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***Strategic Plan***  
***City of Clearlake***  
February 16, 2017

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## **Executive Summary**

The strategic plan for City of Clearlake consists of the following Goals as refined by high-level objectives and resultant action steps:

### **Primary Council Adopted Goals**

#### **Goal #1: Make Clearlake a Visibly Cleaner City**

- Objective #1: Improve Beautification Zones
- Objective #2: Eliminate blighted/abandoned Automobiles - City Wide
- Objective #3: Eliminate Weeds - City Wide
- Objective #4: Reduce Vagrancy

#### **Goal #2: Make Clearlake a Statistically Safer City**

- Objective #1: Educate the Public
- Objective #2: Crime vs Safety
- Objective #3: Efficiency (PD)
- Objective #4: Red Tagged Houses (Tax defaulted)
- Objective #5: (4 Year timeframe): Crime Suppression Unit (2-Officers/\$200K)

#### **Goal #3: Improve the Quality of Life in Clearlake with Improved Public Facilities**

- Objective #1: Implement Measure V
- Objective #2: Phillips/18th Avenue Project
- Objective #3: Ogulin Canyon – Animal Control & Corporation Yard
- Objective #4: Airport Road/Old Hwy 53(Airport) Improvements

#### **Goal #4: Improve the Image of Clearlake**

- Objective #1: Reach out to/involve external groups – Chamber, Others
- Objective #2: Increased Presence on Social Media: Facebook & Twitter
- Objective #3: Publicize/Marketing – newsletter
- Objective #4: Stop trash talking our own City
- Objective #5: Improve city visually from highway

## *Secondary Supporting Goals*

### **Goal #5: Ensure Fiscal Sustainability of City**

Objective #1: Increase Commercial Business

Objective #2: New Revenue Sources

Objective #3: Fee Structure

Objective #4: Developer Impact Fees

### **Goal #6: Update Policies & Procedures to Current Government Standards**

Objective #1: Universal Service

Objective #2: Personnel

Objective #3: Update Ordinances

Objective #4: Marijuana Policies (Applicable to Goals 5, 6, 7)

### **Goal #7: City Policies Will Support Economic Development**

Objective #1: Code Enforcement in Business Districts

Objective #2: Preparation to market real estate for development

Objective #3: Support for Chamber/Lake County Economic Development Corporation

## **Vision Statement**

The strategic plan for The City of Clearlake aims to further the following organizational vision:

**CLEARLAKE ASPIRES TO BE A BEAUTIFUL, CLEAN, SAFE, FRIENDLY, LAKEFRONT COMMUNITY WHERE PEOPLE WANT TO LIVE, START A BUSINESS, VACATION, OR RETIRE.**

## **Business of the City of Clearlake**

The primary business of City of Clearlake consists of the following:

The providing of essential City functions including Police Services, Public Works which include the maintenance of infrastructure within the constraints of the budget, Public Facilities such as the Community Center, Youth Center, Public Parks, Animal Control, Planning and Building Services.

## **Team Members**

The team members of City of Clearlake Ad Hoc Strategic Planning Subcommittee are as follows:

Russ Perdock - Mayor  
Bruno Sabatier – Vice-Mayor  
Greg Folsom - City Manager  
Chris Becnel - Finance Director  
Doug Herren - Public Works Director  
Tim Celli - Acting Police Chief  
Melissa Swanson - City Clerk  
Bill Clemans - City Engineer  
Tim Hobbs – Police Sergeant  
Martin Snyder – Police Sergeant  
Lee Lambert - Code Enforcement Supervisor

## **Process**

The Committee met four separate times for four hours each time with approximately 2 weeks in between meeting and a final meeting of two hours to review the draft of the Strategic Plan. Review drafts of the plan were circulated to the members of the Committee for review, comment, and revisions.

