

STRATEGIC PLAN

2013 → 2018 → 2028

EXECUTIVE SUMMARY

Mayor and
City Council



Eureka, California
May 2013



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Table of Contents

EXECUTIVE SUMMARY

Strategic Planning for the City of Eureka	1
Eureka Vision 2028	2
Eureka City Government: Our Mission and Services	7
City of Eureka Plan 2013 – 2018	11
City of Eureka Action Agenda 2013 – 2014	22

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STRATEGIC FRAMEWORK

VISION 2028

“Desired Destination for Eureka”

PLAN 2018

“Map to Eureka’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Eureka Government”

BELIEFS

“Expectations of Eureka Employees”

**Eureka
Vision 2028**

Eureka 2028 is a
BEAUTIFUL,⁽¹⁾
HISTORIC AND DYNAMIC SEAPORT CITY⁽²⁾

Eureka 2028 has an
*ALIVE WATERFRONT, OLD TOWN,
AND DOWNTOWN*⁽³⁾
and *THRIVING REGIONAL ECONOMY*⁽⁴⁾

Our **Eureka Residents** enjoy a
LIVABLE AND SUSTAINABLE COMMUNITY⁽⁵⁾
and *ABUNDANT CHOICES FOR LEISURE
TIME*⁽⁶⁾

Eureka Vision 2028

Guiding Principles

PRINCIPLE 1

BEAUTIFUL

► Means

1. Attractive gateways/entrances to Eureka
2. Well-designed and well-maintained streetscapes and public spaces
3. Well-designed and well-maintained parks
4. Well-maintained streets, sidewalks and alleys
5. Well designed new buildings and homes adding value to the community
6. Attractive, well maintained and upgraded older homes: Victorian/Craftsman
7. Underground utilities
8. No graffiti visible in the City
9. Public art throughout the City

PRINCIPLE 2

HISTORIC AND DYNAMIC SEAPORT CITY

► **Means**

1. Reputation for arts and culture: murals, galleries, live entertainment and theaters
2. Commercial/sport fishing and aquaculture including fish, oysters
3. Strong community events for residents and attracting visitors: Art Alive, Jazz, Blues 4th in Old Town, Bikes by the Bay, etc.
4. Celebration of Eureka’s history and heritage: fishing, lumber, agriculture, arts and culture, tribal history
5. Connected trails along the bay and waterfront
6. Preservation of historic structures, buildings and wood furniture
7. Destination for cruise ships

PRINCIPLE 3

ALIVE WATERFRONT, OLD TOWN AND DOWNTOWN

► **Means**

1. Successful locally owned retail businesses with unique products
2. Quality restaurants and entertainment venues, including sidewalk cafes
3. Mixed use developments along waterfront and Downtown
4. Variety of housing choices for living in the area
5. Pedestrian friendly and walkable area
6. Trails along the entire waterfront
7. RV park(s) along waterfront
8. Quality hotel(s) with full services
9. Boardwalk with retail, food to go, recognition of history

PRINCIPLE 4

THRIVING REGIONAL ECONOMY

► **Regional Economy Cornerstones**

- a. Commercial Port: Shipping and Distribution
- b. Aquaculture: Fish, Oysters, Abalone
- c. Medical and Healthcare
- d. Tourism
- e. Niche Manufacturing/Water Based Manufacturing
- f. Small Business/Home Based Businesses with Technology Connections
- g. Natural Resources and Agriculture

► **Means**

- 1. Quality jobs with living/family/middle class wages
- 2. Community culture that supports entrepreneurship and innovation
- 3. Expanded manufacturing industries: niche and water based
- 4. Personal pleasure crafts stopping and docking for amenities and repairs as they travel up and down the west coast
- 5. Deep water port as an international shipping and distribution center with connectivity to the world and the United States
- 6. Top quality hospital with supporting medical and healthcare businesses
- 7. Destination for cruise ships with City dock
- 8. Diverse local economy

PRINCIPLE 5

LIVABLE AND SUSTAINABLE COMMUNITY

► **Means**

1. Protection of property and home values
2. Expanded City boundaries through the annexation of other areas
3. Well-maintained neighborhoods including homes, buildings and public infrastructure
4. Resolution of homeless issues
5. State of the art technology connectivity
6. Reputation and reality as a safe community where people feel secure at home, in their neighborhood and throughout the community
7. Preservation of the City's forest natural resources and environment
8. Ease and safe movement by walking, biking, automobile and public transit
9. Well lighted corridors and neighborhoods

