



# CITY OF HEALDSBURG PARKS AND RECREATION COMMISSION REGULAR MEETING AGENDA

Meeting Date: May 13, 2026  
Time: 06:00 PM  
City Hall Council Chamber  
401 Grove Street  
Healdsburg, CA 95448

**To join by computer, tablet, or mobile device:**

Go to <https://zoom.us/join> and type in the Webinar ID: 815 8894 3494 or follow this link:  
[healdsburg.gov/zoom](https://healdsburg.gov/zoom) (Pre-registration for the meeting is not required.)

---

## 1. CALL TO ORDER

1.a Roll Call

1.b Pledge of Allegiance

1.c Changes (Deletions) to Agenda

1.d Approval of Minutes

Approval of September 10, 2025 regular meeting minutes of the Parks and Recreation Commission.

1.e Election of Chair and Vice Chair

## 2. CITY COUNCIL LIAISON REPORT

## 3. ANNOUNCEMENTS/PRESENTATIONS

## 4. PUBLIC COMMENTS ON ITEMS ON NON AGENDA ITEMS

*This time is set aside to receive comments from the public regarding matters of general interest not on the agenda but related to Commission business. Pursuant to the Brown Act, however, the Parks and Recreation Commission cannot consider any issues or act on any requests during this comment period.*

## 5. OLD BUSINESS

5.a Abel De Luna Community Center Multicultural Center and Resilience

**Hub Tier 1 Project**

Receive an overview of the Abel De Luna Community Center Multicultural Center and Resilience Hub Tier 1 Project and provide feedback to staff and the design team.

**6. NEW BUSINESS**

**6.a Update on Community Services Projects and Activities**

**7. INFORMATION AND REPORT OF COMMUNITY SERVICES ACTIVITIES**

**8. COMMISSION REPORTS ON MATTERS OF INTEREST**

**9. ADJOURNMENT**

**AMERICANS WITH DISABILITIES ACT ACCOMMODATIONS**

Any member of the public who needs accommodations should email Community Services at [communityservices@healdsburg.org](mailto:communityservices@healdsburg.org) or call 707-431-3301. Staff will use their best efforts to provide reasonable accommodations to provide as much accessibility as possible while also maintaining public safety in accordance with the city procedure for resolving reasonable accommodation requests. All reasonable accommodations offered will be listed on the city website at <https://www.ci.healdsburg.ca.us/406/ada---public-accessibility>.

**SB 343 - DOCUMENTS RELATED TO OPEN SESSION AGENDAS:** *Any writings or documents provided to a majority of the Parks and Recreation Commission regarding any item on this agenda after the posting of this agenda and not otherwise exempt from disclosure, will be made available for public review at the Community Services Department Office located at the Abel De Luna Community Center, 1557 Healdsburg Avenue, Healdsburg, California during normal business hours. If supplemental materials are made available to the members of the Parks and Recreation Commission at the meeting, a copy will be available for public review at the meeting location.*

***These writings will be made available in appropriate alternative formats upon request by a person with a disability, as required by the Americans with Disabilities Act.***

**CITY OF HEALDSBURG  
PARKS AND RECREATION COMMISSION  
REGULAR MEETING MINUTES  
September 10, 2025  
City Hall Council Chamber  
401 Grove Street, Healdsburg, CA 95448**

**CALL TO ORDER**

Chair Thwaites called to order the meeting of the Parks and Recreation Commission of the City of Healdsburg at 6:04 PM with the following Commissioners present/absent:

**Present Commissioners:** Andrews, Cronin, Thwaites, Halvorsen, Wang arrived at 6:06 PM  
Chair Thwaites left the meeting at 7:25 PM.

**Absent Commissioners:** Melick and Doble

**Staff Present:** Community Services Director Mark Themig, Recreation Manager Garrett Perdigao, Parks and Open Space Superintendent Jaime Licea, Project Manager Tom Campbell, Recreation Supervisor Rich Schwarz, Active Adult and Senior Services Supervisor Anna Grant, Recreation Assistant Eric Guzman, and Office Assistant Lisa Licea

**CHANGES (DELETIONS) TO AGENDA**

None

**APPROVAL OF MINUTES**

On a motion by Commissioner Andrews, seconded by Commissioner Halvorsen, the Commission voted to approve the March 12th Parks and Recreation Commission meeting minutes as presented. (Ayes - 4, Noes - 0 , Absent – 2 )

**CITY COUNCIL LIAISON REPORT**

Mayor Evelyn Mitchell provided an update to the Commission on topics pertinent to City Council:

- Proclamation for National Service Dog Month
- State Housing Requirements
- Parklet Program Refinement
- Open position on the Arts and Culture Commission
- Open position on the Planning Commission
- Community Services Staff and Laura Fish Somersal family meeting to collaborate on meaningful ways to honor Laura Fish Somersal
- Sept 21, Climate Action Healdsburg Event – “Sun Day”
- Creek Week Kick-off
- City Tree will be the Valley Oak

**ANNOUNCEMENTS/PRESENTATIONS**

None

Parks and Recreation Commission Meeting Minutes  
 September 10, 2025  
 Page 2

**PUBLIC COMMENTS ON NON-AGENDA ITEMS**

None

**OLD BUSINESS**

None

**NEW BUSINESS - Recreation Software Provider Selection**

Recreation Manager Perdigao described the Community Services Department's current recreation software provider (Active Net) and explained its functionality. He noted that the Department has used Active Net since 2006.

Perdigao went on to present the results of the Recreation Software Request for Proposals (RFP). Two proposals were received as a result of the RFP process, each offering mobile-friendly features, enhanced communication tools, and point-of-sale system capabilities. Proposals were received from Civic Rec and Vermont Systems. Perdigao provided live demonstrations of the software with examples from the Cities of St. Helena (CivicRec) and Wichita (Vermont Systems). He presented pros and cons for both platforms and informed the Commission of staff's recommended platform – Civic Rec.

Commissioners asked questions regarding the contract length and ease of the participant signup process. Implementation is expected to begin in Winter 2025 with a planned launch in Spring 2026.

On a motion made by Commissioner Andrews, seconded by Chair Thwaites, the Commission voted to recommend to City Council that the City proceed with the selection and implementation of Civic Rec as the City's new recreation software platform. (Ayes – 5, Noes – 0, Absent – 2)

**PUBLIC COMMENT**

None

**COMMUNITY SERVICES UPDATE – Spring and Summer Programs, Services and Projects Youth and Adult Activities**

Recreation Supervisor Rich Schwarz and Recreation Assistant Eric Guzman provided an update and overview of Spring and Summer of 2025 Programming.

Recreation Assistant Eric Guzman enjoyed running the Tee-ball League, which had 33 participants and ran for about 8 weeks. He shared his appreciation for the volunteer coaches.

An update on Summer Camp HBG was provided by Supervisor Rich Schwarz. Preschool and youth camps were offered and 1340 kids were served, 314 more participants than last year. The Community Services Department partners with Healdsburg Unified School District (HUSD) on utilizing the Extended Learning Opportunities (ELO) grant which allows qualifying HUSD students to attend camp for free. Enrollment fees are reimbursed by HUSD via the ELO Grant. 6Cricket software platform was brought on board to help with record keeping and tracking attendance and to

Parks and Recreation Commission Meeting Minutes  
September 10, 2025  
Page 3

serve as a hub of important contact and health information, etc. many working families utilize summer camps and this past summer 73% of campers' fees were covered by the ELO Grant.

Commissioner Halvorsen shared that he appreciated a spot being opened up for his daughter and it was extremely helpful for his family.

Guzman spoke about our many Contracted Instructors – such as National Academy of Athletics, Redwood Raquet Sports, Chris King Martial Arts, Aqua Fit Water Aerobics, Belly Dancing, and Dog Training.

Schwarz praised Guzman for serving as the Amabassador for our Jr Giants Program. The program serves 5-13 year olds and is a free 8 week program. This year, 140 participants were served which was a record number for the program.

Adult sports – Co-Ed Softball and Soccer are offered and run from June through August. This season there were 17 teams, up from 12 teams last year.

Youth Soccer is offered in Partnership with Healdsburg Youth Soccer Association. 402 players are currently registered and it is the Department's largest program. The age groups served are from under 6 all the way up to under 14 years old. Supervisor Schwarz spoke about challenges related to late signups, along with delays that can cause and staff's commitment to not leave any child out who wants to participate.

### **Swim Center and Aquatics**

Guzman described the different program offerings at the Swim Center ranging from aqua aerobics, lap swim, rec swim, swim lessons and Dollar Days. Director Themig informed the Commission that the Healdsburg Unified School District plans to renovate the Swim Center and design work has not begun yet.

Chair Thwaites asked how the Commission can support staff and offered to help gather volunteers when needed. Thwaites suggested conducting a digital survey at the end of the soccer season to gather participant feedback. She also suggested producing a resource for volunteer coaches to help familiarize them with the process and provide helpful tools. Thwaites offered to help produce such a resource and Supervisor Schwarz confirmed that assistance from the Commission with finding volunteers could be very helpful.

### **Senior Services**

Active Adult and Senior Services Supervisor Anna Grant provided an overview of programs that are offered at the Senior Center.

- Fitness Classes
- Bus Trips and Overnights
- Social Opportunities
- Lifelong Learning & Brain Games

Parks and Recreation Commission Meeting Minutes  
September 10, 2025  
Page 4

- Social Services & Advocacy Programs
- DASH Volunteer Driving Program
- Bistro Dining Nutrition Program
- More

Grant noted that the goal of Senior Center programming is to engage the whole person – mind, body and spirit for ages 60-102 and all ability levels. Birthdays are celebrated monthly and handwritten cards are sent to all members who have shared their birthdate.

She also noted that the Senior Center serves as a resource hub for such things such as elder law, Meals on Wheels and Redwood Empire Food Bank, and health insurance counseling. Membership has increased by over 90% between 2019-2025. Parking at the Senior Center continues to be an issue, however, improvements have been made. EV charging spaces, improved lighting, and repaired sidewalks are among those improvements.

In addition, Grant described the Compassionate Communities Pilot Program that is currently being created, which will aim to provide end of life support for all stages of end of life care. Commissioners inquired about collaboration with other agencies and Latinx participation in Senior Center activities. Grant clarified that the Senior Center does collaborate with other groups and that they are always working to find ways to increase Latinx participation in the Senior Center programs.

### **Parks and Open Space**

Parks and Open Space Superintendent Jaime Licea provided an update on Healdsburg Parks and Open Spaces. He began with an overview on Land Paths, which is a bilingual, environmental and educational organization that the City has partnered with since 2008. They assist the City with land stewardship of their open spaces, help lead volunteer and educational events, and assist with ongoing trail maintenance. Licea highlighted several of the educational events that Land Paths offers.