## Overview of Clearlake Demographics

Clearlake's population of 15,250 people grew by about 16 percent between 2000 and 2010, compared to about 11 percent for all of Lake County. Clearlake's population consists of approximately 23 percent of the County's population. Lakeport, the only other incorporated city in Lake County is a community of about 4,700 people, lost about 1.4 percent of its population during this same period. Compared to other areas, Clearlake is growing in population, although over the last three years (between 2010 and 2013), the City has lost about 58 people which constitutes a slight 0.38 percent loss of population. This reduction is similar to the County and Lakeport, both of which experienced reductions of less than 1 percent during the same period.

The majority of the population growth is in middle-aged adults and children under age 18, a likely result of new families with children moving to the City, as well as an increase in the number of children from families already living in the City. Residents of Clearlake have a much lower average (median) income than residents of surrounding areas. The median household income for the City in 2010 was \$25,916, compared to more than \$38,000 for the County and over \$39,000 for the City of Lakeport. The City has one of the highest poverty rates in the region with over 30.5 percent living below the poverty line according to the 2010 census.

The housing stock of the City is generally older and is represented by a very high number of mobile homes and a high rate of rental housing. More than half the housing in Clearlake consists of single-family houses. Over 25 percent of the housing is vacant. This high rate of rental and vacant housing is common among communities with predominately tourism industries.

Census 2010 reported that, of the 6,505 households in Clearlake, 3,418 (or 52 percent) consisted of families; 1,583 (or 24 percent) consisted of households with children under 18 living at home; and 2,115 (or 32 percent) households being headed by married couples. Of the married couple households, 842 had children living at home.

*Age:* Census 2010 indicates that Clearlake's population has a median age of 39.9, which is five years younger than the County, but about five years older than the state's median age of 35.1. The City and Lake County have a larger percent 44 years and younger category than the County. However, between 2000 and 2010, there has been a significant increase in growth in the 45 to 64 age groups. This trend points to projecting a larger aging population and the need to plan for services, such as health and medical services for this older community.

*Gender:* The City of Clearlake is well balanced in terms of gender distribution, with 50 percent males and 50 percent females and similar age distribution of the 2 sexes.

*Ethnicity:* Over 73 percent of Clearlake's population is Caucasian. The next largest single racial group, African American, comprises only 4 percent of the population. This is similar to the County, with a 95 percent white population. However, 18 percent of Clearlake is either some other race or more than one race.\*

\*It should be noted that the recent fires in Lake County appears to have impacted the demographics of the city.

## **SWOT ANALYSIS**

The members completed a basic SWOT analysis intended to understand the various factors which affect, either positively or negatively, the ability of the City to accomplish its stated Vision and Goals. As a part of that process the members rated the relative importance of the items in each category.

Below is a brief description of each category.

### **Strengths and Weaknesses**

**Strengths** describe what an organization excels at, allowing decisions on how to gain a competitive advantage. For example, a hedge fund may have developed a proprietary trading strategy that returns superior results in comparison to its competitors. It must then decide how to use those superior results to attract new investor capital.

**Weaknesses** stop an organization from performing at its optimum level. They have the potential to reduce progress or to give a competitive edge to the competition. An organization needs to minimize weaknesses and analyze how they can be improved. An inadequate supply network or lack of capital are examples of weaknesses.

### **Opportunities and Threats**

**Opportunities** refer to favorable external factors that an organization can use to its advantage. If utilized effectively, opportunities have the potential to create a competitive advantage. For example, a car manufacturer may be able to export its cars into a new market if tariffs in a country are substantially reduced. This is likely to increase sales and market share, which may create a competitive advantage in terms of scale.

**Threats** refers to factors that have the potential to negatively impact an organization. For example, a drought is a threat to a wheat-producing company, as it may destroy or reduce the yield of a wheat crop. Market share is likely to be lost if a competitor has not diversified operations in terms of location. It is prudent for an organization to have a comprehensive contingency plan that addresses possible risks and specifies how to deal with them.