PRINCIPLE 6

ABUNDANT CHOICES FOR LEISURE TIME

► **Means**

1. Connected trail system for recreation, wellness and mobility
2. Turf field(s) jointly used by schools and community
3. Range of top quality parks with a variety of activity venues
4. Specialized parks: dog park, disk golf, etc.
5. Quality municipal auditorium
6. Expanded municipal zoo
7. Quality municipal golf course
8. Variety of theaters and performing arts venues
9. Wide variety of recreational programs, classes and activities

**Eureka City Government:
Our Mission and Services**

**THE MISSION OF EUREKA
CITY GOVERNMENT**

IS TO BE

FINANCIALLY RESPONSIBLE

AND TO PROVIDE

EFFECTIVE MUNICIPAL SERVICES

IN A

PERSONAL, RESPONSIVE MANNER

AND IN

PARTNERSHIP WITH COMMUNITY

Eureka City Government Services

No Choice

**Govern City
Manage Public Records**

Choice – Daily Living

**Enforce Laws and Ordinances
Secure Water Supply, Treat and Distribute Water
Collect and Treat Wastewater
Design, Build and Maintain Streets
Patrol Community, Respond to Emergencies
Prevent, Suppress Fires
Collect, Dispose and Recycle Solid Waste
Regulate Land Use and Development
Manage Stormwater and Protection from Flooding**

Quality of Life – Livable

**Plan for, Respond to and Recover from a Natural Disaster or
Major Emergency**

Stimulate Business Investment and Economic Expansion

Design, Build and Maintain Trails and Pathways

**Design, Build and Maintain Parks with Athletic Fields
and Playgrounds**

Plan for Eureka’s Future

Design, Build and Maintain Sidewalks

Sweep Streets

Provide Street Lights

Manage and Control Traffic Flow

Seek Compliance with Nuisance Codes

Add Ons – Add Value and Make Unique

Maintain, Expand and Operate a Zoo
Plan and Support Community Events and Festivals
Provide Recreational Programs and Activities
Plan, Build and Maintain Unique Parks: Disk Golf, Dogs
License and Provide Animal Control
Design, Build and Maintain Entrances and Streetscapes
Inform and Engage the Community
Operate a Golf Course
Operate a Marina and Manage Mooring Space
Support Public Art
Liaison with Other Governments

Other Service Areas

Manage a Municipal Auditorium
Manage Adorni Center
Manage Urban Forest
Design, Build and Maintain Alleys

City of Eureka Goals 2018

Financially Sound City Providing Effective Services

**Thriving Regional Economy:
Business Investment, Business Growth and Quality Jobs**

**Alive Waterfront, Old Town and Downtown: Community
Destination, Successful Businesses, 24/7 Activities**

**More Livable Eureka Community:
Safe, Clean, Beautiful and Enjoyable**

GOAL 1

**FINANCIALLY SOUND CITY PROVIDING
EFFECTIVE SERVICES**

► **Objectives**

Objective 1 Extend Measure "O" for funding public safety

Objective 2 Increase City investment in infrastructure maintenance, upgrade and replacement

Objective 3 Deliver City services in an efficient, cost effective manner

Objective 4 Reorganize the City departments to increase productivity, teamwork and accountability

Objective 5 Upgrade City technology: hardware and software

Objective 6 Leverage City resources through grants and partnerships

► **Short-Term Challenges and Opportunities**

1. State of California actions impacting City finances and services
2. Sunsetting of Measure "O"
3. Opportunities to partner with other governments to reduce the overall costs of government
4. Upgrading technology and City operating systems
5. Employee expectations: compensation, work hours, work assignments
6. Potential reorganization with emphasis of operating as a service business

► **Actions 2013 – 2014**

PRIORITY

Policy Agenda

1. Measure "O": Direction for 2014
2. Post "Redevelopment": Direction
3. Street Improvement Program: Funding
4. Comprehensive Capital Improvement Plan: Development, Funding Mechanisms
5. Wastewater Treatment Plant: Plan and Permit Renewal

Top Priority

Top Priority

High Priority

Management Agenda

1. Disaster and Emergency Preparedness, Response and Recovery Plan
2. Police Services, Staffing and Deployment: Evaluation
3. City Department Reorganization and Budget Recommendations
4. Municipal Code: Initiate Update, Funding
5. Fire JPA: Development
6. Information Technology Plan: Development
7. Building and Employee Security Plan: Direction, Funding

