

# *STRATEGIC PLAN*

## *2014 → 2020 → 2030*

### EXECUTIVE SUMMARY

Mayor and  
City Council



Eureka, California  
June 2014



Lyle Sumek Associates, Inc.  
9 Flagship Court  
Palm Coast, FL 32137-3373

Phone: (386) 246-6250  
Fax: (386) 246-6252  
E-mail: [Sumekassoc@gmail.com](mailto:Sumekassoc@gmail.com)

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# **STRATEGIC FRAMEWORK**

## **VISION 2030**

***“Desired Destination for Eureka”***

## **PLAN 2020**

***“Map to Eureka’s Destination”***

## **EXECUTION**

***“Route for Next Year”***

## **MISSION**

***“Responsibilities of Eureka Government”***

## **BELIEFS**

***“Expectations of Eureka Employees”***

**City of Eureka**  
**Vision 2030**

**Eureka 2030** is a  
*BEAUTIFUL,*<sup>(1)</sup>  
*HISTORIC AND DYNAMIC SEAPORT CITY*<sup>(2)</sup>

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**Eureka 2030** has an  
*ALIVE WATERFRONT, OLD TOWN,*  
*AND DOWNTOWN*<sup>(3)</sup>  
and *THRIVING REGIONAL ECONOMY*<sup>(4)</sup>

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

# City of Eureka Vision 2030 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 4<sup>th</sup> 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 Mission**

### **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 2020**

**Financially Sound City Providing Effective Services**



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



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



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

**GOAL 1**

**FINANCIALLY SOUND CITY PROVIDING  
EFFECTIVE SERVICES**

**► Objectives**

1. Extend Measure "O" for funding public safety
2. Increase City investment in infrastructure maintenance, upgrade and replacement
3. Deliver City services in an efficient, cost effective manner
4. Reorganize the City departments to increase productivity, teamwork and accountability
5. Upgrade City technology: hardware and software
6. Leverage City resources through grants and partnerships

**► Short-Term Challenges and Opportunities**

1. Sunsetting of Measure "O"
2. State of California actions impacting City finances and services
3. Increasing operational costs for the City: raw materials, healthcare, pensions
4. Retaining and hiring a quality workforce
5. Limited revenue options for the City
6. Opportunities to partner with other governments to reduce the overall costs of government
7. Managing the impact of minimum wages on City services

► **Actions 2014 – 2015**

**PRIORITY**

*Policy Agenda*

- |  |               |
|--|---------------|
| 1.1 Measure "O"  | Top Priority  |
| 1.2 Municipal Code: Update   | Top Priority  |
| 1.3 Street Improvement Program/Pavement Management System: Funding | High Priority |
| 1.4 Inflow and Infiltration Program Implementation                 |               |
| 1.5 Community Wide Traffic Impact Fee Study                        |               |

*Management Agenda*

- |  |               |
|--|---------------|
| 1.6 Customer Service Training            | Top Priority  |
| 1.7 Regional Emergency Operations Center | High Priority |
| 1.8 City – County Dispatch               | High Priority |
| 1.9 Post “Redevelopment” Action Plan     |               |

*Management in Progress*

- 1.10 ALS Paramedic Service (Citywide) Funding
- 1.11 Police Staffing and Deployment Report
- 1.12 Department Director: Community Development Director
- 1.13 City Manager Organization Assessment: 90 Days Report
- 1.14 Health Care Reform Report
- 1.15 5 Year Discharge Permit for Elk River Wastewater Treatment Plant
- 1.16 Deputy City Attorney: Direction
- 1.17 Paperless Agenda: Implementation
- 1.18 “Explore Eureka”: Implementation
- 1.19 Disaster and Emergency Preparedness: Grant Application for National Training
- 1.20 Fire Prevention Bureau Consolidation and Training
- 1.21 Fire JPA: Actuarial Analysis, Hiring Employees
- 1.22 Police Video Camera: Installation
- 1.23 Online Building Permits Software
- 1.24 Document Imaging and Retention Management
- 1.25 Comprehensive Purchasing Ordinance: Revision
- 1.26 Police Records Management System/CAD: Installation
- 1.27 e Newsletter: 1<sup>st</sup> Edition
- 1.28 Labor Contract: Police