## Analysis of Strengths, Weaknesses, Opportunities, and Threats

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none"><li>• Recreation (6)<ul style="list-style-type: none"><li>○ Lake</li><li>○ Other</li></ul></li><li>• Public Support (Core Group) (5)<ul style="list-style-type: none"><li>○ Volunteers</li><li>○ Donations</li></ul></li><li>• Citizens Caring 4 Clearlake(CC4C) (4)</li><li>• Bond Funds Available (4)</li><li>• Effective use of available Resources (2)</li><li>• Thompson Harbor (2)</li><li>• Low Debt (1)</li><li>• Scenery</li><li>• Clean Air</li></ul>	<ul style="list-style-type: none"><li>• Limited Resources (6)<ul style="list-style-type: none"><li>○ Money</li><li>○ Staff</li><li>○ Equipment</li></ul></li><li>• Roads (5)</li><li>• Blight (4)<ul style="list-style-type: none"><li>○ Vehicles</li><li>○ Housing</li><li>○ Dumping</li></ul></li><li>• High Crime (4)</li><li>• Image – Low Standing (3)</li><li>• Job Opportunities (3)</li><li>• Retail Opportunities (3)</li><li>• Public Trust (2)</li><li>• Property Values (1)</li><li>• External Communications (1)</li><li>• Absentee Property Owners (1)</li><li>• Youth Activities</li><li>• Deterioration – Lakeshore Drive/Other<ul style="list-style-type: none"><li>○ 2<sup>nd</sup> Hand Stores</li><li>○ Vacancies</li></ul></li></ul>

### **GOALS vs OBJECTIVES vs TASKS and SMART Goals**

In developing the Strategic Plan the Committee adopted **SMART** Goal criteria. Strategic plans must contain sufficient clarity of direction and purpose to allow effective allocation of resources in the most effective and efficient manner over a sustained period. Because the plan will be effective over a few years the Council (and Management) need to periodically measure progress.

It is important to understand the relative hierarchy of Goals, Objectives, and tasks. Goals are defined by the City Council. Goals give direction to management for developing Objectives which define more specific action plans to develop appropriate resource allocation models. Tasks are detailed and specific items performed by the entire personnel structure of the City.

**GOALS:** Defines the Direction – The primary goals were adopted by the Council in 2015. The supporting goals were added by staff to ensure available resources to support the Primary Goals.

**OBJECTIVES:** Specific and Measurable Action Plans created to achieve a GOAL

**TASKS:** Specific items to achieve Objectives.

### **SMART Goals**

**S**pecific – Well defined. Clear to anyone that has a basic knowledge of the Plan.

**M**easurable – Know if the goal is attainable and how far away completion is. Know when it has been achieved.

**A**chievable – Agreement with all the stakeholders what the goal should be. Make sure this is possible for all levels within the group.

**R**ealistic – Within the availability of the resources, knowledge and time.

**T**ime Based – Enough time to achieve the goal. Not too much time, this can affect plan performance.

## Organizational Capacity

The ability of any organization to accomplish its goals depends on that organizations capacity as measured by its available resources.

In the case of Clearlake, the employees are the single largest resource of the organization. To be sure, many specific tasks and projects are contracted out. Before those tasks can be contracted out significant preparatory work needs to be completed by employees of the City. Contracting out work is more a response to the amount of time available by employees to do the work rather than a lack of ability to do the work. Contracting out projects or services can be significantly more expensive. An example of that additional cost would be State prevailing wages laws.

The number of employees available to Clearlake, in the short run, is a function of the revenue stream available to the city. More revenue means more employees should be available to complete more tasks. Until that dynamic changes it is incumbent on Clearlake's City Council and Management to ensure that limited employee time is most efficiently and effectively used.

Attached is an Organizational Chart for the City of Clearlake. This includes all authorized positions within the City. The positions in Red are currently unoccupied positions for various reasons.

Also attached is a Responsibility Matrix which shows functional responsibility for operations, goals, and projects at the manager and supervisory level.

The combination of the two provides perspective on the relative Span of Control of Managers and supervisors within the organization. Span of control refers to the direct control and responsibility for people and projects. It should not include responsibility by virtue of the position.

Additional personnel will be required to complete public works projects, in general, and Measure V in particular, within a reasonable time. Significant preparatory time is required for most public works projects. This would include engineering, designing, environmental work, archeological work, bid preparation, bid review, and bid award. The City of Clearlake has a Public Works Director and a City Engineer who also works as the Deputy Public Works Director. These two persons do not have enough available time to complete 20 different projects and Measure V within a reasonable period and continue the regular daily operational aspects for city facilities and infrastructure.

