

City of Etna

PUBLIC REVIEW DRAFT

Strategic Plan

2025-2030

SOURCE: Source material for this public review draft document is the existing City Council Goals & Objectives, and the recently completed (summer/fall 2024) community surveys for the City General Plan Update.

City Council

Cliff Munson, Mayor
Charnna Gilmore, Mayor Pro-tem
Brandon Fawaz, Councilmember
John Stacher, Councilmember
Jason Deppen, Councilmember

City Administrator

Jeff Mitchem

Executive and Management Staff

Dan Burbank, Public Works Director
Pamela Eastlick, City Clerk
Joshua Short, Police Chief
Clint Whitchurch, Fire Chief

City of Etna Strategic Plan

Vision Statement

Where We Want To Be

The Etna City Council envisions the City of Etna and its surrounding area to be attractive, emphasizing its natural beauty, the clean water and air, and the quiet, friendly small-town atmosphere. The streets, sidewalks, businesses, and homes are clean and in good condition. Services (water, sewer, police, fire, etc.) are well-maintained. City employees and Etna citizens are courteous, respectful, caring, and accountable to one another. Schools, churches, and other organizations work together with the city to provide the highest caliber of service. The economic outlook is positive, with all segments of the community, including the City Council, working together to raise the level of economic well-being through revitalized existing businesses, new businesses, new jobs, and new opportunities based on the use of our community assets and resources. Natural recreational opportunities are encouraged, and other recreational avenues are being upgraded. The historical points of the valley and Etna are well-marked and are used as a tourism enhancement. There is a mutual respect between the ranchers and the business community. There is a welcoming atmosphere for tourists / visitors and prospective new residents.

Our Goal

That to Which We Strive

To maintain those aspects of small-town rural life (friendliness, respect, caring); the environmental qualities of clean water, clean air, scenic beauty, and unpolluted landscape; excellent schools, churches, and community organizations; and to enhance/improve the economic level of the community through revitalized/new businesses and new jobs.

Mission Statement

Why We Exist

The City of Etna will work toward enhancing the quality of life for all residents by actively serving them, pursuing excellence in all areas, and maintaining a high level of accountability.

Core Values

The Values We Share

Compassion

Service

Accountability

Respect

Teamwork

Responsibility

Objectives

The City We Are Building Together

All buildings in the business district occupied with viable businesses;

Affordable housing units increased;

New low-impact businesses encouraged in Etna and Scott Valley Valley transportation systems improved;

Resources that entice new families developed;

Low-impact tourism opportunities encouraged/developed;

Partnerships with Valley cities, schools, emergency services and other organizations developed to insure efficient use of all resources and capabilities;

A reputation for mutual respect and accountability between citizens and City Council/employee

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STRATEGIC PLAN ELEMENTS

MISSION > City of Etna Mission Statement

The City of Etna will work toward enhancing the quality of life for all residents by actively serving them, pursuing excellence in all areas, and maintaining a high level of accountability.

Objective: By the adoption of the fiscal year 2024/2025 City budget cycle, City Administrator to review and discuss with City Council any necessary revision to the City's MISSION to enhance its understanding with the community aligned with this strategic plan.

VISION > City of Etna Vision Statement

The Etna City Council envisions the City of Etna and its surrounding area to be attractive, emphasizing its natural beauty, the clean water and air, and the quiet, friendly small-town atmosphere. The streets, sidewalks, businesses, and homes are clean and in good condition. Services (water, sewer, police, fire, etc.) are well-maintained. City employees and Etna citizens are courteous, respectful, caring, and accountable to one another. Schools, churches, and other organizations work together with the city to provide the highest caliber of service. The economic outlook is positive, with all segments of the community, including the City Council, working together to raise the level of economic well-being through revitalized existing businesses, new businesses, new jobs, and new opportunities based on the use of our community assets and resources. The natural recreational opportunities are encouraged, and other recreational avenues are being upgraded. The historical points of the valley and Etna are well-marked and are used as a tourism enhancement. There is a mutual respect between the ranchers and the business community. There is a welcoming atmosphere for tourist / visitors and prospective new residents.

Objective: By the adoption of the fiscal year 2024/2025 City budget, City Administrator to review and discuss with City Council any necessary revision to the City's VISION to enhance its understanding with the community aligned with this strategic plan.