He described fire fuel reduction work that has been completed in conjunction with Healdsburg Fire, Cal Fire and Northern Sonoma County Fire District. This work has included increasing emergency access, pile burning and prescribed burns.

Licea also described work that has been done over the last several years to improve the Fire Road on Fitch Mountain. The work has focused on access to the top of Fitch Mountain, continuing work that began back when the Fitch Mountain Open Space Preserve was acquired.

In addition, he went over various playground repairs and maintenance that is done to meet fall protection and ADA accessibility requirements. Sand installation is done annually, along with playground fiber to absorb falls for safety. Tree and trail clearing, irrigation inspection and repairs, and the rotation of the Plaza flowers are among other Parks maintenance items that Superintendent Licea spoke about. Lastly, he described the yearly rotation of uses at Rec Park and the maintenance it undergoes to support baseball, football, and the Healdsburg Future Farmers Country Fair.

Parks and Recreation Commission Meeting Minutes  
 September 10, 2025  
 Page 5

### **Project Updates**

Project Manager Tom Campbell spoke about current and upcoming projects - including the Foley Family Pavilion, Laura Fish Somersal Park, Badger Park Redevelopment Master Plan and Magical Bridge Playground, the Healdsburg Multicultural Center, and the Villa.

- The **Foley Family Pavilion** will likely be completed in mid-November of 2025. The Foley family offered to increase their contribution by \$500,000 making their total contribution \$7,500,000. Skylight and light fixtures are installed with restroom tiles, furnishings and handrails in progress. The parking lot and sidewalk work will be completed next.
- **The Laura Fish Somersal Park** is in Phase 1 of development with 100% of the schematic design process complete. Next steps include cost estimating, begin construction documentation work, and construction bidding.
- **Badger Park Redevelopment Master Plan** process is underway, beginning with a CEQA analysis review. City Council public hearing is anticipated in November, along with formal approval of the redevelopment master Plan document. The **Magical Bridge Playground**, an accessible and inclusive playground that is proposed at Badger Park, will require a feasibility study. The MOU for the project will be considered at the September 15th City Council meeting, which will cover feasibility/planning, fundraising, and schematic design work.
- **The Healdsburg Multicultural Center** project will have several tiers of development and will focus on making improvements to the Community Center based on feedback received from the community through a process led by the Healthcare Foundation. Proposed improvements in Tiers 1-3 include landscape additions, painting of exterior walls, renovations to the courtyards, and renovation of the Multipurpose Room and creation of an indoor/outdoor relationship with the East Courtyard. Project Manager Campbell also outlined available funding for the project, noting that next steps are to continue community engagement on the project and lead the capital campaign for Tiers 2,3, and beyond.
- **Villa Chanticleer** will receive \$1.5 million for deferred maintenance, improvements and upgrades as a result of the 2025 State budget bill.

### **INFORMATION AND REPORT OF COMMUNITY SERVICES ACTIVITIES**

Director Themig provided an update on the Arts and Culture Commission's recent work highlighting several items:

- Percent for Arts Ordinance
- Public Art Grant refresh
- Foley Family Community Pavilion Public Art
- Branding and Identity
- Arts and Culture website
- Supporting and enhancing arts education
- Incorporating art into public projects (2025 Initiative: Laura Fish Somersal Park)

Parks and Recreation Commission Meeting Minutes  
September 10, 2025  
Page 6

He also explained that staff have been working on Sports Organization and Facility Use Agreements, along with noting several upcoming events.

- Dia de Muertos – October 26
- Plaza Christmas Tree – Mid November
- Merry Healdsburg – December 5
- Senior Appreciation Dinner – December 7
- Foley Pavilion Grand Opening - TBD

**COMMISSION REPORTS ON MATTERS OF INTEREST**

Commissioner Wang asked about possible updates on a recent incident at Gibbs Park, as well as an update on upcoming Deferred Maintenance projects and budget.

Director Themig provided an overview of the incident that occurred at Gibbs Park, noting that the incident received a strong response from Healdsburg Police which resulted in the suspects being arrested.

Themig also clarified that priority was placed on repairing the Community Center roof and was the primary focus for Deferred Maintenance funding this year.

**ADJOURN PARKS AND RECREATION COMMISSION MEETING**

There being no further meeting business to discuss, the meeting was adjourned at 8:10 PM by Vice Chair Cronin. The next regular meeting is scheduled for October 8, 2025 at 6:00 PM at the City Hall Council Chambers (unless otherwise established), 401 Grove Street, Healdsburg CA.

APPROVED:

ATTEST:

\_\_\_\_\_  
Kristin Thwaites,  
Chairperson

\_\_\_\_\_  
Mark Themig,  
Community Services Director



**CITY OF HEALDSBURG  
PARKS AND RECREATION COMMISSION  
AGENDA STAFF REPORT**

**MEETING DATE:** May 13, 2026

**SUBJECT:** Abel De Luna Community Center Multicultural Center and Resilience Hub Tier 1 Project

**PREPARED BY:** Tom Campbell, Project Manager

**STRATEGIC INITIATIVE(S):**

- Maintain and Improve Infrastructure and Facilities
- Provide Resident Driven Community Services

---

**RECOMMENDED ACTION(S):**

Receive an overview of the Abel De Luna Community Center Multicultural Center and Resilience Hub Tier 1 Project and provide feedback to staff and the design team.

---

**BACKGROUND:**

The City of Healdsburg's 2023 Diversity, Equity and Inclusion plan (DEI Plan) by Acosta Latino Learning Partnership includes recommendations and goals for the review, improvement, and establishment of community equity programming both within the City government and throughout the greater Healdsburg Community. Nine community events and in-depth listening sessions with 150 community members informed the DEI Plan, which recommends the development of a multicultural center to provide a space dedicated to celebrating cultural heritage and fostering a sense of belonging.

The Healthcare Foundation of Northern Sonoma County (the Foundation) led an initiative in 2024 to advance the multicultural center goal and brought together several community partners, including Corazón Healdsburg (Corazón) and Alliance Medical Center. The Foundation engaged Goring & Straja Architects and Carducci Associates, two Bay area design firms, that led a participatory process that engaged 129 residents through surveys, eight listening sessions, and two design workshops. The resulting Multicultural Center Report (the Report) identified the existing Abel De Luna Community Center as the preferred location for a multicultural center and outlined design and programming concepts that would build upon existing resources and strengthen community connections to realize the multicultural center goal by integrating it within the existing facility.

In April 2025, City Council received a presentation about the Abel De Luna Community Center multicultural center concepts and grant funding from Sonoma County. City Council directed staff to begin integrating the concepts into the design and operation of the community center and to

return with a grant agreement that would authorize receipt of the County funding. The City Council was supportive of a grant-funded project focused on the painting concept in Tier 1 of the Report's framework. Also in April 2025, City Council held a goal setting session and included implementing the multicultural center concepts as a proposed Fiscal Year 2025-26 goal.

In June 2025, the City Council approved a grant agreement with the County of Sonoma Department of Emergency Management in the amount of \$500,000 for improvements to the Abel De Luna Community Center, including implementation of the Multicultural Center concepts identified in the Report and completion of ADA improvements such as signage with braille and site entrances and exits improvements.

In December 2025, the City Manager executed a professional services agreement with Goring & Straja Architects for the development of cost estimates for the first three tiers of the framework and a rough order of magnitude estimate for the Report's framework in its entirety.

In January 2026, the City Council approved an amendment to the Professional Services Agreement with Goring & Straja Architects for cost estimating, design, and bidding support services for the painting concepts in Tier 1 of the Reports framework, new wayfinding signage, and preparation for two new murals (the Project). The murals are to be funded, planned and implemented by Corazón with City approval under the City's Public Art Policy.

On May 4, 2026, the City Council approved a Memorandum of Understanding with Corazón and the Foundation for fundraising, community engagement, design and implementation of the Project. Corazón is leading community engagement efforts related to the Project; the Foundation is organizing and leading all fundraising, including engagement of a capital campaign consultant, for the Project; and the City is delivering (design, bid, and construct) the Project as approved by City Council.

## **DISCUSSION/ANALYSIS:**

### Statement from Corazón Healdsburg Regarding the Design Approach for the Project

The proposed painting and mural work is Tier 1 of the Healdsburg Multicultural Center initiative, a project years in the making and led through a partnership between Healthcare Foundation Northern Sonoma County, Corazón Healdsburg, and the City of Healdsburg. The initiative emerged from a shared vision to create a space where all Healdsburg residents, across backgrounds, cultures, and generations, feel a genuine sense of belonging and shared ownership. The Abel de Luna Community Center was identified by the community as the ideal home for the Healdsburg Multicultural Center.

Tier 1 focuses on what community members most consistently identified as an immediate priority: making the physical environment feel welcoming and culturally reflective. The exterior painting and mural work are designed to do exactly that, to signal, visibly and boldly, that this is a place that belongs to everyone. The design approach is rooted in the full breadth of the Healdsburg community.

Mural concepts are being developed to incorporate elements drawn from local history, agricultural heritage, cultural traditions, and symbols that carry meaning across the diverse groups who call Healdsburg home. Artists Jake Messing and Blanca Molina are bringing these elements to life in a way that reflects both the distinctiveness of individual community identities and the shared story of the city as a whole. At the conclusion of the process, community members will be invited to participate directly in painting the mural, ensuring that the finished work is not just representative of the community, but made by it.

### Painting and Wayfinding Signage

Corazón planned a series of Design & Visioning Sessions to expand upon the community engagement work for the Multicultural Center Report that they organized in 2024. The first session in March 2026 introduced this next phase of engagement and announced a nomination process for focus group participants. Corazón selected 15 individuals who represented the full diversity of Healdsburg, especially those who may not typically have access to decision-making processes.

The focus group, known as the Design Advisory Committee, met three times in March and April 2026 to provide Goring & Straja Architects with guidance on color concepts for exterior painting of the Abel De Luna Community Center. An online survey and interactive boards installed at the entrance to the Abel De Luna Community Center provided opportunities for the Healdsburg community at-large to provide feedback on color concepts.

Multicultural Center Report suggested painting the building with a bright colors to add vibrancy and help with visitor wayfinding. The selected color palette is inspired by two Mexican architects, Luis Barragán and Ricardo Legorreta. Selected paint colors include:

- Rosy Blush Benjamin Moore #2086-30
- Startling Orange Benjamin Moore #2016-10
- Abstracta Benjamin Moore #322
- Purple Lotus Benjamin Moore #2072-30
- Bermuda Breeze Benjamin Moore #1345
- Iron Mountain Benjamin Moore #2134-30

The painting concept uses high-contrast colors and color-coded zones (e.g. “purple courtyard”) to distinguish areas and make navigation intuitive for visitors. Benjamin Moore Aura paints will be specified. Benjamin Moore Aura is an ultra-premium, zero-VOC exterior paint known for exceptional durability and rich color depth. It utilizes Gennex colorants for long-lasting color, excellent washability and minimal, seamless touch-ups. Benjamin Moore estimates that the Community Center will not need to be repainted for another 10-15 years. The painting work will include two coats of paint over one coat of primer.

