pies, cobblers, etc. Residents have voiced frustration and concerns with accessibility and inclusion within the current structure of the Healdsburg farmer’s market. Indigenous communities have expressed a desire to make and sell their artifacts given that they felt excluded and outpriced in the current farmer’s market structure. Thus, a space that is permanent where seasonal workers can have an opportunity to earn income, while promoting one of the most foundational elements of Healdsburg would be an excellent opportunity for creating a balance between what serves locals and what serves visitors.

In addition, we recommend that a space be created in the cultural and arts center that encapsulates the indigenous roots and culture of Healdsburg and other historically marginalized and racially minoritized groups, in collaboration with the Healdsburg

Museum and Historical Society. At our encuentros, the lived experiences and history of racially minoritized groups such as the Native and Indigenous, Black and African American, and Asian American communities were highlighted. Local experts and residents alike expressed that these forums were the first time that such a spotlight had been given to these groups. Furthermore, at the Indigenous Voices Encuentro, a lack of visibility and permanence in Healdsburg spaces was emphasized. This was shared by Latine community members who were consistent participants at the encuentros. A cultural and arts center that tells both the history of people of color in Healdsburg, as well as a space to emphasize the contemporary experiences is critical to the values and roots of the city. Exhibits that center the Dry Creek Pomo history, culture, and knowledge are particularly important since the city is on their original land. Educational spaces for community learning events and encuentros could also be valuable in breaking down structural barriers between different demographic groups as a part of the work for the center.

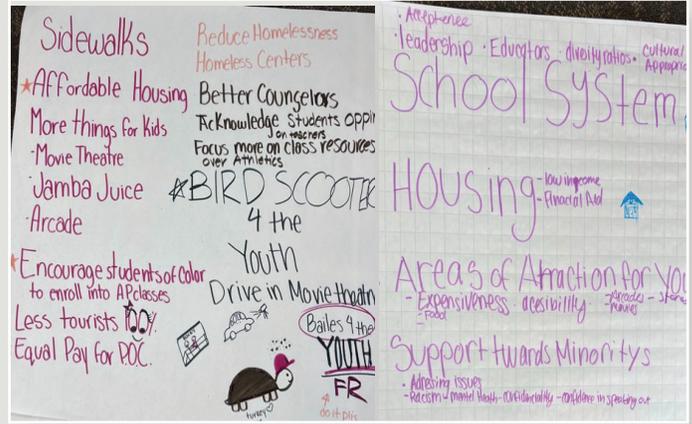
We also imagine an arts space that centers on local youth artists, as a critical component to the project. At our youth Encuentro at Healdsburg High School, local youth expressed their frustration in finding anything in the city that is accessible or engages them. The lack of affordability in terms of shopping and entertainment, not only in the plaza area, but throughout Healdsburg was an overwhelming issue. Healdsburg youth expressed the lack of affordability to do simple things like shop for clothes, buy food, enjoy an ice cream, and be a kid. Creating a vibrant art and cultural center with activities for youth would be a step towards addressing the alienation that many youth feel when walking through their hometown. Small performance and gallery spaces for shows that center youth culture could be a way to engage more youth. Local theater productions, poetry slams/readings, musical performances, graffiti art exhibitions and classes, are just a few potential ways the arts and cultural center can be used.

Investment As Opposed to Charity

There is an abundance of philanthropy in the North Bay and a spirit of giving with many folks we spoke to during our time embedded in Healdsburg. As Healdsburg becomes more authentically integrated in the future, there is a possibility to grow partnerships between businesses and the city to directly invest in city DEI priorities. This may include incentives to create a collaborative environment where skills, food, goods, and other resources can be exchanged in lieu of strictly financial donations. A robust mentorship and jobs program could be the benefit of this type of collaboration. Community bonds and relationships would also thicken by having more direct connections between city services, Healdsburg businesses, and residents.

Healdsburg Youth

It is important to make explicit that young people bring an abundance of wisdom and creative energy that if organized, can help the city identify equity gaps. Moreover, tapping into the creative expertise of young Healdsburgers can help the city “see” into the future for what is needed to help young people thrive in Healdsburg. In almost all of the poster boards we collected at our Youth Encuentro, the Housing issue was a top priority for youth. Here we see how the issues that parents are dealing with are also front and center of young people’s stressors. Yet in spite of the difficult issues that young people brought up, they produced a wealth of ideas that serve as inspiration for our recommendations.