The consequence of failing to hire additional personnel for the public works projects is that the projects can be completed, but, over a significantly prolonged period. This is the tension inherent in this situation which must be addressed in a thoughtful and balanced way by the City Council and Management. If the City hires more people to complete the preparatory work the projects will be completed sooner, but the

cost to hire those persons must be covered with additional revenues or reallocations from other priorities. The issue is how many to hire and what is the cost versus how much time savings will be achieved?

The specific requirements will be delineated in each of the goals and objectives.

**NOTE:** It should be noted that an Objective can and will likely affect and benefit more than one Goal in this Strategic Plan. For example, the achievement of Universal Service identified in Goal #6, Objective #1 Update Policies and Procedures to Current Government Standards, will clearly also apply to Goal #1 Make Clearlake a Visibly Cleaner City.

## **GOAL #1 – Make Clearlake a Visible Cleaner City.**

### **Objective #1: Eliminate blighted properties in Beautification Zones defined as Old Highway 53, Lakeshore Drive, and Olympic Drive.**

**Primary Responsibility:** Code Enforcement Supervisor

**Secondary Responsibility:** Contract Planner/Assistant Planner

These arterial roads are significant commercial districts and are high impact visually for residents within Clearlake and for visitors to Clearlake. Because they are high volume visual impact areas the Committee believes that special emphasis should be given to these areas to ensure they are “visually cleaner.” If Clearlake wants to make a statement about acceptable standards for ALL property in Clearlake this is where to do it.

The Committee believes that if Clearlake seriously addresses substandard conditions within its community it will send a message to those who may consider investing here that the potential risk of devaluing their investment is much reduced because we care about ourselves and them.

This effort will require a short term intensive effort to survey and establish an inventory of properties to be addressed. Factors to consider: Paint, Façade, Landscape (Weeds), and Accessibility.

Property Examples:

Excellent (Clearlake Cottages); Good (Enterprise); Bad (Silks)

### **Objective #2: Eliminate blighted automobiles citywide.**

**Primary Responsibility:** Code Enforcement Supervisor

**Secondary Responsibility:** Police Chief; Police Sergeant Patrol

Abandoned, dismantled, wrecked, or inoperable motor vehicles, motorcycles, recreational vehicles, trailers, campers, boats or parts thereof when not enclosed or otherwise lawfully stored are a significant visual detriment to the city. The City Municipal Code at section 10-1.6(q) declares this a public nuisance.

To accomplish this objective, through measurable results, it will be important to divide the city into measurable areas that most effectively allow commitment of resources. Measurable areas shall

approximate ¼ of the City. Code enforcement on a consistent basis, not less than quarterly shall survey one of the areas and engage in enforcement actions specifically addressing this objective.

The significant impediment to this goal is that automobiles are not the only blighted vehicle type. Abandoned motorhomes are extremely expensive to abate frequently costing \$3,000 to \$5,000 per unit if there are no hazardous waste materials which must be abated.

**Objective #3: Eliminate Weeds citywide.**

**Primary Responsibility:** Code Enforcement

**Secondary Responsibility:**

Weeds in the city are unsightly, cause a detriment to neighboring property, potentially cause a fire hazard, and therefore, constitute a danger to public health safety and welfare. The City Municipal Code at section 10-1.6(g) declares this a public nuisance.

ALL WEEDS citywide need to be abated and this is ultimately the responsibility of the property owner. Code enforcement shall enforce this portion of the Clearlake Municipal Code not less than annually on a city-wide basis.

The city should adopt a policy that all weeds must be eliminated no later than June 1(or other designated date) of each year. This policy must be clearly and conspicuously advertised for all property owners. Shortly after June 1st Code Enforcement will survey the entire city for compliance and give notices where appropriate. Enforcement must be swift, consistent and strict.

