

STRATEGIC PLANNING EMPLOYEE SESSION

FLIPCHART TRANSCRIPTION

October 4, 2013

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Trends:

Lack of funding – expectations vs resources

Narrowness of industry; infrastructure

Aging demographic

Housing cost and supply – no middle

Growth in Latino population

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Trends:

Aging population – fulfilling needs

Lack of young families

Move to technology

Finances

Affordable housing

Expectations:

Better understanding of each department. What does everyone do?

What is strategic planning?

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Trends:

Tourism

Hospitality

Dependency on wine industry

High expectations/low resources

Technology

Local backlash toward tourism

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Trends:

Growing public disdain toward government workers

Lack of funds

Do more with fewer resources

Greater expectations

Cost of living

Technology

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Trends:

Second residences (not Healdsburg residents)

Too many tourists

Diversity in businesses

More paperwork, less hands-on

Gentrification

Labor pool shrinking

Expectations:

Where is the City going

Share ideas

Positive outlook

All employees treated equally

What/where is the planning

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Trends:

Increase in agriculture

Impact of tourism on infrastructure

Perception of public employees by public

Tourism has changed city character

Lack of affordable services (housing/shopping)

Lack of local/American made products

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Expectations:

Decision makers listen to perspective of employees

Reasonable, feasible solutions

Defined strategies, less gray areas

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Expectations:

Ending on time

That this is not a waste of time

Good results – consensus

Knowledge

No expectations

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Expectations:

Have this group have a clear understanding of our roles and future within City of Healdsburg moving forward

Learning what others find important

Three items of focus

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Expectations:

Understanding strategic planning process and meeting

Better understanding of other departments

Goals of direction for City with details of how to accomplish

True representation of employee's views

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Strengths:

Cooperation between departments and employees

Responding to service needs of public

Communication between staff

City website and GIS system

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Strengths:

Dedicated

Customer service

Great support from public

Team support across departments

Weaknesses:

Communication

Micro-managing

Walk the walk not talk!

Customer services

Rules aren't the same across departments

Funding for technology

Can't be all things to all people

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Strengths:

Good employee cooperation

Ability to give personal touch

High work ethic

Relatively cohesive coun

Weaknesses:

Technology and lack of integration

Vertical organization

Silos/communication

Losing talent because of class and comp study

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Strengths:

Customer services

Cooperation between departments

Knowledgeable staff

Tourism as a whole

Weaknesses:

Tourism

Workflow issues

Communication between department heads and staff

Lack of knowledge of job descriptions _____

Bureaucracy

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Strengths:

Provide best serve to community

Cooperation

Compromise

Marketing

Flexibility

Motivated and willing

Weaknesses:

Resources - \$

Create revenues – get creative

Communication

Favoritism

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Strengths:

Working well with other departments

Maintaining service levels

Great employees

Working hard adaptable, flexible

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Weaknesses:

Staff without computers

Distribution of work loads, uneven

Communication

Lack of resources

Lack of structure within departments

Lack of employee recognition

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Weaknesses:

Lack of staff and resources

Lack of tools

Lack of recognition of employees, especially at staff level

Lack of leadership at City Council

Inability to recruit due to salary structure

Lack of communication with the public

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Opportunities:

Technology

Training

Networking

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Opportunities:

Technology is opportunity also

Training

Independent thinking, trust employees

Partnerships, outside agencies

Threats:

Continued negative perception

Negativity

Lack of values

Lack of diversity tax base

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Opportunities:

Embrace technology

High standard of upkeep

Educate staff, public, coun

Threats:

Business subsidies

Public perception of employees

Lack of resources

Climate change to wine industry

Over regulation and cost

Nimby

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Opportunities:

Utilize social media

Diversify shopping/retail

Paperless

Even better customer service

Better communication – management and staff

Threats:

Low morale

Loss of middle class

Public perception

Budget

Lack of diversity in retail

Lack of public trust

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Opportunities:

Training

Working together with local businesses

Employee empowerment

Use of technology

Threats:

Overspending on projects

Subsidizing

Tipping point

Outsourcing

Loss of jobs/lack of morale

Public perception

Page 24

Opportunities:

Use social media for positive information

City needs to create an identity

Educate public on how city is financed

Listen to staff on priorities (cart before horse)

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Threats:

Bullying between staff

Job security

Lack of respect between departments

Political influences on enforcement of compliance of ordinances and standards

Page 26

Threats:

People need to feel secure in their position (just want to do their job, be left alone)

Lack of staffing – trust

Morale, health, absenteeism

Other cities doing what we do but better due to more support

Not following through because of own agendas

Lack of succession planning

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Trends:

Perception of city employees

More agriculture

Second residences; impact on infrastructure

Gentrification

Growth of Latino population

More PWR – less hands-on work

Tourists

Diversity

Labor pool shrinking

Aging population

Young families

More technology

High expectation of employees with less resources

Finance; lack of funding

More transient population; homeless

Local backlash against tourism

Local/American made products

Affordable housing

More gang-related activity with less police presence

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Expectations:

Representation of employee opinions; listen to employees

Where are we going?

Share ideas

Positive outlook

All employees treated equally

What/where is planning?

Learn about each department; other departments

Not a waste of time

Reasonable, feasible solutions

Goals and objectives

City Council support needed

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Expectations:

Voice through social media

Questions at CM

League of Cities makes decisions

Salaries, _____

We need more training!

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Strengths:

Adaptable and flexible

Knowledgeable employee group

Exceptions staff

Support between departments

High level of customer service

Support from public

Communication between departments

City website

GIS system

Cooperation between departments

Relatively cohesive Council

Planning department good

___ with tourism, shopping, etc

Weaknesses:

Fear

Poor facilities in work unit

Lack of recognition of employees

Core services excuses

Red tape

Lack of funding

Some staff working without computers

Micro-managing

Communication between department heads and employees

Walk the talk better

Rules are different across departments

Unclear understanding of rules and regs of each department

Lack of tools/resources

Technology

Expectations of all things to all people

Uneven workload and distribution of resources

Lack of leadership at Council and division heads

Losing talent to competitors

Lack of structure within departments

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Opportunities:

Measure V funds – maintain high standard of upkeep

Go paperless

Embrace technology, social media, web info – use it

Training

Tap into great employee brains/knowledge

Networking

Diversify the work/economic base

Create an identity

Better customer service if had training

Educate Council

Educate the public on funding

Employee empowerment

Better communication between management and staff

Threats:

No micro-managers

Lack of security in jobs

Bullying between staff

Business subsidies

Poor morale

Community negative perception of public employees

Climate change

Over regulation

Lack of values

Employees not valued

Lack of diversity in the economy

Lack of respect between departments

Political influence on enforcement of regulations

Loss of middle class

Other cities do what we do with more resources

Supplemental sheets

Strengths:

All departments are willing to help other departments to meet the needs of the City of Healdsburg

Employees who care about doing a professional job and taking pride in their work

I feel that City management does a good job showing appreciation and acknowledgement for employees who perform well in their duties

Pleased with the Operations Manager as well as the Foreman in the public works department

My family enjoys the new Giorgi Park

I like how the public works department has a good image in the community

We have a great bunch of dedicated employees who have given up a lot over the past years. Let's do what we can to show appreciation back to them since our budget and economy have shown signs of recovery

Keep giving management training on how to be effective while keeping morale up. Have seen a good and positive turn for the better recently

The downtown area and the city parks

Public Works department management team

City employees – their dedication, skill level and performance level

The level of training that employees receive

Small town atmosphere

The programs for the local children

The City management team

Weaknesses:

Majority of money is spent in downtown area for tourism. It would be nice to see money set aside for residential infrastructure

Would like to see Badger park have a real bathroom

The sidewalk on Front Street should continue all the way to Memorial Bridge

More hands on training programs instead of classroom presentations

Public Works O&M has 17 employees and only one supervisor. There is no redundancy for purchase approvals, employee evaluations, project management, priority guidance, etc

COLAs have not happened for over 5 years

Have personally seen, including myself, people tripping on sidewalks on Matheson. My main concern here is there are a lot of elderly using these while going to the churches nearby

Internal customer service

Administrative support services

The Council sending the message to employees "they don't appreciate their hard work and dedication to the community." At least this is how it appears when staff have not seen COLA increases in 5 years

Not enough staff to construct and manage all of the operation CIP projects. The large scale projects receive all the attention

The City relationships with city businesses to keep them in the community. Building relationships not walls

City streets, buildings and infrastructure

The city sidewalks are in need of repair

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

Downtown parking – increase downtown parking and add pay parking

The City needs to add an emergency generator at the water filtration. This will lower the risk of the city running out of potable water in the event of a severe power outage

More money being spent on tourism/downtown rather than residential areas