Top Priority

Top Priority

Top Priority

High Priority

High Priority

High Priority

Management in Progress

1. Plan Review: Software Implementation
2. Police Chief: Selection
3. Fire Prevention Bureaus Consolidation and Training
4. Koff Classification/Compensation Study
5. Police Vehicles: Video Camera Installation
6. Managers, Supervisors and Employee Training
7. Online Building Permits: Software Implementation
8. Storage Space Plan
9. Contract Templates: Development
10. PERS Funds: Refinancing
11. Website Enhancement: RFP, Modifications
12. Labor Contracts/MOU: EPOA, ECEA, EFL
13. Health Care Reform: Implementation
14. 5-Year Discharge Permit for Elk River Wastewater Treatment Plant
15. Paperless Agenda: Implementation
16. Police Motorcycle Replacement
17. Past Due TOT (Bed Tax) Collection: Clarion Hotel, Scottfield Inn
18. RUOK Program: Reestablishment

► **Actions 2013 – 2014 (*Continued*)**

PRIORITY

Management in Progress

19. Document Imaging and Retention Management
20. Social Media Outreach: Expansion
21. Code Enforcement Program Manager: Hiring
22. New Employee Orientation Program: Development

► **Major Projects 2013 – 2014**

1. HBMWD Emergency Intertie Project
2. City Hall: Re-Roof
3. City Facilities Painting
4. Water-Sewer Shop: Construction
5. Wastewater Treatment Plant Backup Generator
6. Mad River Water Line to Reservoir: Phase 5
Phase 6
7. Martin Slough Wastewater Interceptor Project: Phase 2b, Phase 2c

GOAL 2

THRIVING REGIONAL ECONOMY: BUSINESS INVESTMENT, BUSINESS GROWTH AND QUALITY JOBS

► **Objectives**

Objective 1 Develop a reputation as a business friendly City through simple and streamlined processes and services

Objective 2 Expand commercial port activities within the City and the region

Objective 3 Create a positive climate for business investment within the City

Objective 4 Support local business growth and success

Objective 5 More diverse businesses making up the local Eureka economy

Objective 6 Expand niche and water based manufacturing industries in the region

Objective 7 Expand aquaculture in Humboldt Bay

► **Short-Term Challenges and Opportunities**

1. Developing better relations with Coastal Commission and other regulatory agencies
2. Tapping the full potential of the deep water bay
3. Developing a reputation as a “business friendly” city
4. Creating an environment for business investment and entrepreneurialism
5. Need for improved land and rail connectivity, particularly east-west rail connection
6. Working with regional economic development partners on a common economic vision

► **Actions 2013 – 2014**

PRIORITY

Policy Agenda

1. Economic Development City Policy and Plan Development
2. Business Outreach and Visitation Program: Development
3. East-West Rail Link Study: Fund, Participation
4. Empty Storefronts Strategy: Identification, Goals, Specific Actions, Funding
5. Mariculture Project

Top Priority

Top Priority

High Priority

Management Agenda

1. Business Friendly Audit of City Regulations and Processes:
Report with Recommendations

High Priority

Management in Progress

1. Foreign Trade Zone: Administration, Marketing
2. Economic Development Website: Update
3. Business Readi! Program: Implementation

GOAL 3

**ALIVE WATERFRONT, OLD TOWN AND
DOWNTOWN: COMMUNITY DESTINATION,
SUCCESSFUL BUSINESSES, 24/7 ACTIVITIES**

► **Objectives**

Objective 1 Develop a major hotel

Objective 2 Increase residential opportunities in Waterfront, Old Town and
Downtown with more residents living in the area

Objective 3 Replace the Downtowner Hotel

Objective 4 Upgrade City infrastructure in Waterfront, Old Town and Downtown

Objective 5 Increase the number of successful businesses

► **Short-Term Challenges and Opportunities**

1. Working with the Coastal Commission
2. Creating a personally inviting area: beautiful, clean and safe
3. Conflicting views within the community on the future direction
4. Working with property owners and current businesses

► **Actions 2013 – 2014**

PRIORITY

Policy Agenda

1. Balloon Track Redevelopment/Marina Center Development
2. Waterfront Trail: Next Segments
3. Waterfront Hotel Development: Direction

Top Priority

High Priority

High Priority

Management Agenda

1. Fishermen's Terminal Building Project: Cafe
2. Downtowner Hotel Redevelopment Actions: Demolition Plan Review, Alternative Designs Review, Direction on Project with Permits and Time Line, City Options
3. Park on Parcel 4 (behind Bayshore Mall): Trail Development, Park Development, Funding

Top Priority

Top Priority

Management in Progress

1. City Hall Mural: Completion
2. Waterfront Improvement Grants
3. 4th and 5th Pedestrian Safety Plan (Caltrans)

► **Major Projects 2013 – 2014**

1. Waterfront Drive Connection (H” to “J”)

GOAL 4

**MORE LIVABLE EUREKA COMMUNITY: SAFE,
CLEAN, BEAUTIFUL AND ENJOYABLE**

► **Objectives**

Objective 1 Reduce crimes and criminal activities

Objective 2 Expand the City boundary through annexations

Objective 3 Develop an attractive south entrance/gateway

Objective 4 Expand community-policing activities with increased community presence and residents partnering with the Police for a safer community