**Objective #4: Reduce vagrancy.**

**Primary Responsibility:** Police Chief

**Secondary Responsibility:** Police Sergeant - Patrol

The City of Clearlake recognizes that there is a significant problem with individuals who loiter on or about publicly owned and/or privately owned property within the city with no discernable purpose or reason for being there. These persons occasionally engage in excessively boisterous, confrontational or annoying conduct toward otherwise law abiding citizens. Some also engage in drinking and/or drug use in public and commit offenses (e.g. a shoplifting). The effect of this behavior is to drive away customers and visitors to the city who would otherwise engage in commerce within the city.

As to privately-owned property, the City has relatively little enforcement powers in the absence of a request from the owner of the private property. The City should work to communicate with private property owners about the detrimental effects of the above listed activities to the entire city.

Clearlake wants to assure the public that this concern is not directed toward homeless persons who are experiencing an unfortunate period in their life. Clearlake personnel wherever possible will make homeless persons aware of social support services available in the area to ease their circumstances.

## **Goal #2 – Make Clearlake a Statistically Safer City**

### **Objective #1: Educate the Public**

**Primary Responsibility:** Police Chief

**Secondary Responsibility:**

Two significant propositions on the ballot for the November 8<sup>th</sup> election were Proposition 64 and Proposition 57. Proposition 64 – Legalized the recreational use of marijuana for those 21 and older. Proposition 57 – Substantially changed the law relating to parole of felons and criminal sentencing in that it changed certain felonies to misdemeanors. These two Propositions create significant uncertainties for the impact on the crime rate in Clearlake. Two years ago the voters approved Proposition 47, which reduced many felony offenses to misdemeanors and is believed to have caused an increase in the overall crime rate in Clearlake.

To appropriately address the issue of crime in Clearlake we must understand the crime rate and the trend over time.

Clearlake Crime Statistics 2005 through 2015											
Crime	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Homicide	0	3	2	2	2	0	2	2	2	2	5
Forcible Rape	0	4	9	14	13	9	14	20	13	12	6
Violent Summary	0	7	11	16	15	9	16	22	15	14	11
% Change from Prior Year			57.14%	45.45%	-6.25%	-40.00%	77.78%	37.50%	-31.82%	-6.67%	-21.43%
Robbery	5	7	7	17	21	20	21	26	21	16	27
Aggravated Assault	47	61	49	48	42	44	106	122	89	67	79
Property	524	507	654	532	557	584	699	675	690	681	614
Burglary	159	162	211	181	166	188	251	273	309	282	223
Vehicle Theft	60	78	98	82	84	86	81	83	89	80	89
Total Crime	795	822	1030	876	885	931	1174	1201	1213	1140	1043
% Change from prior year		3.40%	25.30%	-14.95%	1.03%	5.20%	26.10%	2.30%	1.00%	-6.02%	-8.51%

The list above only lists Part 1 crimes which are tracked by the State and Federal Departments of Justice.

## **Objective #2: Crime vs Safety**

**Primary Responsibility:** Police Chief

**Secondary Responsibility:**

Objective #2 is to identify safety for our citizens in a broader context.

The natural assumption made about Goal #2 is that it is concentrated on crime and crime statistics. To make the city statistically safer one simply needs to reduce the crime rate overall, or at least shift crime from the more violent crimes to less violent crimes. As an example, if Clearlake reduces the murder rate in Clearlake at the expense of a higher theft rate, the city may be statistically safer in that loss of property may not be perceived to be as bad as an increase in bodily injury or even death.

This objective is to generate a comprehensive plan to identify and reduce the number of potential hazards in the City which can cause injury to the public. The potential items covered by this effort are: Roads, sidewalks, lighting, and fire.

## **Objective #3: Retain Existing Efficiency Levels in the Police Department**

**Primary Responsibility:** Police Chief

**Secondary Responsibility:** Police Sergeants Patrol & Operations

The Clearlake Police Department currently maintains an exceptionally high performance level given the resource constraints the department has. In 2015 the total number of incidents (with/without case #) equaled 21,508. That means there are about 2 ½ incidents, every hour, of every day, of every month, all year long.