Mentoring Programs for Youth

“We need to get a mentor program going. We really need to connect people with our lower income minorities even upper income. We need to mentor our youth to know what is possible... If you look who we attract here it’s because we are a good city, we have good services. If we can just attach that to our youth... This is something we can do.”

—Is the Dream Alive in Healdsburg? Contemporary and Historical Experiences of the African American Community in Healdsburg, Community Participant.

We recommend that the City of Healdsburg invest in a mentoring partnership between the City of Healdsburg, the business community, and Healdsburg Unified School District. The mentorship program can help young people demystify what it takes to be a small business owner or hold a city position for exam-

ple. Here is another interest convergence opportunity. The City of Healdsburg could benefit from increasing its bilingual personnel in all the various city sectors. Mentoring young bilingual candidates into a mentorship program would tap into the rich ethnic and linguistic diversity that Healdsburg has.





Activities and Sports Programs for Youth

We also recommend that the City of Healdsburg eliminate the fees for young people to participate in city sports and activities. Many students and families reported that it is cost prohibitive for more than one family member to play sports.

- We recommend that the city of Healdsburg explore partnering with local entrepreneurs to establish a movie theater that shows current movies, bowling alley, and arcade.
- We recommend that the city of Healdsburg invest in recreational fields and parks. Many youth mentioned the need to fix existing parks and the need to update infrastructure such as adding lights to parks.

Bilingual Community School

Youth wellness is of critical importance to any thriving community. During our time embedded in the community, we heard youth, parents, and community members share with us aspirations for how to better serve the youth and families of Healdsburg. For example, the need for a dual immersion bilingual (or multilingual) school that honors the linguistic diversity of Healdsburg was a common theme in many of our encuentros. We also heard how important it is for the organizations who serve youth to come together in order to share information, plan, and collaborate with one another in a way that is intentional, strategic, and maximizes the resources, gifts, and talents in the community.

We recommend that the city of Healdsburg create a partnership with HUSD to promote the creation of a dual immersion multilingual community school. Community schools have been utilized throughout the nation as impactful ways to address specific needs for youth and families. According to

Dr. Pedro Noguera (2016),

Each community school partnership is a network of school faculty and staff, parents, and organizations within the community, working together to assess and respond to the various needs of the school's students through social services, physical and mental health services, extended-day educational services and adult education programs.

Community schools are not bound by the traditional school day parameters, and can be spaces for whole family learning, job training, and mentorship programs that can be directly aligned with the DEI goals of the city and our earlier recommendations. With decreasing student enrollment figures in small towns in north Sonoma County, reimagining how school sites can serve the entire community beyond the weekday time window of 8am-4pm could be a key development for transforming Healdsburg into a more equitable city.

Some areas that can be addressed with a community school approach include:

- Parent Advocacy Groups
- Youth Advocacy Groups
- Establishing a Bilingual/Multilingual Culture in Healdsburg
- Indigenous Language Support
- Indigenous Language Teaching
- Indigenous Workshops (we recognized a strong indigenous artisan community)
- Bicultural/Bilingual Programming
- Community Asset Sharing between various demographic groups in Healdsburg
- Arts Programming (e.g. Ballet Folklorico, Mariachi, Indigenous Dancing)
- Hub for Community Collaborations

While the creation of a dual immersion community school may, on the surface, seem outside the scope of a city's duties, the creation of dual immersion bilingual school is central to the city's DEI initiatives and overall cultural wellness. Here is another example of interest convergence. The city of Healdsburg needs culturally responsive bilingual teachers and leaders to help address the growing demographic shifts and DEI aspirations within Healdsburg. The city of Healdsburg is fortunate to have a large demographic of Latine bilingual youth with the linguistic and cultural assets needed to help the city thrive. Healdsburg's aspirational goals depend on its capacity to invest in the cultural wealth of its youth and community. Achieving this aspiration will not be easy, but we are reminded of the seventh-generation principle that asks leaders to think about how their decisions today will affect communities seven generations into the future. We recommend City officials partner with Healdsburg Unified School District and other lo-

cal educational institutions to create and sustain a formidable conversation around dual language immersion until a dual language school comes to fruition.