Objective 5 Reduce homeless and the impacts on the Eureka community

Objective 6 Reduce visual blight throughout the City

► **Short-Term Challenges and Opportunities**

1. Addressing the homeless issues and related community problems
2. Working with residents and businesses to create a safe community
3. Prioritization and funding for quality of life projects and basic projects like street resurfacing and sweeping
4. Property owners who are not maintaining or investing in improvements
5. State laws and regulations including annexation laws and environment regulations
6. Preserving and enhancing Eureka's assets that distinguish us from other communities

► **Actions 2013 – 2014**

PRIORITY

Policy Agenda

- | | |
|---|---------------|
| 1. Annexations Policy: Review Process | Top Priority |
| 2. South Gateway Entrance Beautification Plan | Top Priority |
| 3. Transportation Safety Action Plan and Community Education Program: Development | High Priority |
| 4. McKay Tract: Direction | High Priority |
| 5. Local Coastal Plan: Update | |
| 6. Turf Field: Evaluation | |
| 7. Motel Ordinance Adoption | |

Management Agenda

- | | |
|---|---------------|
| 1. Community Policing Program: Conceptual Definition, Program Development | Top Priority |
| 2. General Plan: Update | High Priority |

Management in Progress

1. Concurrence on Vegetation Management (Bayshore Mall Area)
2. Municipal Services Review (by LAFCO)/Sphere of Influence Update
3. Re-Permitting Parcel M for Biosolids Disposal: Decision Plan
4. ACAD Software for Engineering Update
5. Bike Friendly Community: Recognition
6. Recycling Processing RFP
7. Phase II Stormwater NPDES Permit: State Review, Implementation
8. Pavement Management System Plan Development
9. PALCO Marsh Enhancement Plan: Completion, Funding
10. Wetlands Management Plan: Completion
11. G & R Metals Site Remediation: Completion
12. Citywide SCADA System: Water and Wastewater Facilities
13. Watershed Heroes Exhibit
14. CDBG Grants Management and Application Processing
15. Housing Program Management: Guidelines, Reuse Plan, Revolving Loan Program
16. Parkway (Cuttan to Eureka): Evaluation, Plan, Direction, Funding (Traffic/Pedestrian and Bikeway)
17. Broadway/Highway 101 Traffic, Pedestrian Safety and Beautification Plan
18. Code Enforcement Position: Hiring

► **Major Projects 2013 – 2014**

1. EVP System
2. Traffic Signalization Improvements
3. Bayshore Mall Area: Vegetation Removal

**City of Eureka
Policy Agenda 2013 – 2014
Targets for Action**

TOP PRIORITY

**Measure "O": Direction for 2014
Post "Redevelopment": Direction
Economic Development City Policy and Plan Development
Balloon Track Redevelopment/Marina Center Development
Annexations Policy: Review Process
South Gateway Entrance Beautification Plan**

HIGH PRIORITY

**Street Improvement Program: Funding
Business Outreach and Visitation Program: Development
East-West Rail Link Study: Fund, Participation
Transportation Safety Master Plan and Community Education
Program: Development
McKay Tract: Direction
Waterfront Trail: Next Segments
Waterfront Hotel Development: Direction**

**City of Eureka
Management Agenda 2013 – 2014
Targets for Action**

HIGH PRIORITY

**Disaster and Emergency Preparedness, Response and Recovery Plan
Police Services, Staffing and Deployment: Evaluation
City Department Reorganization and Budget Recommendations
Community Policing Program: Conceptual Definition,
Program Development
Fishermen's Terminal Building Project: Cafe
Downtowner Hotel Redevelopment: Actions**

HIGH PRIORITY

**Business Friendly Audit of City Regulations and Processes: Report
with Recommendations
General Plan: Update
Fire JPA: Development
Municipal Code: Update
Information Technology Plan: Development**

City of Eureka

Management in Progress 2013 – 2014

1. Plan Review: Software Implementation
2. Police Chief: Selection
3. Fire Prevention Bureaus Consolidation and Training
4. Koff Classification/Compensation Study
5. Police Vehicles: Video Camera Installation
6. Managers, Supervisors and Employee Training
7. Online Building Permits: Software Implementation
8. Storage Space Plan
9. Contract Templates: Development
10. PERS Funds: Refinancing
11. Website Enhancement: RFP, Modifications
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45. Broadway/Highway 101 Traffic, Pedestrian Safety and Beautification Plan
46. Code Enforcement Position: Hiring

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Major Projects 2013 – 2014

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