Measure P provides a maintenance of effort requirement on the City's General Fund as long as sworn officer staffing is lower than 1 officer per 500 residents. With a population of 15,250 the Measure P staffing would be 30.5 officers. The City currently has budgetary authorization for 23.5 officers. Seven additional officers would cost the City approximately an additional \$850,000. Therefore, the required additional revenue to the city general fund would need to be about \$1,339,000.00 with 63.5% going to the police department to generate the \$850,000 to cover 7 additional officers.

The primary determinates of the success of the Police Department revolve around the following factors:

Retention, Sustainability, Longevity, Compensation, Effective Recruitment, Leadership

It is in the interests of the City to support as many of these determinants as possible given the City's limited resources. As stated above, the City must allocate 63.5% of new General Fund Revenue to police services until the City reaches a 1 sworn officer to 500 population ratio within the city.

The goal as identified encourages a statistically safer city. The implication here is that a baseline be established to measure progress. The Committee recommends the adoption of a starting measuring point AND a goal to be obtained. This does not have to be based only on crime rate. It can be based on additional other factors such as clearance rates, response times, and proactive vs reactive police time, etc.

**Objective #4: Red Tagged Houses (Tax defaulted)**

Houses that are vacant and/or in such a dilapidated state that they have been "red-tagged" or are candidates to be red-tagged pose a significant issue for the City of Clearlake. These houses not only denigrate the attractiveness of the community they also act as magnets for persons who illegally occupy these properties. This is the broken window theory of law enforcement. That un-kept properties act as magnets for persons who will break into properties and illegally occupy the property. If they are willing to engage in that behavior, then they likely have a higher propensity to engage in other criminal activity.

**Primary Responsibility:** Code Enforcement Supervisor

**Secondary Responsibility:** Secretary/Permit Technician

**Objective #5: (4 Year timeframe): Crime Suppression Unit (2-Officers/\$200K)**

**Primary Responsibility:** Police Chief

**Secondary Responsibility:** Finance Director

As a long-term strategy, the Committee believes that the City benefited from a crime suppression unit in previous years. That unit was terminated due to budget cuts some years ago.

This objective is to develop a crime suppression unit which will proactively focus on selected areas of the City and/or categories of crimes within the City to concentrate enforcement to reduce crime. Because the City Police Department operates at a very high operational level and each police officer has limited ability to otherwise engage in proactive law enforcement, this would enable the Police Department to focus on specific crime "prevention" activities rather than only dealing with crime after it has been committed.

### **Goal #3 - Improve the Quality of Life in Clearlake with Improved Public Facilities**

The top 4, in order of priority, are listed as specific objectives. The remainder of the public works projects are not listed as separate Objectives but are listed on spreadsheets attached.

All projects regardless of completion timeframe are listed on the attached **City of Clearlake Public Works Projects** spreadsheet to give the City Council and the public an overall picture of the scope of work currently scheduled for Public Works and Engineering. There are two different spreadsheets for review. The first is by “**Priority**” and the second by “**Category**”.

As indicated earlier, the City only has one Engineer and one Public Works Director who fulfill the critical planning and management functions for all projects. Therefore, these projects cannot be completed in a reasonable timeframe without the addition of certain planning and management personnel. Management expects that one full time hire will be needed to coordinate and supervise the additional workload generated by Measure V. Measure V should generate about \$1.6 to \$1.7 Million each year for road work within the city. By way of perspective, the City of Clearlake over the past 10 years has averaged about \$1.4 million in road spending from all sources. Measure V easily doubles that amount.

There are other significant and critical projects which will ultimately generate additional revenues to the city of Clearlake in terms of sales and property taxes. The Airport Road and Old Hwy 53 Improvements are two projects that are related to development of the airport property and contiguous properties which are critical to the long term fiscal health of the City. The Dam Road Extension to Phillips is essential to the development of the property it passes through and for the safe transit of people accessing the Walmart area. Frequently traffic is backing up onto Highway 53 in the morning when school is starting. These projects because of their size and importance should have a specific person delegated to move the projects along.