Creating a multilingual community school could alter how Healdsburg interacts and supports immigrant families and diverse languages. Bilingual schools create an atmosphere where the language and, thus, the culture of immigrant families are honored and valued. In a dual immersion language immersion program, the cultural gifts that immigrant families bring hold status and are indispensable traits for survival, cultural brokering, and learning an additional language for English-speaking and non-English-speaking children. Creating a dual immersion school can also help create and amplify the dignity factors described earlier in this report. A dual immersion school can support the city's DEI efforts by providing culturally relevant programming and dignity-reifying projects needed in Healdsburg.

Youth Advisory Board for the City Council and City Staff

The city of Healdsburg should establish a Youth Advisory Council that will meet regularly with the Healdsburg City Council and the city managers in regard to DEI issues. The Director of Equity and Community Outreach will work in collaboration with Healdsburg Unified School District, The Healdsburg School, and St. John's the Baptist School to create criteria for youth applications and appointments. This could include, but not be limited to participation in DEI workshops and civic engagement projects hosted by the city.

Conclusion

“Authentic help means that all who are involved help each other mutually, growing together in the common effort to understand the reality which they seek to transform. Only through such praxis — in which those who help and those who are being helped help each other simultaneously — can the act of helping become free from the distortion in which the helper dominates the helped (Freire, 2016, p.3).”

We have been honored to work in the Healdsburg community for the past year. These recommendations have been a process of co-construction that has blended our experience and expertise with the wisdom and lived experiences of so many wonderful people in the greater Healdsburg community. We see much potential for Healdsburg to become a place that does not simply tolerate the many forms of diverse people, cultures, and identities that make up the individuals that work in live the city, but becomes a community that has genuine respect, interest, and compassion for all the uniqueness that makes it such a special place for so many people. We have outlined a plan that begins with shared California farm town values and challenges the city to live up to those values. In order for any of these recommendations to work, it is critical that the city of Healdsburg be committed to transparency and authenticity in how issues and services are communicated, debated, and reconciled.

We have heard enthusiasm toward the work we have done in community with the various groups and people whom we have collaborated with the past year in Healdsburg. However, as we have come to the conclusion of this project, we have also heard doubt, skepticism, and cynicism from generational Healdsburg residents that anything will change. These feelings are well earned by generations of alienation, marginalization, and lack of visibility and representation.

There is still a shadow of fear and chill that envelops Healdsburgers to speak frankly about inequities, segregation, discrimination, and race. We have heard stories from residents of color who have encountered retaliation and alienation in the workplace for speaking freely on these issues. We understand this intimately, since our own interactions and experiences during this process have unearthed unease, discomfort, and microaggressions toward DEI work in contemporary Healdsburg.

In order to truly transform Healdsburg, the initial steps that we have outlined in this report are fundamental. Bold leadership is required for Healdsburg to reconcile with its past and embrace the inequities and inequalities of the present. Critical self-reflection and humility are essential. This includes trusting those in the community to lead in ways where current and traditional leadership have fallen short and bringing segments of the community together in a consistent and intentional way that allow the community and cultural wealth of Healdsburg to flourish. Like most towns, cities, and communities throughout the United States, Healdsburg needs to heal together and build trust to live up to its own aspirations. We sincerely hope that work is shared amongst all the people, and that the difficult process of cultivating the soil and roots of Healdsburg leads to the strong structure, and beautiful blossoms for the seven generations to follow.



References

Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. *Human relations*, 61(8), 1139-1160.

Davis, A.M. (2026, April). Dignity is the Bedrock for Workplace Belonging. *Stanford Social Innovation Review*.
https://ssir.org/articles/entry/dignity_is_the_bedrock_for_workplace_belonging#

Duncan-Andrade, J. M. (2022). Equality or equity: Toward a model of community-responsive education. Harvard Education Press.

Freire, P. (2016). *Pedagogy in process: The letters to Guinea-Bissau*. New York: Bloomsbury.