The adopted budget for the painting work is \$500,000, funded entirely by the grant the County of Sonoma Department of Emergency Management. The contract with Goring & Straja for cost estimating and design services totals \$81,193 with a 10% contract contingency for a total authorized amount of \$89,312. The remaining project budget balance is \$410,688.

Healthcare Foundation Northern Sonoma County recently secured a \$200,000 pledge from an

anonymous donor who is committed to supporting the Project. Staff anticipates that this additional funding will be transferred to the City via a grant agreement with the Foundation.

City staff are planning to solicit bids for the exterior painting work murals within the next few weeks once the grant agreement with the Foundation is in place. Staff anticipates that painting work would begin in August 2026 and be complete in November 2026. New signage, including wayfinding signage at Community Center entrances/exits and classroom signage with braille, will be installed shortly thereafter.

#### Murals

The Design Advisory Committee considered mural locations during the visioning sessions held in April. The Committee will vote on mural locations at its next visioning session on May 12, 2026. Mural artists Blanca Molina and Jake Messing will present their draft mural designs to the Design Advisory Committee in June 2026 and then finalize their designs prior to going through a review and approval process under the City's Public Art Policy. Staff anticipates that mural painting work will begin in September 2026.

#### **ALTERNATIVES:**

The Commission could choose not to receive this update and information.

#### **ATTACHMENT(S):**

Multicultural Center Paint Color Plan & Elevation Drawings  
Multicultural Center Exterior Paint Colors – Renderings  
Abel De Luna Community Center Multicultural Center Report  
City of Healdsburg Diversity, Equity, and Inclusion Plan

Project:

**HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER**  
1557 HEALDSBURG AVENUE #



Consultants:

**STRUCTURAL**  
Degenkolb Engineers  
601 12th Street, Suite 400  
Oakland, CA 94607  
TEL: 510.250.1204

**ME**  
Belden Consulting Engineers  
6700 Koll Center Parkway,  
Suite 300  
Pleasanton, CA 94566  
TEL: 925.621.5300

No. Date Issue

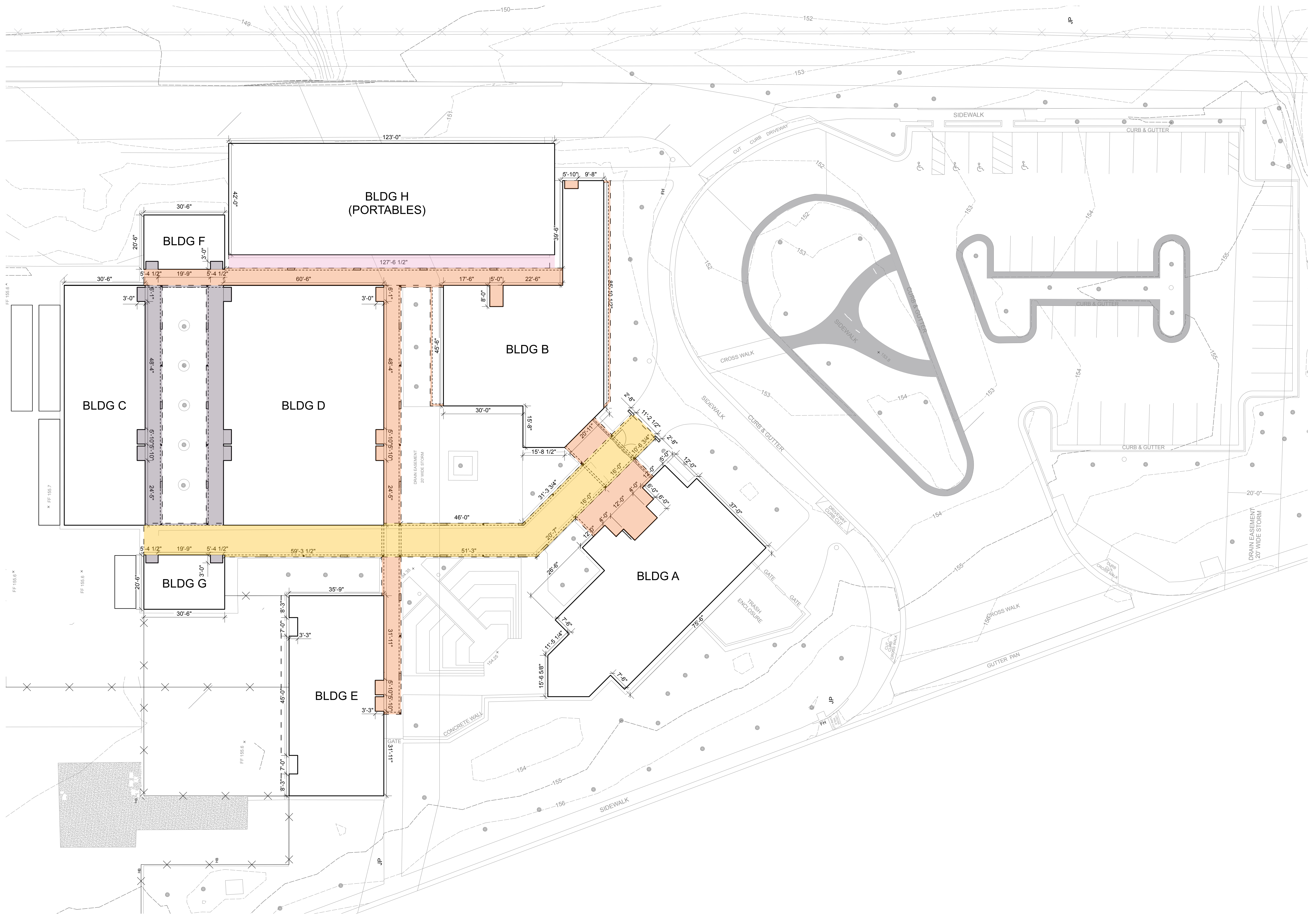
Issue Note:

Project ID: HFMC  
Drawn By: RL  
Review By: DT  
Plot Date: 5/1/26  
Sheet Title:

**KEY FLOOR PLAN**

Sheet No.:

**A21**



1 KEY PLAN  
1/16" = 1'-0"

Project:

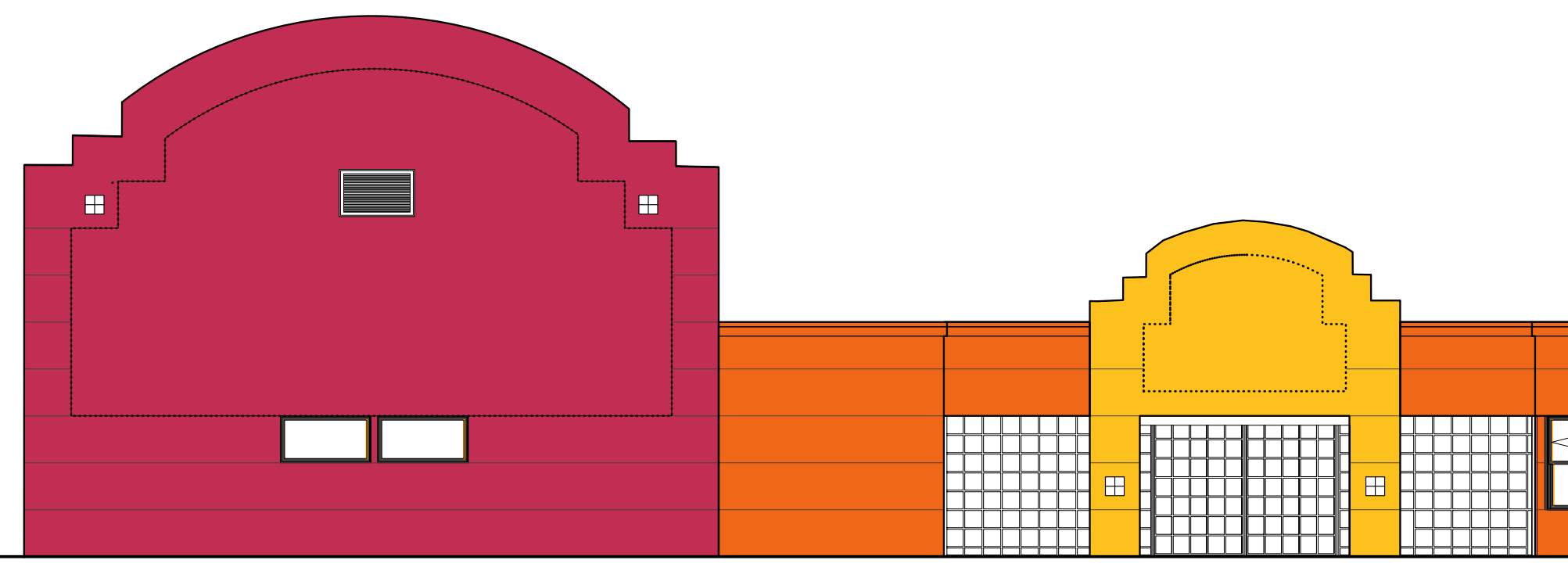
HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER  
1557 HEALDSBURG AVENUE #



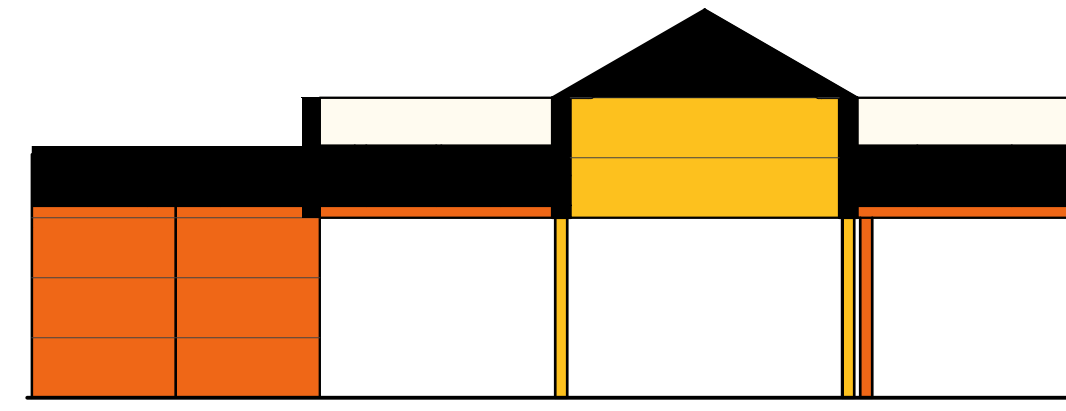
Consultants:

STRUCTURAL  
Degenkolb Engineers  
601 12th Street, Suite 400  
Oakland, CA 94607  
TEL: 510.250.1204

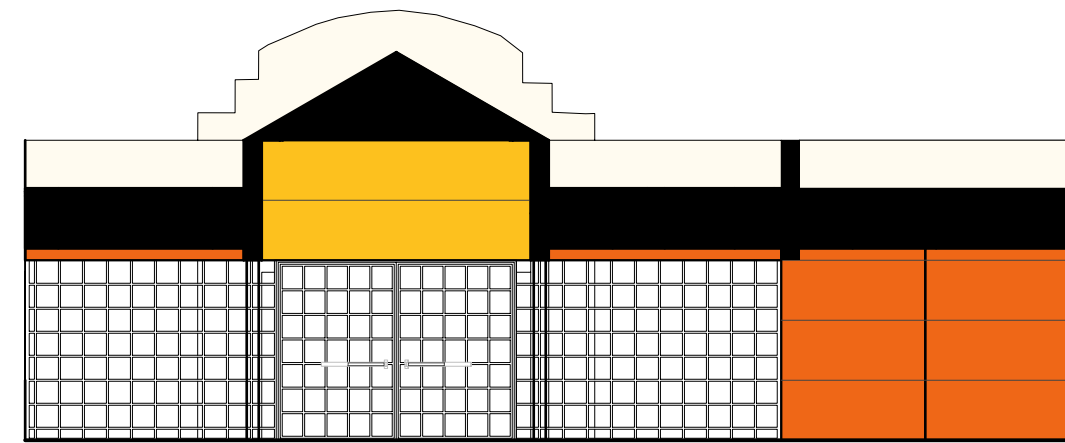
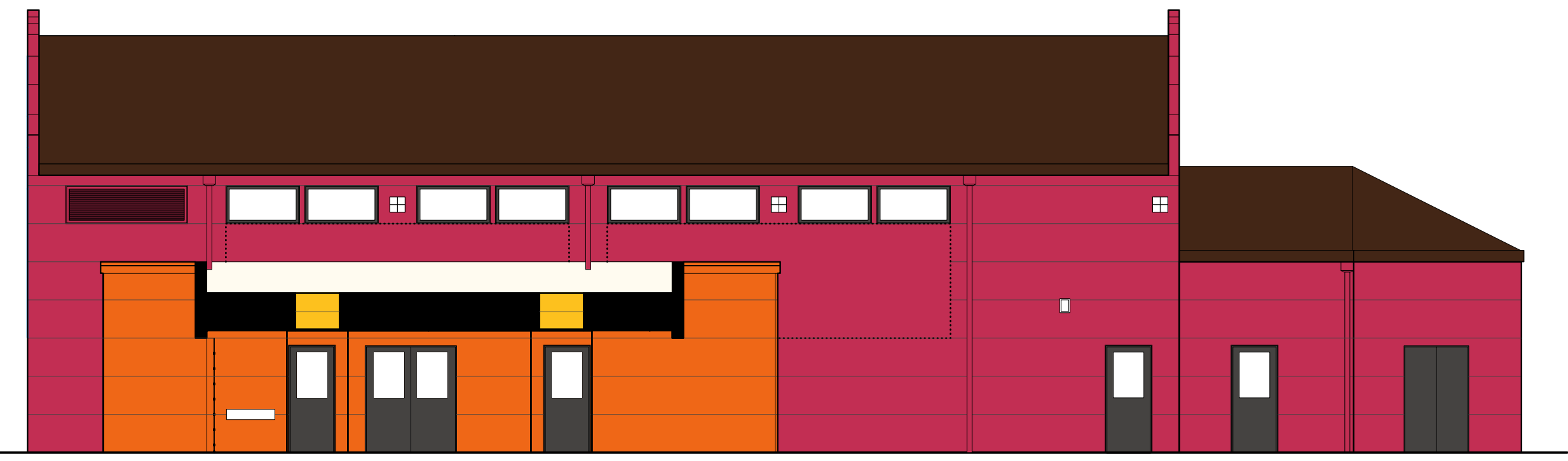
ME  
Belden Consulting Engineers  
6700 Koll Center Parkway,  
Suite 300  
Pleasanton, CA 94566  
TEL: 925.621.5300



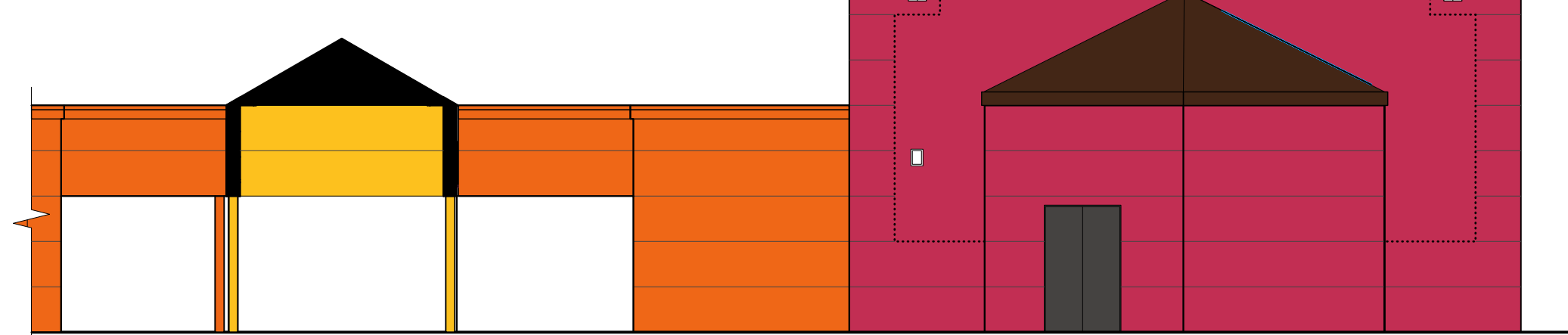
NORTH



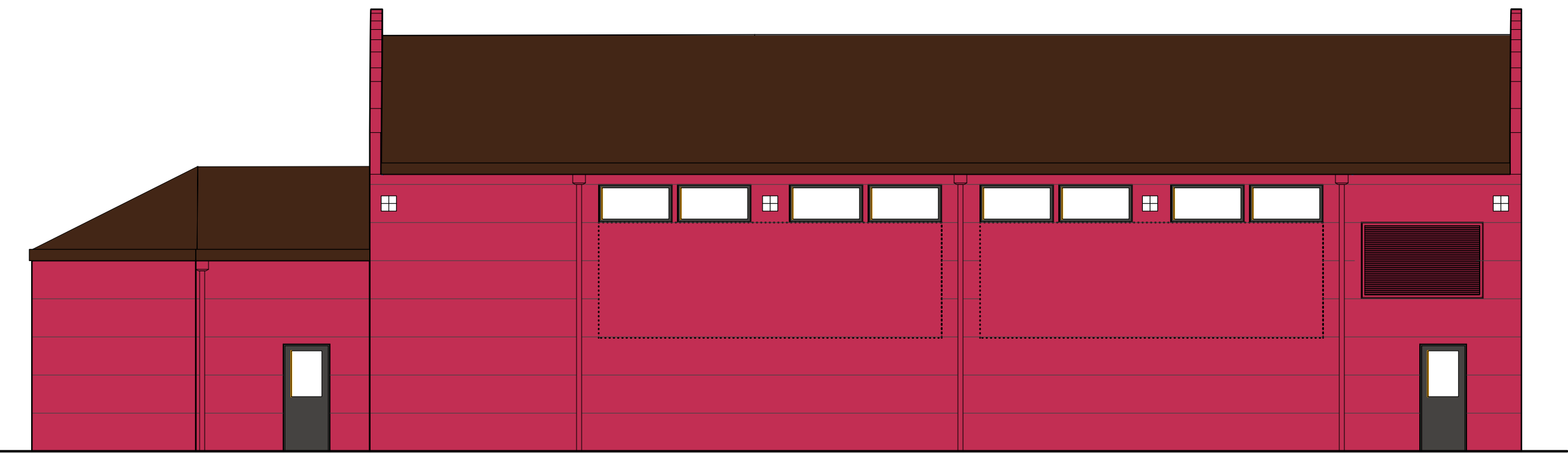
WEST



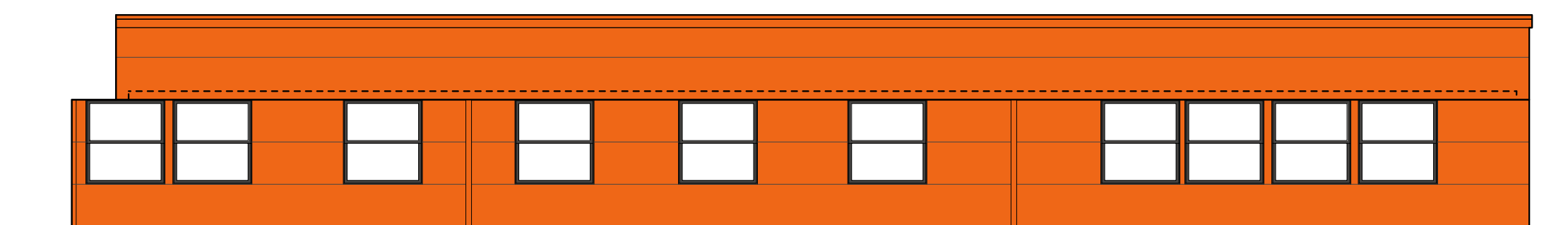
SOUTH



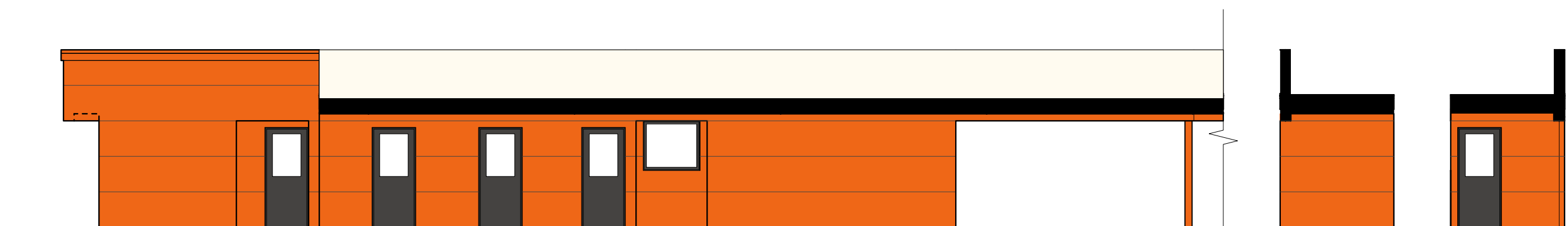
EAST



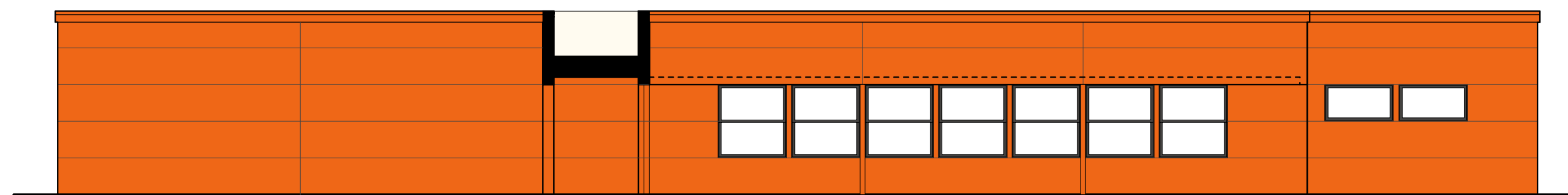
2 BUILDING A  
1/8" = 1'-0"