The construction portion of the public works projects will likely be contracted out.

#### **Objective #1: Implement Measure V**

Measure V passed by the voters authorize the collecting of a 1% Transaction and Use Tax for improving roads within the city of Clearlake.

**Primary Responsibility:** Public Works Director

**Secondary Responsibility:** City Engineer/Deputy Public Works Director

**Objective #2: Phillips/18<sup>th</sup> Avenue Project**

This project improves and widens Phillips Avenue and 18<sup>th</sup> Avenue pursuant to a combination of grants from ATP and CDBG with some funding from the City of Clearlake. This project is time sensitive because the grants have an expiration date.

**Primary Responsibility:** Public Works Director

**Secondary Responsibility:** City Engineer/Deputy Public Works Director

**Objective #3: Ogulin Canyon – Animal Control & Corporation Yard**

Property in Ogulin Canyon was purchased with Series A Bond Funds to provide a place for Public Works and Animal Control (which is currently housed at Public Works) to be located. The development of the Airport Property is dependent upon these two facilities being relocated from the Airport Property.

**Primary Responsibility:** Public Works Director

**Secondary Responsibility:** City Engineer/Deputy Public Works Director  
Police Sergeant - Operations

**Objective #4: Airport Road/Old Hwy 53(Airport) Improvements**

Easy and adequate access to the Airport Property and contiguous properties is a prerequisite to development of that property.

**Primary Responsibility:** Public Works Director

**Secondary Responsibility:** City Engineer/Deputy Public Works Director

## **Goal #4 - Improve the Image of Clearlake**

The Strategic Planning Committee believes that all Stakeholder's in the city (residents and businesses) have a vested interest in improving the image of Clearlake.

- Objective #1: Reach out to/involve external groups – Chamber, Others**
- Objective #2: Increased Presence on Social Media: Facebook & Twitter**
- Objective #3: Publicize/Marketing – newsletter**

**Primary Responsibility:** City Manager

**Secondary Responsibility:** City Clerk/Admin Assistant

These three objectives are grouped together because the plan is for the City Council to reformulate the “Ad Hoc” Marketing Committee into a permanent “Standing” Marketing Committee with a broader involvement of members from the business community and the public. This would require action by the City Council to reconstitute the Marketing Committee and create a new Charter and amended goals for the Committee. Representation from the Chamber and other interested groups is critical.

### **Objective #4: Stop trashing our own City**

This is about the way we act and talk toward our own community. If we as a community do not respect our community enough to stop discarding trash in the streets and open spaces, or, talking poorly about our community, how can we ever expect to change the public perception of Clearlake. It becomes a self-fulfilling prophecy.

**Primary Responsibility:** EVERYONE

**Secondary Responsibility:** EVERYONE

### **Objective #5: Improve city visually from highway**

**Primary Responsibility:** Contract Planner

**Secondary Responsibility:**

The idea here is that much of the attractiveness of the City of Clearlake is not seen from Highway 53 when driving through the area and therefore the opportunity to attract non-residents into the downtown area, lakefront, parks, and business of the City is not availed of.

## **Goal #5 - Ensure Fiscal Sustainability of City**

### **Objective #1: Increase Commercial Business**

Clearlake has a significant desire to improve its base of commercial businesses within the city. The desire is twofold: The first is the goal to provide a broader base of goods and services to our residents so that they do not have to travel to other areas to purchase them. Residents travelling to other areas to do their shopping is called leakage. A by-product to increasing the availability of goods and services is that it should draw shoppers to our area who would otherwise go elsewhere. The second desire is to increase revenue to the City through additional sales tax revenue. As indicated earlier the ability of the City to accomplish its goals and objectives is dependent upon the number and type of staff it can acquire.

**Primary Responsibility:** City Manager

**Secondary Responsibility:**

### **Objective #2: New Revenue Sources**

As stated in the prior Objective the ability of the City to achieve its goals and objectives is dependent upon its revenue stream. The key to developing additional revenue stream is to ensure that the costs incurred to develop the revenues do not exceed the revenue to generate it.