Morgan Mural Studios (2023, June). Mural Celebrating the Farmworkers of Napa Valley. <https://morganmurals.com/mural/grape-pickers-of-napa-valley-mural/>

Organizing Engagement. (2023, July 7, 2023). Dignity. Engagement. <https://organizingengagement.org/principles/dignity/>

DEI Recommendations

Youth



These recommendations are connected to DEI experiences centered on youth.

Recommendation item	Priority Level	Action
DEI Educational Experiences	Short Term	The city of Healdsburg will organize educational events for local youth, in collaboration with educational institutions and youth organizations in Healdsburg, to learn about the diverse history of people of color in Healdsburg from community elders and other local elders who have been gifted with that history and/or lived experiences.
Youth Mentoring Program	Mid Term	We recommend that the City of Healdsburg invest further towards a mentoring partnership between the City of Healdsburg, the business community, and Healdsburg Unified School District. The mentorship program can help young people demystify what it takes to be a small business owner or hold a city position for example. We also encourage the city to work with local youth to discover the type of mentoring program that is most desired.
DEI Workshops for Youth	Mid Term	The city should provide youth workshops and events that are aligned to the DEI goals of the city in order to increase civic engagement and participation.
Eliminating Fees for Youth Activities and Sports	Long Term	The City of Healdsburg should eliminate the fees for young people to participate in city sports and activities. Many students and families reported that it is not affordable to pay for more than one family member to play sports.
Youth Advisory Board for the City Council and City Staff	Long Term	The City of Healdsburg should establish a Youth Advisory Council that will meet regularly with the Healdsburg City Council and the city managers in regard to DEI issues. The Director of Equity and Community Outreach will work in collaboration with Healdsburg Unified School District, The Healdsburg School, and St. John's the Baptist School to create criteria for youth applications and appointments.
Task Force for Bilingual School	Long Term	The city of Healdsburg should create a task force with the local school district to promote the need for a Bilingual School. The Healdsburg community needs bilingual teachers, workers, and leaders. A bilingual school would create capacity for that vision to be a reality.
Youth Programming at Healdsburg Arts and Cultural Center	Long Term	After the creation of the Healdsburg Arts and Cultural Center (see Labor and Community Recommendations for description), the city of Healdsburg can provide youth programming such as youth theater productions, art shows, dance performances, graffiti art shows, poetry slams, and other youth cultural events.

DEI Recommendations

Labor & Community



These recommendations center laborers, workers, and community DEI issues.

Recommendation item	Priority Level	Action
Labor Days	Short Term	Create seasonal events at the plaza that honor specific laborers who have historically been invisibilized, such as farmworkers, hospitality workers, hotel workers, home service industry workers, etc.
Seasonal Job Fairs and Forums	Short Term	Collaborate with the Healdsburg Chamber of Commerce and its members to create job fairs and forums for seasonal workers. City sponsored job fairs and forums would create local opportunities to: demystify seasonal jobs, offer training and network, discuss union jobs, provide safety protocols, disseminate job information, connect skill sets to opportunities, discuss labor issues.
Encuentros & Cafecitos	Short Term	Increase democratic participation and civic engagement by continuing the community learning opportunities established in our Equity Encuentros. Continue intentional and targeted listening sessions such as cafecitos at schools, the senior center, places of worship, and other community spaces. The responsibility of organizing and producing encuentros should fall to the new Multicultural Director and Staff. Until those positions are established, the Parks and Recreation department in conjunction with local organizations could be the responsible parties.
Professional Development for Educators	Short Term	The City of Healdsburg will organize professional development events for local educators, in collaboration with educational institutions in Healdsburg, to learn about the diverse history of people of color in Healdsburg from community elders and other local elders who have been gifted with that history and/or lived experiences.
Investment in City Parks Facilities	Short Term	We recommend that the City of Healdsburg invest in recreational fields and parks. Many of the students mentioned the need to fix existing parks and to add lights to parks.
Encuentros	Short Term & Mid Term	Further community learning events should continue to be sponsored by the city of Healdsburg in partnership with local organizations, schools, community groups, and businesses in order to increase the diversity of representation.
Eliminating Silos Between Key Organizations	Mid-Term	Establish regular common interest group meetings with key organizations and institutions that are aligned with DEI goals and priorities.
City Manager and HUSD Leadership	Short Term & Mid Term	The Healdsburg City Manager and Healdsburg Unified School District Superintendent should meet monthly to discuss common interests and build partnerships for the future.
Interest Convergence Strategy with Healdsburg Community	Mid-Term	We recommend that the city of Healdsburg focus on creating interest convergence opportunities where the city staff partners with residents to address local issues collectively.
City Commissioned Art and Murals	Mid-Term	We recommend that the city of Healdsburg, in collaboration with local affinity groups (e.g., Dry Creek Pomo and Corazon Healdsburg), partner together to create murals that honors the history of indigenous people and the experiences of laborers in Healdsburg.
Establishing Family and Youth Centered facilities	Mid-Term	We recommend that the city of Healdsburg explore partnering with local entrepreneurs to establish a movie theater that shows current movies, a bowling alley, and an arcade.