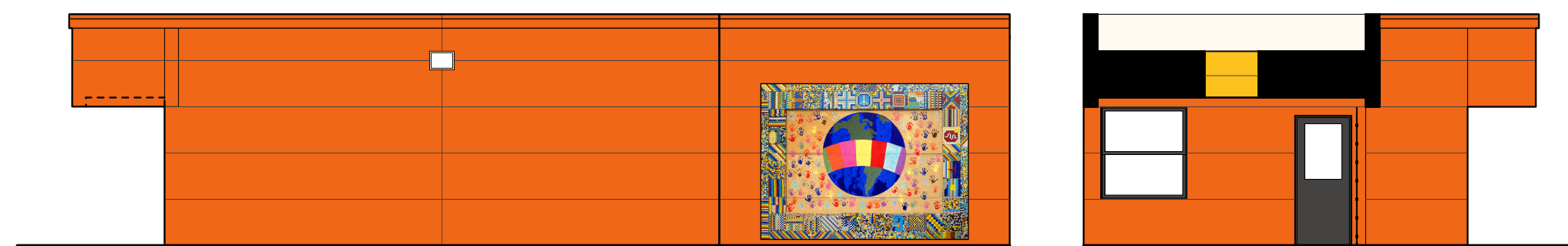
NORTH



WEST



SOUTH



EAST

1 BUILDING B  
1/8" = 1'-0"

No. Date Issue

Issue Note:

Project ID: HFMC  
Drawn By: RL  
Review By: DT  
Plot Date: 5/1/26  
Sheet Title:

COLOR EXTERIOR  
ELEVATIONS

Sheet No.:

C5.1

Project:

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER  
1557 HEALDSBURG AVENUE #



Consultants:

STRUCTURAL  
Degenkolb Engineers  
601 12th Street, Suite 400  
Oakland, CA 94607  
TEL: 510.250.1204

ME  
Belden Consulting Engineers  
6700 Koll Center Parkway,  
Suite 300  
Pleasanton, CA 94566  
TEL: 925.621.5300

No. Date Issue

Issue Note:

Project ID: HFMC  
Drawn By: RL  
Review By: DT  
Plot Date: 5/1/26  
Sheet Title:

COLOR EXTERIOR  
ELEVATIONS

Sheet No.:

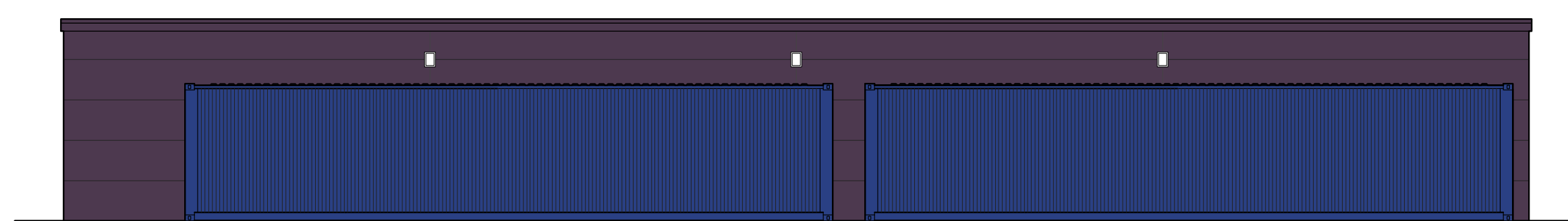
C5.2



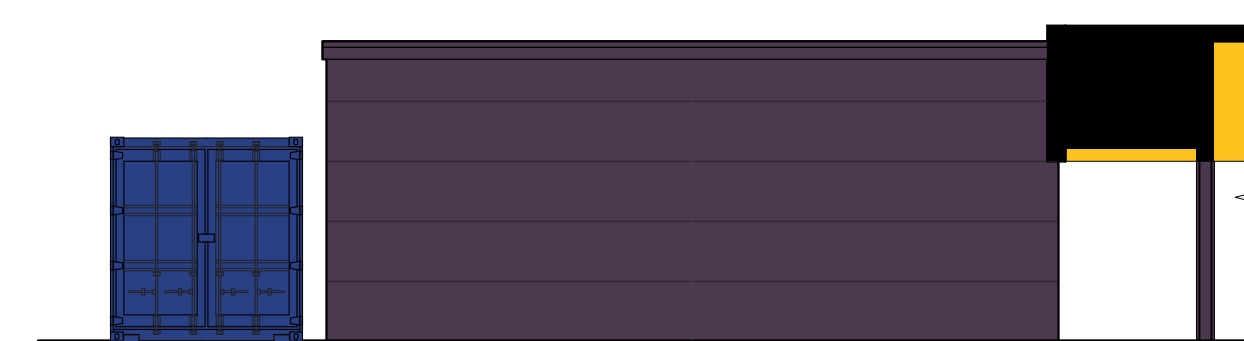
NORTH



WEST

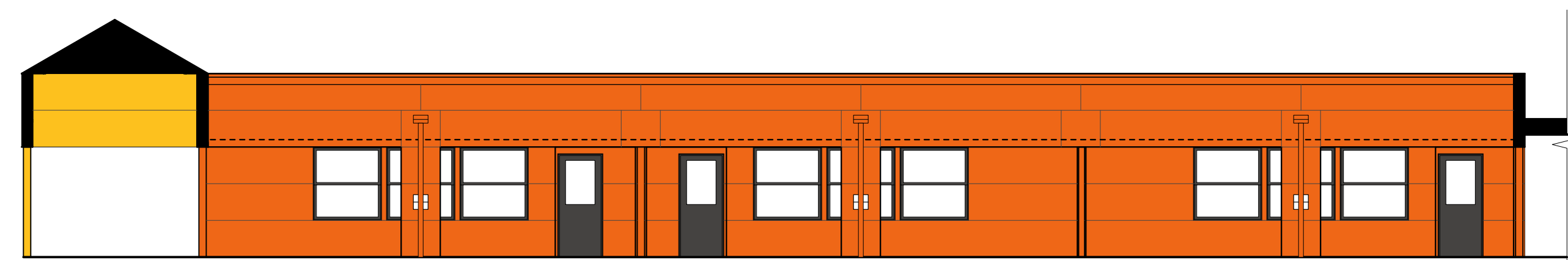


SOUTH

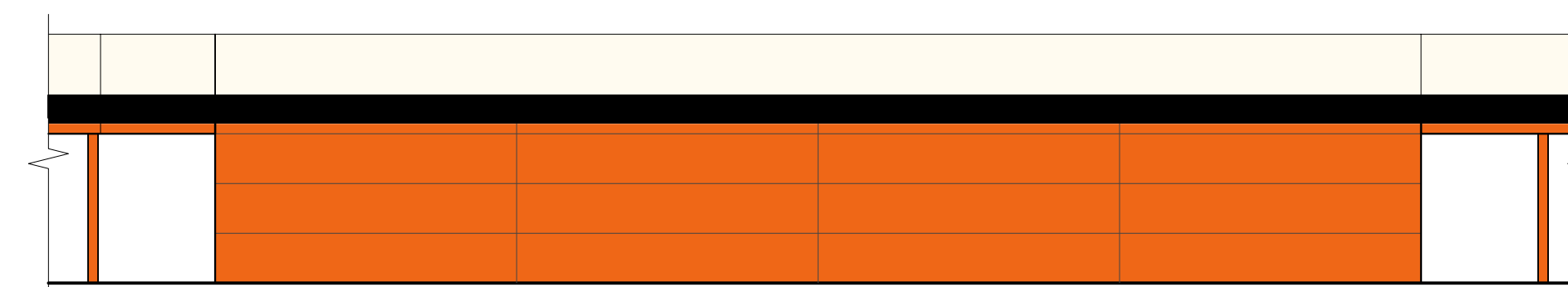


EAST

2 BUILDING C  
1/8" = 1'-0"



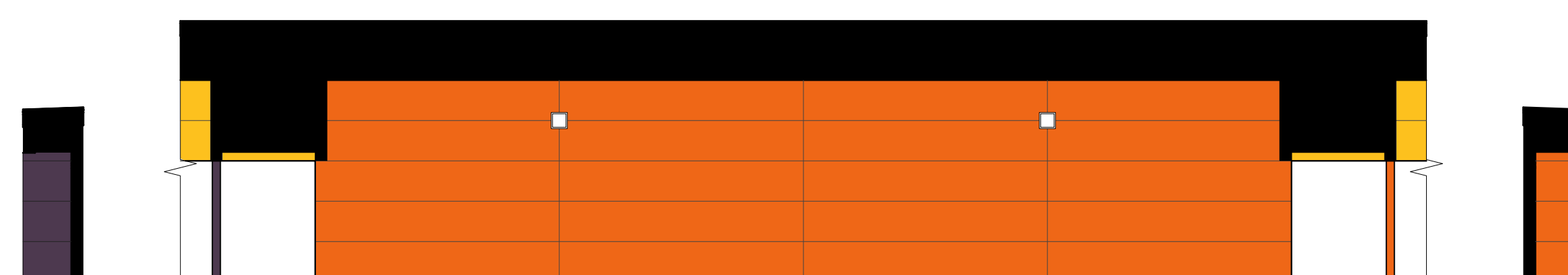
NORTH



WEST



SOUTH



EAST

1 BUILDING D  
1/8" = 1'-0"

Project:

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER  
1557 HEALDSBURG AVENUE #



Consultants:

STRUCTURAL  
Degenkolb Engineers  
601 12th Street, Suite 400  
Oakland, CA 94607  
TEL: 510.250.1204

ME  
Belden Consulting Engineers  
6700 Koll Center Parkway,  
Suite 300  
Pleasanton, CA 94566  
TEL: 925.621.5300

No. Date Issue

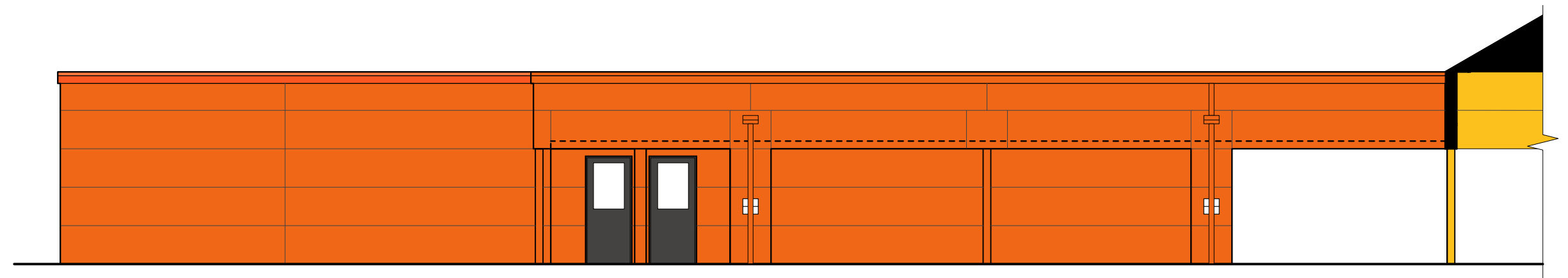
Issue Note:

Project ID: HFMC  
Drawn By: RL  
Review By: DT  
Plot Date: 5/1/26  
Sheet Title:

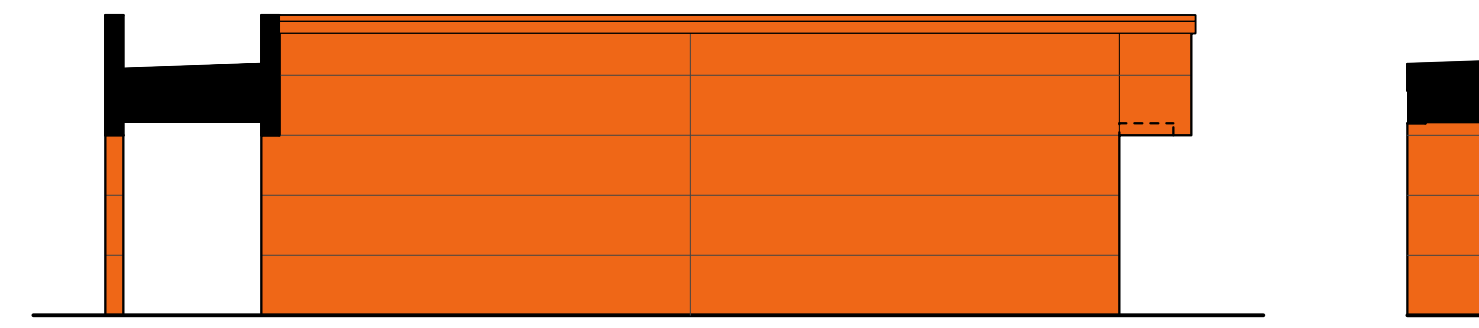
COLOR EXTERIOR  
ELEVATIONS

Sheet No.:

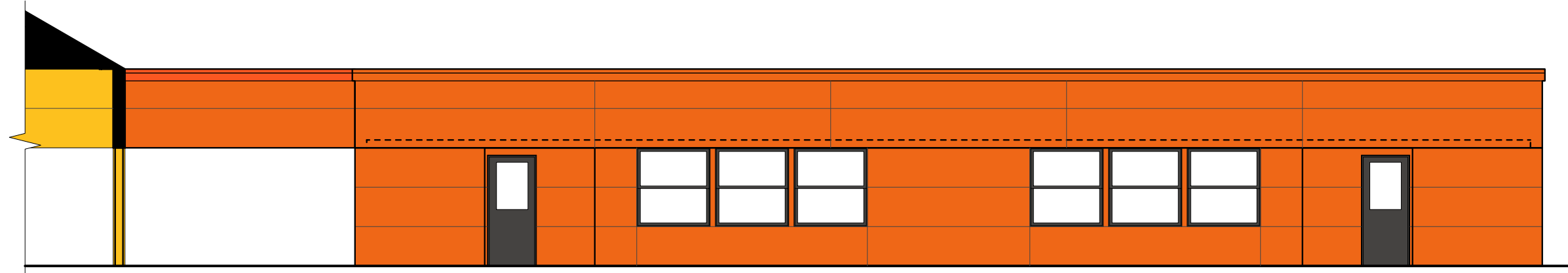
C5.5



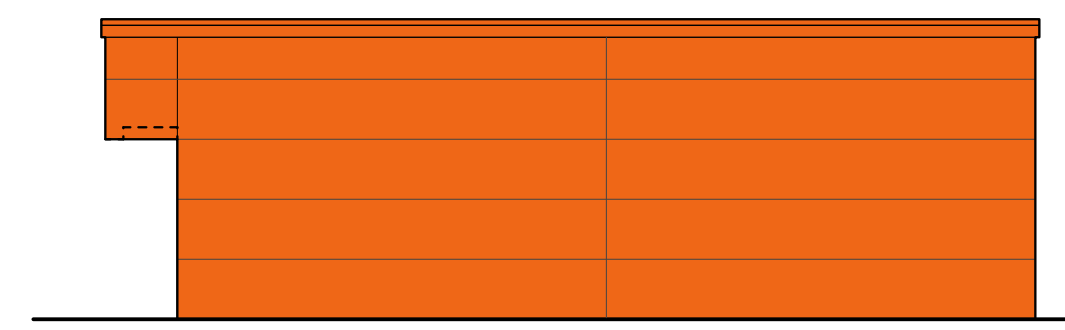
NORTH



WEST

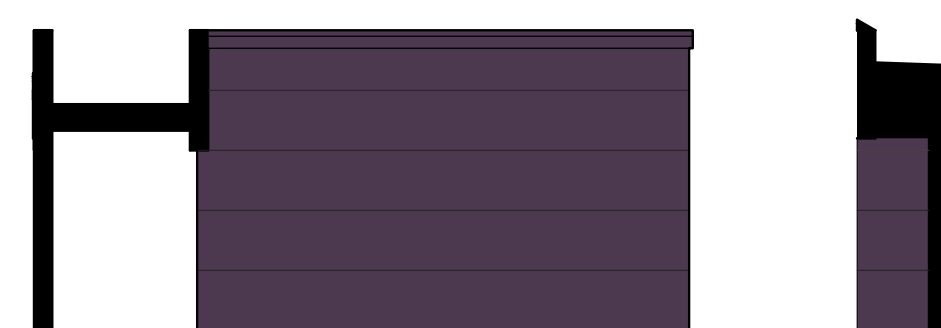


SOUTH

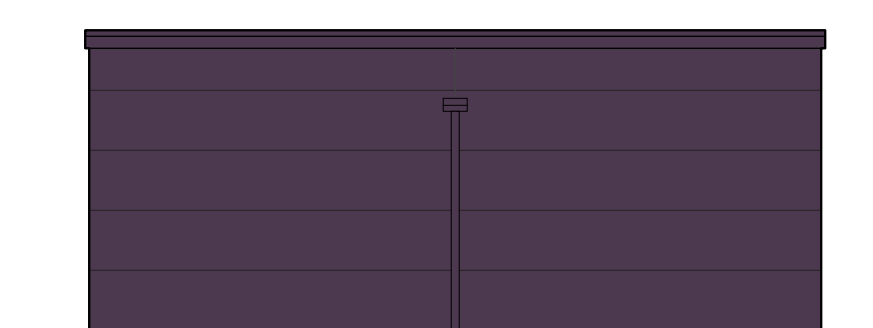


EAST

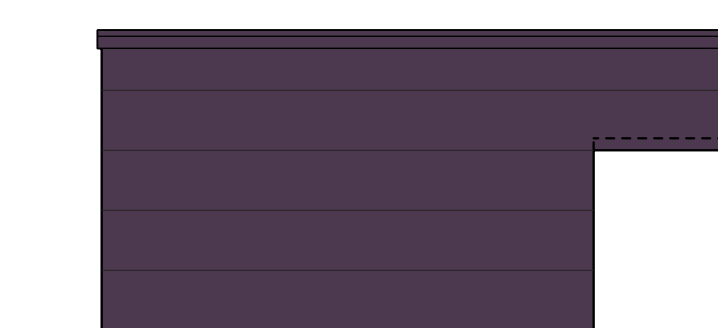
3 BUILDING E  
1/8" = 1'-0"



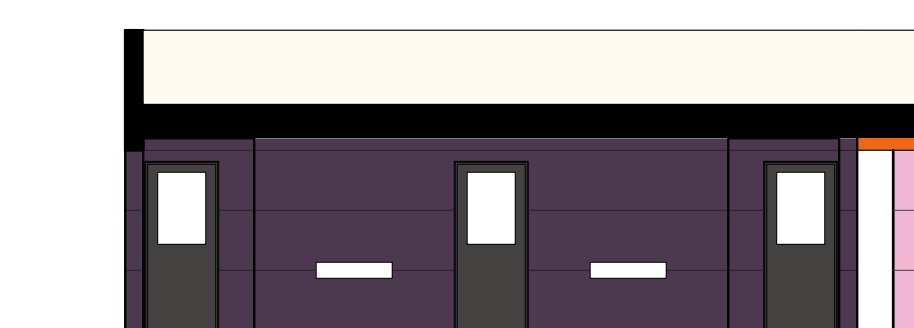
NORTH



WEST



SOUTH



EAST

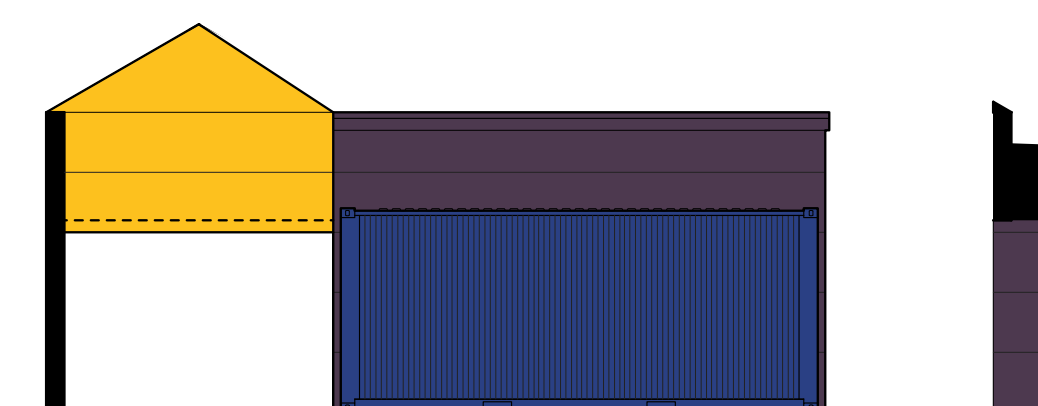
2 BUILDING F  
1/8" = 1'-0"