► **Actions 2014 – 2015 (*Continued*)**

*Major Projects*

- 1.29 City Hall Roof
- 1.30 Wastewater Treatment Plant:
  - A. Bio Solids
  - B. Effluent Flow Meter
- 1.31 Elk River Regional Wastewater Treatment Plant: NPDES Permit Renewal
- 1.32 Mad River Water Line to Reservoir and Phase 6: Study (from Hubbard to Reservoir)
- 1.33 Pedestrian Signals: Update
- 1.34 Martin Slough Inceptor: Operational
  - A. Force Main
  - B. Collectors
- 1.35 Primus Lock Keyway: Conversion

**GOAL 2**

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

► **Objectives**

1. Develop a reputation as a business friendly City through simple and streamlined processes and services
2. Expand commercial port activities within the City and the region
3. Create a positive climate for business investment within the City
4. Support local business growth and success
5. More diverse businesses making up the local Eureka economy
6. Expand niche and water based manufacturing industries in the region
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. Multiple issues impacting medical and healthcare businesses and services
6. Developing private – public economic corporation
7. Impact of homeless on local economy

► **Actions 2014 – 2015**

**PRIORITY**

*Policy Agenda*

- |   |               |
|---|---------------|
| 2.1 Cold Storage Facility   | Top Priority  |
| 2.2 City Economic Development Policy and Plan                               | High Priority |
| 2.3 Dock “B” Development for Cruise Ship: Feasibility Study/Conceptual Plan | High Priority |
| 2.4 Direct Air Service to Lax   | High Priority |
| 2.5 East-West Rail Link Study   |               |

*Management Agenda*

- |   |               |
|---|---------------|
| 2.6 Fisherman’s Terminal Cafe                             | Top Priority  |
| 2.7 Revolving Loan Fund for New Businesses                | Top Priority  |
| 2.8 Business Outreach and Visitation Program: Development | High Priority |
| 2.9 “Business Friendly” Audit and Action Plan             |               |

*Management in Progress*

- 2.10 Economic Development Website: Upgrade
- 2.11 California Local Economic Association/Upstate California Economic Development Council: Participation
- 2.12 Carson Block Commercial Rehabilitation Construction
- 2.13 Business Readi! Program: Implementation
- 2.14 Export Survey
- 2.15 Long Range Property Management (State Department of Finance)

*Major Projects*

- 2.16 Lost Coast Infrastructure Improvements

**GOAL 3**

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

► **Objectives**

1. Reduce crimes and criminal activities
2. Expand the City boundary through annexations
3. Develop an attractive south entrance/gateway
4. Expand community-policing activities with increased community presence and residents partnering with the Police for a safer community
5. Reduce homeless and the impacts on the Eureka community
6. Reduce visual blight throughout the City

► **Short-Term Challenges and Opportunities**

1. Addressing the homeless issues and related community problems
2. Drugs and Gangs
3. Jail Overcrowding
4. Prioritization and funding for quality of life projects and basic projects like street resurfacing and sweeping
5. Cleaning up the City and working with private property owners and businesses

► **Actions 2014 – 2015**

**PRIORITY**

*Policy Agenda*

- 3.1 Homeless Strategy and City Action
- 3.2 South Gateway Entrance Beautification Plan
- 3.3 Turf Baseball Fields: Kennedy and Hartman
- 3.4 Transportation Safety Action Plan
- 3.5 Motel Permit Ordinance: Compliance
- 3.6 Annexation Feasibility Study

Top Priority

High Priority

High Priority

*Management Agenda*

- 3.7 General Plan: Update
- 3.8 Local Coastal Plan: Update

Top Priority

High Priority

*Management in Progress*

- 3.9 AB 109/State Prison Realignment: Advocacy
- 3.10 Aerial Photo
- 3.11 Community Policing Action Plan:/Report: Update
- 3.12 Code Enforcement: Report
- 3.13 Transient Reduction Action Plan: Report
- 3.14 Vegetation Management Plan: Concurrence (Bayshore Mall)
- 3.15 Bayshore Mall Area: Vegetation Removal, Initiated
- 3.16 Phase II: Stormwater NPDES Permit
  - A. Low Impact Development Manual
  - B. Low Impact Development Ordinance
- 3.17 Crime Reduction Action Plan
- 3.18 Permitting Land Applications for Bio Solids Disposal
- 3.19 Recycling Process (JPA): Contract
- 3.20 Housing Program Management: Revolving Loan Program: Award Grants