DEI Recommendations

Labor & Community



These recommendations center laborers, workers, and community DEI issues.

Recommendation item	Priority Level	Action
Old Town Healdsburg Arts and Cultural Center	Long Term	<ul style="list-style-type: none"> The city of Healdsburg should establish an old town arts and cultural center that represents the story of the land and the original stewards of the land, the Dry Creek Pomo. The cultural center should be home to the communities that have helped build Healdsburg, yet have lacked representation and visibility. Specifically, we believe this should be a place that illustrates the diverse history and contemporary lives of local tribes, as well as the Latine, Black/African-American, Asian-American/Pacific Islanders, and other minoritized, racialized, and marginalized communities. “Old Town” Healdsburg can be represented by rotating local farmers and farmworker vendors selling locally grown produce and other fare such as homemade tortillas, tamales, pies, cobblers, etc. We also recommend establishing an arts space that centers on local youth artists, as a critical component to the project. Creating a vibrant art and cultural center with activities for youth would be a step towards addressing the alienation that many youth feel when walking through their hometown. Small performance and gallery spaces for shows that center youth culture could be a way to engage more youth. Local theater productions, poetry slams/readings, musical performances, graffiti art exhibitions and classes, are just a few potential ways the arts and cultural center can be used.
Local Investment Strategy	Long Term	Healdsburg should consider the possibility of growing partnerships between businesses and the city to directly invest in city DEI priorities. This may include incentives to create a collaborative environment where skills, food, goods, and other resources can be exchanged in lieu of strictly financial donations.

DEI Recommendations

City Staff



These recommendations center city staff, personnel, and structures.

Recommendation item	Priority Level	Action
Eliminate Hierarchical Working Relationships	Short Term	Invest in building a collaborative and transparent culture. We recommend hiring external consultants who can lead in that work for all city staff and city council members alike.
Mission Statement	Short Term	Create a mission statement that clearly articulates how the values of diversity, equity, and inclusion are central to the core values of the Healdsburg community. The mission statement should address local concerns found in this report such as housing and labor inclusivity, including issues of dignity.
Bilingual Stipend	Short Term	We recommend that the city of Healdsburg provide additional stipends to employees who are repeatedly tasked with translating documents and other materials for the city.
DEI Training	Short Term	We recommend that the city of Healdsburg provide staff with quarterly DEI related training.
Training Stipends	Short Term	We recommend that the City of Healdsburg provide monetary incentives (stipend) for employees who attend DEI related training.
Promotion	Short Term	We recommend that the city of Healdsburg incorporate DEI training into the potential for growth and promotion structure.
Director of Equity and Community Outreach	Mid-Term	Create a director position inside the city of Healdsburg that focuses on the internal work of ensuring more equitable practices within city departments, as well as focusing on creating more authentic opportunities for civic engagement and access to services for BIPOC communities and other groups who have been traditionally alienated and marginalized. This new position should also include a budget for city of Healdsburg staff training, equity events, and other essential resources required to meet DEI goals established by the city council and city leadership.
Center for Multicultural Services and Staff	Mid-Term	Establish a multicultural center, housed within the Community Services/Parks and Recreation department, with a director and staff bilingual in Spanish and English. The multicultural center will be a central hub for community events, activities, and information to be provided in multiple languages.
Center for Multicultural Services Director	Mid-Term	<ul style="list-style-type: none"> The director of multicultural services will establish DEI priorities and equity targets for the center with the Director of Community Services and Director of Equity and Community Outreach. They will oversee the staff of the center and establish DEI training for their staff that aligns with the goals of the center. The director will also coordinate and facilitate meetings with non-profit organizations, youth organizations, families, and the elderly who work and serve Healdsburg residents to establish alignment in terms of services provided and DEI goals.
Affinity Groups	Short Term	We recommend that the city of Healdsburg support and encourage the formation of affinity groups within their workforce.
Lived Experience in Hiring/Promotion	Mid-Term	We recommend that the city of Healdsburg take into account experiential learning (lived experience) as valuable in hiring practices.
Removing Barriers for Entrance to City Workforce	Mid-Term	We recommend that the city of Healdsburg work to remove barriers to entry into their workforce for historically marginalized groups (e.g. provide virtual interviews, remote working opportunities, create partnerships with local community colleges to recruit your workforce).
Cluster Hires	Mid-Term	We recommend that the city of Healdsburg support employee leaders and other residents of color through cluster hires (4-5 simultaneous hires) so that they are not working in cultural isolation.

