

# CITY OF PLACERVILLE

## STRATEGIC PLAN

Adopted XXXX

### **Vision:**

We are a welcoming, active and business-friendly rural foothill community built on California's rich gold rush history.

### **Mission Statement:**

The City of Placerville shall provide a safe, efficient, effective and responsive government for the well-being of its residents, businesses, and visitors.

### **CITY VALUES**

**Sense of Community** Placerville is a working community rich in culture and diversity, with great parks and trails, and safe well-kept neighborhoods.

**Leadership** The City of Placerville is non-partisan, fiscally responsible and values honest, ethical leadership.

**Service and Quality** Dedicated to providing well planned infrastructure and high quality services to meet current and future needs.

**Business Friendly** Ardent supporter of local commerce and private property rights.

**Economic Prosperity** Seeking economic development that provides good paying jobs, and a range of housing options and community amenities that meet the needs of our citizens and visitors.

### **Strategic Goals:**

# Infrastructure

## Maintain and Improve our Infrastructure and Facilities to provide a safe community

- 1) Strategy – Public Safety Building
  - a. Identify current deficiencies and needs of the City’s Public Safety Team (Police and Fire) existing facilities and impacted operations
  - b. Scope a facility and location that will not only accommodate current needs, but will support future growth and expansion of the City and support services to those surrounding areas
  - c. Identify and secure phased funding for environmental, right of way, final design, and construction
- 2) Strategy – Broadband
  - a. Identify areas of the city with immediate need for Broadband to support businesses and public services
  - b. Prioritize and incorporate Broadband infrastructure into future CIP and development projects
  - c. Establish and expand Broadband to all businesses, services, and residents to support a localized live/work environment within the City
- 3) Strategy – Updated Technology
  - a. Upgrade existing support systems for city services that allow for a streamlined and efficient use of staff time resulting in improved customer service and experience
- 3) Strategy – Update and Maintain City Owned Infrastructure
  - a. Identify and repair and/or replace existing infrastructure (water, sewer, drainage, roadway network, and wastewater treatment) as needed to continue or improve the level of reliable service for essential City owned utilities to the community.
  - b. Continue to utilize Public Works staff to identify unknown waterline fittings in accordance with the State Water Resources Control Board timeline and incorporate known potential fittings into CIP projects for prioritized replacement.
  - c. Implement Hydrant Repair, Replacement, Maintenance and Flushing Program to improve community resiliency against fire risk.
- 4) Strategy – Corp Yard Revitalization
  - a. Identify current deficiencies and needs of the existing facility and impacts to operations for the Public Works Department, including the Parks Division in the Community Services Department
  - b. Identify areas of opportunity to improve the existing corporation yard and secure funding
  - c. Construct necessary infrastructure at the corporation yard to support daily essential services of the Public Works Department

- d. Develop a 10-year phased approach to maintaining the existing corporation yard, including focused facility replacements as needed

## **Fiscal Stability/Sustainability**

**Create a fiscally stable and sustainable government that can provide for and maintain a safe community with a high quality of life.**

- 1) Strategy - Identify Financial Risks and Opportunities
  - a. Adopt balanced budget annually
  - b. Prepare short and long-time financial forecasts (5 to 10 years)
  - c. Develop and analyze financial stress tests
  - d. Prepare plan to maintain financial stability/sustainability
- 2) Strategy - Increase Revenues
  - a. Complete update of the Master Fee Schedule and maintain it going forward.
  - b. Perform and implement new five-year water and wastewater rate study
  - c. Complete studies for new park, sewer, traffic, and water impact mitigation fees
  - d. Identify new revenue sources for Public Safety operations and deferred maintenance of all City facilities
  - e. Encourage philanthropy in funding certain Public improvements
  - f. Continue to leverage Measures H and L funds to secure new grant funds
  - g. Explore annexation of areas around the City
- 3) Strategy - Minimize Existing Debt
  - a. Refinance the 2006 Wastewater Revenue Bonds with preferable terms (Completed)
  - b. Periodically evaluate all existing debt and avoid issuing any new debt whenever possible
- 4) Strategy - Establish Equipment Replacement and Maintenance Program for City Vehicles
  - a. Prepare a vehicle replacement program
  - b. Explore vehicle leasing options
  - c. Explore fleetwide maintenance programs
- 5) Strategy - Continue to Address Unfunded Pension Liabilities
  - a. Identify revenues to prefund General Fund pension obligations
  - b. Explore options for paying employer pension contributions in advance
- 6) Strategy - Meet Financial Commitments and Reporting Requirements
  - a. Fully fund City Council approved agreements
  - b. Prepare financial reports as required by Federal and State laws and regulations