**Primary Responsibility:** Finance Director

**Secondary Responsibility:**

### **Objective #3: Fee Structure**

Revision and updating the City fee structure is an ongoing process. Never the less there are opportunities for the City to adopt new fees with the specific purpose of accomplishing an identified objective or provide a service previously unavailable.

**Primary Responsibility:** Finance Director

**Secondary Responsibility:**

#### **Objective #4: Developer Impact Fees**

Clearlake does not impose a separate developer fee for new construction. This is unusual in that most cities do. The primary impediment to Clearlake doing this has been the lack of an updated General Plan. The General Plan update is very close to completion which will allow the development of these fees.

**Primary Responsibility:** Finance Director

**Secondary Responsibility:** Assistant Planner

## **Goal #6 - Update Policies & Procedures to Current Government Standards**

### **Objective #1: Universal Service**

Most municipalities require the residents to maintain garbage and recycling services within their jurisdiction to ensure that waste of all type is appropriately disposed of. Clearlake has not, and does not currently, require that service. It has been a significant problem. This objective seeks to institute a universal service requirement citywide.

**Primary Responsibility:** City Manager

**Secondary Responsibility:**

### **Objective #2: Personnel**

As stated earlier in this plan, Clearlake suffers a severe restriction in the number of personnel the City can hire to do the work required. This means that the employees who are there must perform at a very high performance level. They do! Realistically this plan involves significant increases in expectations for accomplishments. This will require timely strategic acquisition of personnel specially to complete public works projects. This will also require that existing personnel be used most effectively.

A critical staffing issue in Animal Control needs to be resolved. This is a different part of the Animal Control issue than the design and construction of the animal control facility which is addressed in Goal #3 Objective #3. After approximately one year of temporary operation, management has realized that two animal control officers are a basic minimum staffing for animal control officers. Until the animal control facility is completed the ability to operate with one animal control support service personnel is not realistic. Two part time personnel are needed temporarily. One located at City Hall to handle licensing, adoptions, and associated paperwork. The other located at the Public Works Yard to care for the animals.

**Primary Responsibility:** City Manager

**Secondary Responsibility:** City Clerk/Admin Assistant

### **Objective #3: Update Ordinances**

Many of Clearlake ordinances are many years out of date and need to be updated. For example, there are specific ordinances identified in this Strategic Plan which should be addressed immediately. Goal 1, Objective 1 addresses beautification zones which should be adopted. Goal 6, Objective 1, for Universal Service is an ordinance should be updated quickly. Others would include Design review and Rental Housing ordinances.

**Primary Responsibility:** Contract Planner

**Secondary Responsibility:** Assistant Planner/City Clerk – Admin Assistant

**Objective #4: Marijuana Policies (Applicable to Goals 5, 6, 7)**

Like it or not, Marijuana has caused significant impacts on the City of Clearlake in the Police Department, Code Enforcement, and City Hall staff. The amount of resources that the City has dedicated to this issue means resources that cannot be allocated to other issues the City must address.

**Primary Responsibility:** City Manager

**Secondary Responsibility:** Contract Planner/Clerk-Admin Assistant

## **Goal #7 - City Policies Will Support Economic Development**

### **Objective #1: Code Enforcement in Business Districts**

Because economic development is so critical to the financial health of Clearlake, the City must make sure that the business districts within the City consistently maintain a clean and attractive environment for patrons and residents.

**Primary Responsibility:** Code Enforcement Supervisor

**Secondary Responsibility:** Police Chief/Police Sergeants Operation & Patrol

### **Objective #2: Preparation to market real estate for development**

Clearlake has several properties which, if developed, can generate opportunities for economic or residential development.

**Primary Responsibility:** City Manager

**Secondary Responsibility:** Finance Director

### **Objective #3: Support for Chamber/Lake County Economic Development Corporation**

While Clearlake is primarily concerned with economic development within the City of Clearlake, any opportunity to bring people to Lake County, which benefits all of Lake County and the natural resources it contains, should be taken. Regional cooperation works to the benefit of all of Lake County.

**Primary Responsibility:** City Manager

**Secondary Responsibility:**