DEI Recommendations

Housing

These recommendations center housing issues in Healdsburg.



Recommendation item	Priority Level	Action
In-Office Administration Housing Assistance	Short Term	We recommend that the city of Healdsburg increase their ability to help the monolingual Spanish speaking community with administrative processes related to housing. For example, provide assistance to apply for housing assistance programs like tenant-based voucher programs, etc.
Shared Housing Models	Short Term	We recommend that the city of Healdsburg explore the potential of shared housing models. For example, by promoting a program where elderly homeowners in the community can share their home with a young professional working in Healdsburg. They would share utilities, food expenses, and the younger person would help the elderly person with transportation and other needs.
Expansion of Housing Department	Mid-Term	We recommend that the city of Healdsburg expand the staff in their Housing department in order to accommodate these recommendations with special focus on recruiting additional Spanish speaking staff.
Repeal of Growth Management Ordinance	Mid-Term	We recommend that the city of Healdsburg expand the staff in their Housing department in order to accommodate these recommendations with special focus on recruiting additional Spanish speaking staff.
Farmworker Housing	Mid-Term	We recommend that the city of Healdsburg support the building of additional units of housing meant to house agricultural workers as part of their affordable housing strategy. If the housing is to be city owned and operated, the city should apply for state funding through project-based programs such as the Joe Serna, Jr. Farmworker Housing Grant (FWHG) program which provides financing for farmworker housing.
Community Land Trust	Mid-Term	We recommend that the city of Healdsburg promote affordable rent and homeownership through community land trusts. This strategy can assist individuals at all levels of the income scale. It can help young professionals access entry level homeownership opportunities to purchase townhomes, duplexes, fourplexes, and other such building types. In addition, affordable multi-family housing can also be provided.
Substandard Housing Code Enforcement Displacement	Mid-Term	We recommend that the city of Healdsburg continue to protect individuals from substandard housing by enforcing codes. However, we suggest that the city invest in providing assistance to individuals displaced through these enforcement actions to other units at similar price point and place.
Employer Provided Farmworker Housing	Long-Term	We recommend that the city of Healdsburg encourage employer owned and provided housing. The city should assist the agricultural employers with the process of permitting and certifying their units with the appropriate state agency.
Sweat Equity/Mutual Aid Housing	Long-Term	We recommend that the city of Healdsburg work with the community to identify potential sources of funding for a sweat equity program. This could include the Mutual Self-Help Housing Technical Assistance Grant program which identifies Healdsburg as an eligible rural site. According to the agency, the program “[p]rovides grants to qualified organizations to help them carry out local self-help housing construction projects. Grant recipients supervise groups of very-low- and low-income individuals and families as they construct their own homes in rural areas. The group members provide most of the construction labor on each other’s homes, with technical assistance from the organization overseeing the project” (US Department of Agriculture, n.d.). While the cost of land in a constrained market like California can make such programs cost prohibitive, we encourage the city to seek agricultural partners who may be amenable to donating land within (or outside) city jurisdiction for labor force housing. We contend that if the land is within Sonoma County the city could partner with them to make the program happen as it is still well within Healdsburg’s sphere of influence.