*Major Projects*

- 3.21 Citywide SCADA System: Water, Wastewater
- 3.22 Watershed Heroes Exhibit
- 3.23 Underground Utilities: Truesdale
- 3.24 PALCO Marsh Enhancements

**GOAL 4**

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

**► Objectives**

1. Develop a major hotel
2. Increase residential opportunities in Waterfront, Old Town and Downtown with more residents living in the area
3. Repurpose the Downtowner Hotel
4. Upgrade City infrastructure in Waterfront, Old Town and Downtown
5. Increase the number of successful businesses

**► Short-Term Challenges and Opportunities**

1. Removing visual blight especially unoccupied, deteriorated buildings
2. Creating a personally inviting area: beautiful, clean and safe
3. Working with the Coastal Commission
4. Pedestrian safety and walkability
5. Developing quality housing options
6. Working with property owners and current businesses

► **Actions 2014 – 2015**

**PRIORITY**

*Policy Agenda*

4.1 Waterfront Trail Development

Top Priority

A. Phase B

B. Pause C

4.2 Downtowner Hotel Redevelopment

4.3 Waterfront Trail Development:

*Management Agenda*

4.4 Dredging: Marina, Fisherman’s Terminal/”C” Street, Bonnie Gool,  
Samoa Boat Landing

Top Priority

4.5 Fisherman’s Terminal Dock Safety Improvements

High Priority

4.6 Public Wi-Fi System At Martina

*Management in Progress*

4.7 Balloon Track Redevelopment/Marina Center Development: Meeting  
with Property Owners – Report to Mayor and Council

4.8 Bay Trail Connectivity Report (Eureka to Arcata)

4.9 4<sup>th</sup> and 5<sup>th</sup> Pedestrian Safety Plan (Caltrans)

*Major Projects*

4.10 Samoa Boat Launch Facility: Application

**City of Eureka  
Policy Agenda 2014 – 2015  
Targets for Action**

**TOP PRIORITY**

**Measure “Q”**

**Cold Storage Facility**

**Municipal Code: Update**

**Homeless Strategy and City Action Plan**

**Waterfront Trail Development**

**Downtowner Hotel Redevelopment**

**HIGH PRIORITY**

**City Economic Development Policy and Plan**

**Dock “B” Development for Cruise Ships**

**Direct Air Service to LAX**

**South Gateway Entrance Beautification Plan**

**Street Improvement Program: Service Level and Funding**

**Turf Baseball Fields**

**City of Eureka  
Management Agenda 2014 – 2015  
Targets for Action**

**TOP PRIORITY**

**Fisherman’s Terminal Cafe  
Customer Service Training  
Revolving Loan Fund for New Businesses  
General Plan: Update  
Local Coastal Plan: Update**

**HIGH PRIORITY**

**Regional Emergency Operations Center  
Business Outreach and Visitation Program  
Dredging: Marina, Fisherman’s Terminal/”C” Street, Bonnie Gool,  
Samoa Boat Landing  
City – County Dispatch  
Fisherman’s Terminal Dock Safety Improvements**

# **City of Eureka**

## **Management in Progress 2013 – 2014**

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2. Police Staffing and Deployment Report
3. Department Director: Community Development Director
4. City Manager Organization Assessment: 90 Days Report
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40. 4<sup>th</sup> and 5<sup>th</sup> Pedestrian Safety Plan (Caltrans)

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2. Wastewater Treatment Plant:
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  - B. Effluent Flow Meter
3. Elk River Regional Wastewater Treatment Plant: NPDES Permit Renewal
4. Mad River Water Line to Reservoir and Phase 6: Study (from Hubbard to Reservoir)
5. Pedestrian Signals: Update
6. Martin Slough Inceptor: Operational
  - A. Force Main
  - B. Collectors
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