VALUES > City of Etna Values

- Compassion
- Service
- Accountability
- Respect
- Teamwork
- Responsibility

Objective: By the adoption of the fiscal year 2024/2025 City budget City Administrator to review and discuss with City Council any necessary revision to the CITY VALUES STATEMENTS aligned with the actions of this strategic plan

S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) ANALYSIS

Source: General Plan Survey (<https://storage.googleapis.com/juniper-media-library/60/2024/05/Etna%20Survey%20Results.pdf>)

Strengths

Historic Heritage	
Location	
Amenities	
Community	
Open spaces and trails	
Community oriented citizens	
Clean water and air	
Tourism	
Events – markets, fairs, music	
Natural setting	
Preserved Historic Downtown buildings	
Small town spirit	
Limited corporate business presence	
New housing element	
Geographic setting	
Culture of volunteerism	
Water quality	
Small town charm	
Historic Character	
Free Pool	
Volunteerism	
Safety	
Downtown Character “city’s living room”	
Environmentally conscious	
Friendly citizenry	

Weaknesses

[illegible]

Opportunities

Community Services District	Use short-term rentals as funding for housing
Grant funding	Regional partnerships
Create a Cohesive City Team	EV charging in the City
Coordinated Scott Valley OES	Local farms and gardens
Improved Infrastructure	Energy independence
Ecology, biodiversity	Solar expansion
Capitalize on community resources	Partner for sustainable water sources
Prioritize open space acquisition	Support a thriving community
Expand tax base	City be a bridge for cultural conversation
Become a model sustainable community	Composting and recycling
Curated tourism	Civic Engagement & Support
Infrastructure funding	Climate adaptation/action plan
Local small businesses	Transparency in government
Preparing for fire prevention	Leverage technology
Emphasize early heritage	
Undergrounding of utilities	
Innovative affordable housing	
Promoting community engagement	
Innovative partnerships	
Unique retail offerings	
Engagement of youth	
Infill housing	
Finding sustainable mix of retail	
Jobs	
Public Art	

Threats

Lack of Housing Affordability	Tax base taken by other entity
Collaboration between stakeholders	Lose water rights
Lack of Audit	Lose local control on housing
Aging Infrastructure	
Lack of teamwork	
Personal Agendas	
Excessive fees	
Short Term Rentals	
Loss of rental housing	
Lack of affordable housing	
Inability to attract diversity	
Wildfire	
Lack of housing for workforce	
Loss of businesses	

Objective: With the adoption of each fiscal year City budget through 2030 City Administrator will review the S.W.O.T. analysis with City Council for alignment with tasks and objectives identified within the budget to meet the goals and initiatives of the strategic plan.

Strategic Initiatives

Goal Elements

These elements, embedded within Etna's Goal Statement, will be considered in all decision making and goal setting in strategic planning and the impact upon these areas will be assessed in each Priority Strategic Initiative:

CULTURE	Celebrate local small-town rural culture exemplified by friendliness, respect and caring.
ENVIRONMENT	Planning for and building environmental resilience to ensure clean air and water, scenic beauty and an unpolluted landscape.
COMMUNITY	Strengthen our community by engaging with local community-based organizations.
ECONOMICS	Enhance, revitalize and improve jobs, businesses and housing.

Objectives

These are the existing Objectives that will guide action over the five years of the strategic plan.

I. BUSINESS	100% occupancy of businesses on Main Street <u>and increase</u> opportunities for storefront beautification.
II. HOUSING	Increase affordable housing units to ensure that all community members can afford to live, work and thrive locally.
III. SERVICES	Effectively and efficiently serve the community with comprehensive and regionally coordinated public resources and services.
IV. PARTNERSHIPS	Partner with Valley cities, schools, and other organizations to ensure efficient use of all community resources and capabilities.
V. NATURE	Provide comprehensive nature-based recreation and culture services to community members and visitors.
VI. RESPECT	Treat citizens, City Council and Staff with accountability and respect.

I. BUSINESS

Business and industry support

GOALS

1. Pursue a vacant storefronts mitigation program
2. Engage all city businesses to determine their needs and demands and track variations by area and business type
3. Create an economic development plan for the City
4. Support tourism as a funding mechanism for our businesses
5. Work with businesses to actively curate the eclectic mix of uniquely Etna businesses within the community and actively seek to recruit and retain businesses from outside the City
6. Actively pursue grants including CDBG and Economic Development partnership opportunities

IMPLEMENTING RESPONSIBILITY:

Staff: City Manager
Council

II. HOUSING

Workforce and affordable

housing, supportive of leasing

local, and maintenance of homeowner value GOALS

1. Support the housing needs of the local workforce
2. Continue to support housing rehabilitation through Community Development Block Grant funding
3. Develop an ADU design with pre-approval for the City's objective design standards (Housing Element implementation)
4. Develop a residential elevation with pre-approved architectural review available for infill housing
5. Create a housing needs analysis expanding upon the City's Housing Element to include needs for workforce housing, lease local, and paths to ownership as well as an assessment of the impact of short-term rentals on the housing needs analysis.
6. Implement a short-term rental program to align with objectives established from the housing needs analysis
7. Engage City stakeholders and regional partners in the needs analysis

IMPLEMENTING RESPONSIBILITY:

Staff: City Manager
Council

III A. SERVICES (transportation)

Parking, Roads, Right-of-Way, and other public and contracted infrastructure

GOALS

1. Complete the parking study and seek City Council approval for a comprehensive plan to address parking
2. Engage stakeholders in the prioritization of future public works projects
3. Establish an emergency and routine service mutual aid and assistance-by-hire agreement with the County
4. Reconfigure the citywide Capital Improvement Program (CIP) to align with the strategic plan and funding opportunities
5. Develop a master list of grant projects for all City departments and actively pursue City Council adopted projects consistent with the CIP and the strategic plan
6. Explore options for a Climate Adaptation and Resiliency Plan (future grant funding)

IMPLEMENTING RESPONSIBILITY:

Staff: Public Works
Council:

III B. SERVICES (fire/emergency serv.)