## **Health & Public Safety**

- 1) Strategy – Wildfire Protection, Disaster Preparedness -

- a. Complete and maintain emergency action plan
  - b. Develop a webpage that has public awareness program and resources
- 2) Strategy – Address Homelessness
- a. Work with El Dorado County to identify interim and long term solutions to mitigate the effects of homelessness.
  - b. Continue to pursue outside funding to assist in addressing homeless issues.
  - c. Continue to fund a dedicated officer to work directly on this issue, coordinating with internal and external partners to have tangible quality of life impacts for the community.
- 3) Strategy – Develop Relationships
- a. Continue to build upon community outreach by conducting at least 2 town hall meetings with the community each calendar year.
  - b. Continue to grow our social media outreach to enhance community engagement and positive interactions.
- 4) Strategy – Equipment Replacement/Maintenance
- a. Provide state of the art resources (equipment) needed to achieve the stated city goals.
- 5) Strategy – Demolition of Decommissioned Facilities
- a. Develop a comprehensive inventory of facilities, plan expected end of use dates and plan funding for demolition and possible parcel sale.
- 6) Strategy – Proactive Policing Staffing Levels.
- a. Continue to fund and support appropriate staffing levels in order for the police department to be proactive in crime prevention.
  - b. Explore options to fund additional services as needed.
- 7) Strategy - Permit Processes
- a. Develop Customer Service Oriented Permitting System
  - b. Develop streamlined permitting processes for all permits
  - c. Where possible, develop online permitting process to expedite and improve permitting experience
- 8) Solid Waste Disposal - Develop a Solid Waste Program that protects the environment and provides efficient and effective service.
- a. Prepare program to efficiently comply with AB 1383 and other state mandated programs
  - b. Work with El Dorado Disposal to negotiate costs for compliance with State Mandates.
  - c. Increase Education and Information to Citizens to inform the public of State Mandates.

## **Maintain/Improve Quality of Life**

**Provide and maintain vibrant public spaces, events and programs and ensure a well-designed and protected City infrastructure.**

- 1) Strategy – Expand and Improve Public Facilities and Recreation Programs
  - a. Continue to monitor and maintain all City Buildings, and develop detailed maintenance plans for each.
  - b. Assess building needs and programming on an annual basis and plan improvements and expansions accordingly.
  - c. Continually assess all Recreation Programs and modify or eliminate existing and/or initiate new programs as determined by assessments.
  - d. Conduct a survey every 5 years to obtain public input on all aspects of recreation programs and facilities. Use this information as well as other planning data to update the Parks and Recreation Master Plan every 5 years.
- 2) Strategy – Develop a venue for public event space (other than Main Street)
  - a. Initiate a plan to locate and develop a new public space for special events and other public assembly that offers an alternative to Main Street, based on both current uses and possible new uses for expanding recreational and cultural activities.
- 3) Strategy – Encourage and provide space for public art
  - a. Work with Arts and Culture El Dorado to develop a plan and process to incorporate the acquisition and installation of public art at parks and other public sites. This would include a detailed policy and protocol approved through both the Recreation and Parks Commission and City Council.
  - b. Engage in Crime Prevention Through Environmental Design (CPTED) that takes a multi-disciplinary approach of crime prevention using architectural design and the management of built and natural environments.
- 4) Strategy – Support programs for all generations/stages of life
  - a. Continue to assess recreational, cultural and educational program opportunities that incorporate intergenerational participation and are geared toward all age groups and interests.
  - a.
- 5) Strategy – Maintain and Update Planning Documents
  - a. Implement Housing Element and provide annual report to the State
  - b. Update and Maintain General Plan
  - c. Review General Plan EIR and determining process to bring into compliance
  - d. Update Zoning Code and ensure consistency with General Plan
- 6) Strategy - Develop a comprehensive Code Enforcement Program
  - a. Design and implement a proactive Code Enforcement Program to streamline the process and develop cost recovery.