Wildfire and structural fire prevention, mitigation, and education

GOALS

1. Re-establish County wide cooperative approach to emergency services interoperability
2. Assess community needs for achieving compliance with fire related ordinances to include plans for private property fuels mitigation, green waste hauling, and related activities
3. Develop programs to address the community needs for fuels mitigation and consider the development of low-income and access and functional needs programs supportive of compliance with the City's existing vegetation management ordinance requirements
4. Engage the community through the providing direct and routine outreach to the community including local Firewise groups
5. Develop implementation strategies for the MOU for Fire Prevention and Mitigation between the City and County OES
6. Pursue the development of a Countywide OES with an Etna specific annex
7. Evaluate the need for and benefits of an Urban Forestry Plan for the City
8. Provide community outreach and education on and complete functional exercises of emergency evacuation routes
9. Actively pursue grants for a wide array of fire related activities including prevention, education, mitigation, response and recovery

IMPLEMENTING RESPONSIBILITY:

Staff: Fire Department, Police Department
Council

III C. SERVICES (water)

Maintenance of cost efficient, reliable, resilient, and sustainable drinking and irrigation water sources and wastewater treatment capabilities

GOALS

1. Implement remote meters, leak detection and system enhancements
2. Evaluate the impact of vegetation overgrowth and fire risk on water supply and resiliency
3. Coordinate with the Siskiyou County Flood Control and Water Conservation District for potential regional projects, economies of scale and funding sources
4. Engage stakeholders on the topic of service delivery and capital improvement costs in relation to maintaining a sustainable water supply for the community
5. Evaluate options to retain and store additional water rights
6. Evaluate options for the use of untreated irrigation water on city lands and at city parks
7. Review the existing Water / Wastewater Master Plan and update the plan
8. Actively pursue grants including the EPA Water Infrastructure Improvements for the Nation Grants and the California Department of Water Resources Water Infrastructure and Resilience Projects program

IMPLEMENTING RESPONSIBILITY:

Staff: Public Works
Council

IV. PARTNERSHIPS

Arts, Culture, and Distinction

GOALS

1. Consider the role and impact of the Etna Native Tribes and their culture in seeking to expand arts, culture and diversity in Etna
2. Develop a public art process including an enabling ordinance
3. Create a Scott Valley specific plan that includes a pathway to redevelopment that considers: rebranding, housing, business, art, and parks
4. Engage the arts community and all stakeholders in identifying the unique vibrancy of Etna and how to maintain and expand it.
5. Create and implement a stakeholder communications plan to include online social media, mailers, meetings, and workshops to meet both the City and stakeholder needs
6. Evaluate the timing, formation, and mission of an Etna Arts Commission
7. Actively pursue grants including through the National Endowment for the Arts and California Arts Council programs

IMPLEMENTING RESPONSIBILITY:

Staff: City Manager
Council

V. NATURE (Recreation & Culture)

Parks, Open Space, Recreation, Programming, and Community Facilities

GOALS

1. Explore opportunity for expanding recreational services to community under unified parks and recreation department maximizing use of city assets including aquatics, parks, recreation, youth and teen, senior, community events, etc.
2. Engage the Gateway to the Marble Mountains / PCT / etc. in the branding and art aspects of parks related activities
3. Integrate recreation related billing and facilities rentals into new City finance system
4. Engage the community in a parks, open space, recreation, and community facilities needs analysis
5. Coordinate with the Visit Siskiyou County / Scott Valley Recreation
6. Consider a Parks Master Plan to explore potential new sites, services and amenities
7. Explore opportunities for a valley wide recreation district, regional park and trails approach, or other amenities and/or revenue enhancing activities
8. Actively pursue grants including Prop 68 and regional partnership grant opportunities

IMPLEMENTING RESPONSIBILITY:

Staff: City Manager, Recreation & Culture Department (new department)
Council

RESPECT

Treat citizens, city council and staff with accountability and respect.

GOALS

1. Internal (City Staff)
 - A. Update Personnel Rules codifying internal customer service ethic.
 - B. Establish staff training requirements underscoring principles of mutual respect and teamwork.
 - C. Provide staff with resources ensuring effective communication and cross-departmental support.
2. External (Community)
 - A. Establish staff training requirements underscoring principles of community service.
 - B. Provide staff with resources necessary to effectively and efficiently serve the community.
 - C. Increase service capacity and protocol for expanded city services.

IMPLEMENTING RESPONSIBILITY:

Staff: City Manager
Council