- b. Provide Code Enforcement Customer Service to educate and gain cooperation on complaints.
- 7) Strategy – Document Historical Assets
  - a. Explore and recommend options to update and document the City’s Historical Assets Inventory

## **Economic Development**

Support a Place for Economic Vitality and a Vibrant Lifestyle that Respects Placerville’s Historic Identity

### **1) Strategy – Promote Primary[1] Job Growth – Prepared for the Future**

- a. Through Placerville Economic Advisory Committee (PEAC) Conduct Business Outreach Visit Program to Assess Business Needs
- b. Identify current priority employers and future industries and their needs.
- c. Identify inventory of vacant and/or underutilized commercial buildings and property and prepare websites/brochures for marketing to future users.
- d. Encourage and support the expansion of public infrastructure and services to meet the demands of existing and future targeted industries.
- e. Identify and partner with various stakeholders to attract and retain priority businesses. Implement Collaboration team consisting of City, County and Chamber members to quickly respond to needs of potential businesses.

### **2) Strategy - Enhance and Diversify Cultural and other Tourism Attractions**

- a. Engage and support the Visitors Authority on holding tourism conferences to include identifying the needs of the City of Placerville. Assist with the creation of a needs assessment document and distribute to City businesses..b. Prepare and recommend a Program to promote Special Events in Placerville to promote and market the City. c. Support local entities in efforts to preserve and promote Placerville History, including Placerville Historical Advisory Committee, El Dorado County Historical Society, El Dorado County Historical Museum and Fountain-Tallman Museum.

d. PEAC to assist and actively recruit one or more motel/hotels on identified and approved hotel sites.

### **3) Strategy - Enhance Community Identity – The Look and Feel of a Great Town**

a.. Establish Community Areas by Uniqueness and Interests

- Geographic/historical/natural separation/trails/parks, other
- Live, work, play, learn opportunities and experiences

b. Identify community areas and receive input about communities. Participate in NNO and other community events to obtain input.

### **4) Strategy - Pursue New Opportunities for Businesses**

a. Identify targeted retail properties for development.

b. Develop a program to redevelop or develop underutilized and undeveloped properties, including environmental work, with potential for major development.

c. Explore properties within the City's General Plan and surrounding sphere of influence, for potential annexation to enhance opportunities for business development.

d. Identify priority community businesses and develop a program to encourage expansion of those businesses.

e. Explore opportunities to expand outdoor dining throughout the City.

### **5) Strategy - Promote Regulatory Reform**

a. Review Economic Development Strategy to ensure consistency with General Plan Policies.

b. Review Economic Development Strategy and revise as necessary to provide consistency with Placerville General Plan Land Use Map.

c. Review Planning and Building Policies and Procedures and recommend changes for improvement.

**6) Strategy – Support smart housing through Mixed Use Development and other housing types to meet the needs of all.**

- a. Conduct studies and participate in opportunities to support and promote Mixed Use Development
- b. Develop information and guidelines to promote the use of ADU's where appropriate to increase housing availability.

## **Good Governance**

The City Council will embrace effective governance standards and strategies that encompass the basic characteristics and behaviors which enables them to effectively create a climate for excellence.

- 1) Set direction for the City reflective of the community's priorities
  - a. Develop update and regularly review the City's Strategic Plan
- 2) Create a supportive framework for action by supporting systems and human resources that can succeed.
  - a. Develop a Program for Effective Communications with the public
  - b. Review options to provide effective communications through the appointment of a Public Information Officer to provide accurate and regular information to the public.
  - c. Consider development of Internship Programs through partnerships with local colleges to develop staff and increase staff capacity
- 3) Hold ourselves accountable through mutually agreed upon mechanisms and regular self-assessment.
  - a. Continue to promote and provide great Customer Service through programs and processes.
- 4) Provide support to staff through behaviors and actions
  - a. Complete studies and develop options to provide competitive salary and benefits to employees to attract and retain the best talent.
  - b. Develop plans to provide up-to-date and the best equipment and materials to staff

- c. Keep up-to-date on technology to provide systems that are the most efficient and effective in providing services to the public.
  - 5) Demonstrate community leadership on behalf of residents through listening and proactive decisions.
    - a. Hold regular study sessions and workshops to provide full understanding of important issues.
    - b. Hold regular community chats to provide information to the public on important topics
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