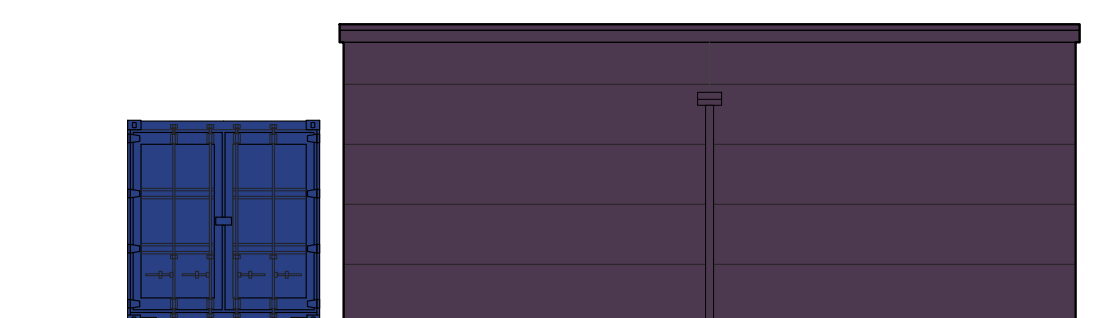
NORTH



WEST



SOUTH



EAST

1 BUILDING G  
1/8" = 1'-0"



729 Heinz Avenue, Suite 1  
Berkeley, CA 94710  
510.848.0895

Project:

**HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER**  
1557 HEALDSBURG AVENUE #



Consultants:

**STRUCTURAL**  
Degenkolb Engineers  
601 12th Street, Suite 400  
Oakland, CA 94607  
TEL: 510.250.1204

**ME**  
Belden Consulting Engineers  
6700 Koll Center Parkway,  
Suite 300  
Pleasanton, CA 94566  
TEL: 925.621.5300

No. Date Issue

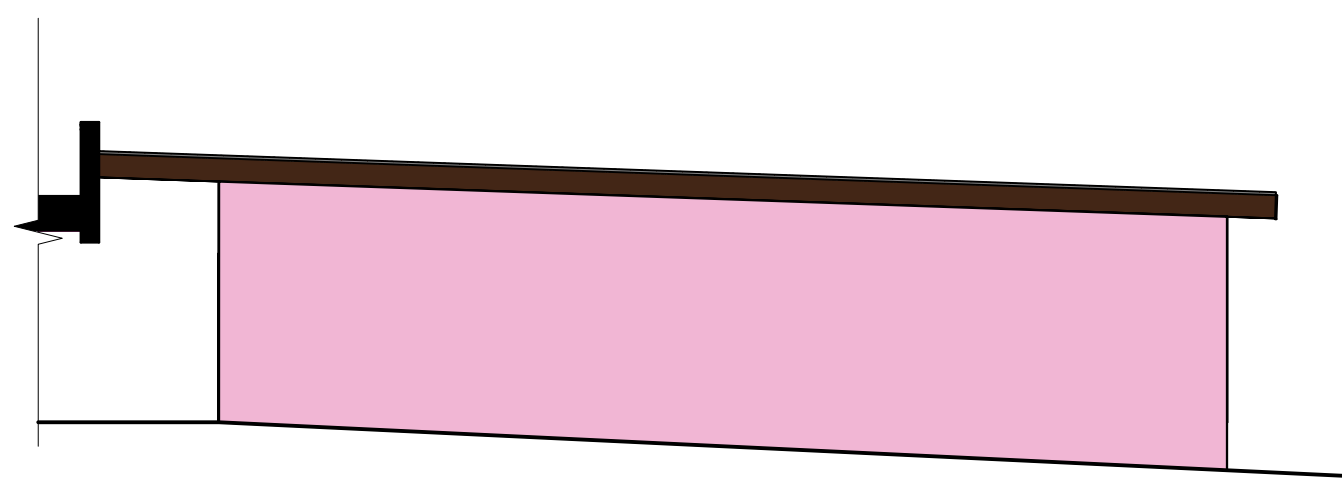
Issue Note:

Project ID: HFMC  
Drawn By: RL  
Review By: DT  
Plot Date: 5/1/26  
Sheet Title:

**COLOR EXTERIOR  
ELEVATIONS**

Sheet No.:

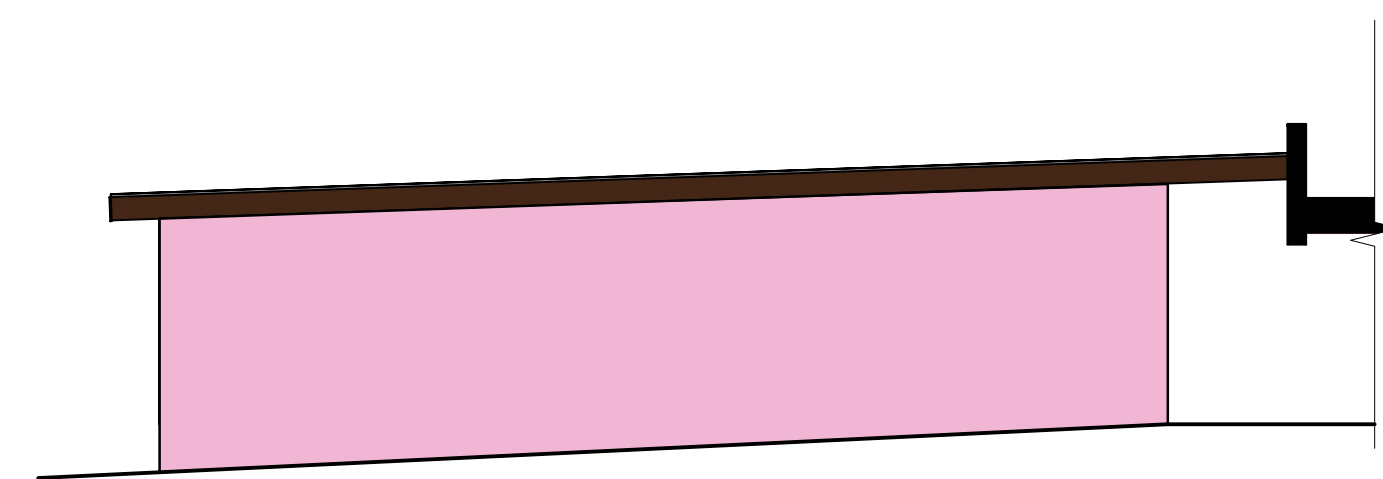
**C3.4**



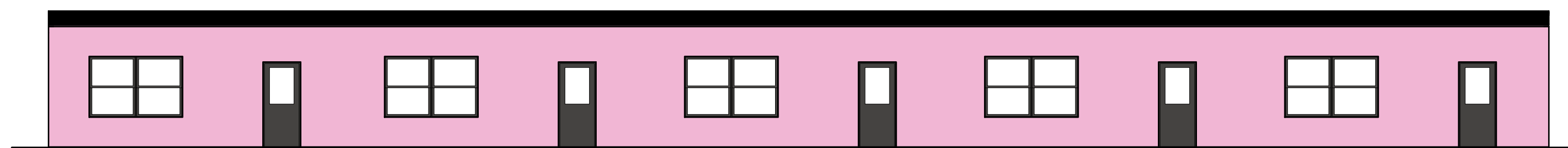
NORTH



WEST



SOUTH



EAST

Project:

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER  
1557 HEALDSBURG AVENUE #



Consultants:

STRUCTURAL  
Degenkolb Engineers  
601 12th Street, Suite 400  
Oakland, CA 94607  
TEL: 510.250.1204

ME  
Belden Consulting Engineers  
6700 Koll Center Parkway,  
Suite 300  
Pleasanton, CA 94566  
TEL: 925.621.5300

No. Date Issue

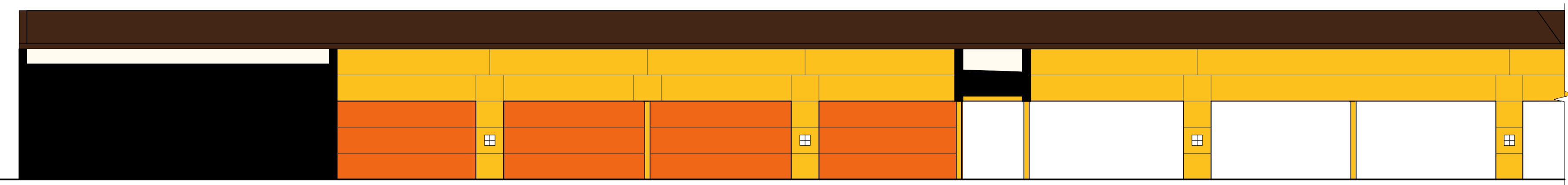
Issue Note:

Project ID: HFMC  
Drawn By: RL  
Review By: DT  
Plot Date: 5/1/26  
Sheet Title:

COLOR EXTERIOR  
ELEVATIONS

Sheet No.:

C5.5



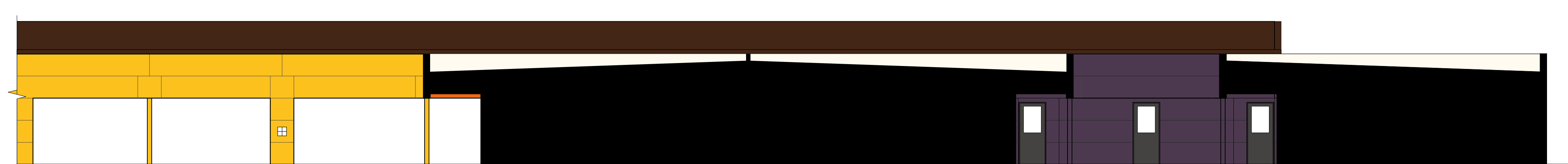
EAST



NORTHEAST

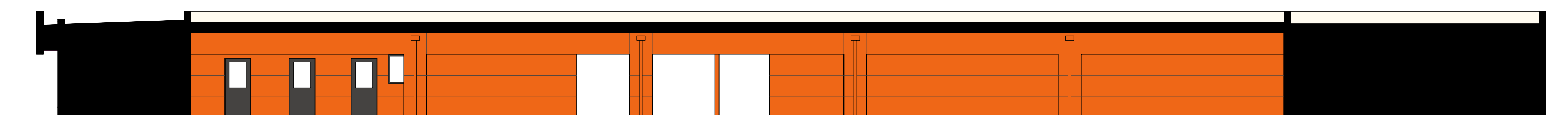


SOUTHWEST



WEST

2 MAIN ARCADE  
1/8" = 1'-0"



WEST



EAST

1 SECONDARY ARCADE  
1/8" = 1'-0"















# HEALDSBURG MULTICULTURAL CENTER

January 2025



# Table of Contents



<b>Listening Sessions   On The Margins, Inc.</b>	<b>03</b>
▶ Executive Summary	04
▶ Introduction	05
▶ Healdsburg	07
▶ Methodology	12
▶ Findings, Conclusions, and Confirmations	14
<b>Visioning Sessions   Goring &amp; Straja Architects + Carducci Associates</b>	<b>17</b>
▶ Workshop #01	18
• Context & Existing Conditions	20
• Dot Polling & Results	24
▶ Workshop #02	34
• Dot Polling Review & Commonalities	35
• Site Planning Activity & Results	37
▶ Future Directions	47
• Master Plan Concept	48
• 3D Model Perspectives	50
<b>Appendix</b>	<b>59</b>
▶ A: Protocol Questions	60
▶ B: Detailed Results from Each Survey Cards Question	61
▶ C: Detailed Results from Overall Survey Frequency	66
▶ D: Visioning Session Workshop Handouts	69
▶ E: Visioning Session 1 Imagery	72
<b>Acknowledgements &amp; References</b>	<b>90</b>

# LISTENING SESSIONS

---

EIGHT PUBLIC EVENTS LEAD BY ON THE MARGINS, INC.  
BETWEEN JANUARY & OCTOBER, 2024

# Executive Summary

This report showcases the community's aspirations for the forthcoming Healdsburg Multicultural Center, shaped by a community-led research endeavor. In response to a profound need for a multicultural and inclusive space of belonging, the Healthcare Foundation of Northern Sonoma County spearheaded this initiative, bringing together the following partners — On the Margins, Corazón Healdsburg, Alliance Medical Center, Goring & Straja Architects, and Carducci Associates.

Through a participatory process involving surveys, listening sessions, and design workshops, 129 residents shared their voices and perspectives, shaping the Healdsburg Multicultural Center from its conceptualization to its architectural design. Analysis of the collected data revealed key themes and priorities, giving rise to ten "Design Mandates" that serve as a roadmap for the center's development. These mandates champion:

1. **Multigenerational Spaces for Movement and Play:** Design spaces that promote physical well-being for all ages, including multipurpose sports fields, exercise areas, and play spaces for children and youth.
2. **Community Kitchen & Cafe:** Enjoy a community-led kitchen and cafeteria that fosters culinary skills, shared meal preparation, and access to healthy, affordable food.
3. **Collaborative Murals:** Partner with Healdsburg artists, especially those from LGBTQIA+ and BIPOC communities, to co-create murals that celebrate cultural diversity and empowerment.
4. **Sensory-Aware Design:** Create spaces that offer varying levels of sensory engagement, from vibrant and stimulating to quiet and calming, to accommodate diverse needs and preferences.
5. **Spaces for Creative Expression:** Dedicate areas for community-led arts, crafts, and music programs, emphasizing cultural traditions and the therapeutic benefits of creative expression.
6. **Environmental Justice:** Demonstrate a commitment to sustainability through the incorporation of native plants, traditional medicinal plants, and edible gardens. The design should prioritize reclaiming and restoring natural spaces historically taken from BIPOC communities.
7. **Lifelong Learning Hub:** Establish a center for intergenerational learning and career development, offering academic support, life skills training, career/technical education, and resources for literacy, GED preparation, and certifications.
8. **Community Gathering Spaces:** Provide flexible spaces designed to foster community interaction, gatherings, and cross-cultural connection. Support community-led events, celebrations, and shared activities.
9. **Digital Access & Literacy:** Ensure on-site computer access and provide technology education, including coding classes, for all community members.
10. **Access, Autonomy, Accountability, and Justice:** Maintain a strong commitment to mutual accountability and justice for underserved communities in Healdsburg. The center must be physically and financially accessible to all, with community voices central to its design and operation.

This report exemplifies the transformative power of community-based participatory research and collaborative partnerships in shaping spaces that promote well-being, cultural celebration, and a more equitable future for all Healdsburg residents.

# Introduction

In 2024, the Healthcare Foundation of Northern Sonoma County, driven by a deep commitment to health equity, recognized the pressing need for a dedicated multicultural center in Healdsburg. This recognition was a response to a long-held community aspiration, brought to light through compelling evidence. A 2023 Diversity, Equity and Inclusion report by Acosta Latino Learning Partnership, which involved in-depth listening sessions with 150 community members, revealed a strong desire for a space dedicated to celebrating cultural heritage and fostering a sense of belonging. This contemporary finding resonated with a decades-old recommendation from a 1982 American Institute of Architects study that proposed a "Hispanic Community Center" to address the dwindling number of traditional gathering places for the city's growing Latine population. These converging voices, spanning generations, painted a clear picture: Healdsburg needed a vibrant, dedicated space where residents, particularly those historically marginalized, could connect, thrive, and access essential resources.



*This photo depicts one of the listening sessions.*

Recognizing this historical context and the community's clearly articulated need, the Healthcare Foundation championed this vision, setting the Healdsburg Multicultural Center Project (HMCP) in motion. To ensure the initiative was truly community-driven, they enlisted On the Margins (OTM), an organization specializing in asset-based community development (ABCD) and participatory research. OTM, with its expertise in collaborative approaches like

participatory mapping and "freedom dreaming" – methodologies that empower communities to envision and build their desired futures – was uniquely positioned to guide this effort.

Partnering with Corazón Healdsburg and Alliance Medical Center, two organizations deeply interwoven with the fabric of the Healdsburg community, OTM embarked on the HMCP. This initiative sought to cultivate a grassroots vision for a vibrant and inclusive space, one that authentically responded to the needs and aspirations of all residents, particularly those who are on the margins. Ensuring the active and meaningful engagement of these communities was paramount, with their voices and perspectives shaping every facet of the project, from its initial conception to the final design.

To gain a deeper understanding of the community's needs and aspirations for the HMCP, OTM, in collaboration with Alliance Medical Center and Corazón Healdsburg, facilitated a series of eight bilingual (Spanish and English) listening sessions in Healdsburg between January and October 2024. These in-person sessions provided a safe and welcoming platform for residents to share their visions for the center, prompting them to consider key questions such as:

- Who should the center serve, and who should be involved in its operation and governance?
- What kinds of activities, programs, and resources should it offer?
- How should the physical space be designed to foster a welcoming and inclusive space of belonging? What amenities are essential?
- What kind of atmosphere, or "spirit," should the center cultivate?
- What core values should guide the center's operations and programming?

By prioritizing community voices and fostering collaborative exploration, the listening sessions laid the groundwork for a culturally responsive and inclusive space where everyone can feel a sense of belonging.



*These photos illustrate the dot polling activity.*



During these eight listening sessions, Corazón Healdsburg and Alliance Medical Center meticulously documented the ideas, concerns, and aspirations expressed by Healdsburg residents. On the Margins then carefully analyzed this wealth of qualitative data, identifying recurring themes and priorities. These recurring themes, embodying the collective wisdom and desires of the community, were then synthesized into the "10 Design Mandates." These mandates served as guiding principles for the project, ensuring that the final design truly reflected the community's vision.

To further solidify the community's vision and translate it into tangible design concepts, two esteemed firms, Goring & Straja Architects and Carducci Associates, joined the HMCP. These two firms orchestrated two pivotal community sessions designed to bridge the gap between aspirations and architectural realities.

The inaugural community design session, held in September 2024, focused on exploring potential programs and architectural designs to best serve the Healdsburg Multicultural Center's mission. Participants delved into the "10 Design Mandates," with a particular emphasis on practical implementation and seamless integration into the existing Healdsburg Community Center site—the location favored by residents for the multicultural center. A key component of this session was a "dot polling" activity, an interactive exercise that allowed residents to quickly and visually express their design preferences, providing invaluable insights to guide the architects.

Building on this foundation, the second session in November 2024 shifted the focus to gathering community input on specific architectural and landscape design elements. This workshop fostered a collaborative environment where residents actively participated in a

site planning activity, generating ideas for the center's layout, functionality, and aesthetic appeal. By actively involving the community in this process, their vision was firmly embedded into the project's design and development trajectory.

This report delves into the heart of Healdsburg's aspirations for a Multicultural Center, weaving together the voices and visions of its residents. It first explores the demographic landscape of Healdsburg, providing a snapshot of its residents and their diverse backgrounds. It then presents a comprehensive analysis of community feedback, utilizing both traditional qualitative methods and innovative text mining techniques to uncover key themes and aspirations. These findings paint a vivid picture of the community's desired Healdsburg Multicultural Center.

Finally, it translates these aspirations into concrete design mandates, offering a roadmap for creating a space that truly reflects and serves the needs of all Healdsburg residents. This report is a testament to the power of community engagement and collaboration, showcasing the potential for creating a truly inclusive multicultural center in Healdsburg.



*This photo illustrates the site planning activity.*

# Healdsburg

## Population & Demographics

Healdsburg, a town in the heart of Sonoma County, California, is a place where history, culture, and demographics converge to create a unique and dynamic community. It is critical to acknowledge that Healdsburg stands on the unceded ancestral lands of the Southern Pomo people, specifically the Kaiyao Pomo. This historical context underscores the importance of recognizing the profound connection between the land, its original inhabitants, and Healdsburg’s identity today.

Healdsburg is home to a diverse population of over 11,000 residents. While the majority identify as White (65.64%), the town has significant Latine (27.82%) and mixed-race (7.38%) communities (See Table 1). It is important to recognize and value the presence and contributions of all residents, including the smaller but vital Asian, American Indian and Alaska Native, and Native Hawaiian and Pacific Islander populations. The presence of different sociocultural groups enriches Healdsburg's social fabric, shaping its cultural landscape.

A closer look at Healdsburg's demographic profile reveals important trends. The age distribution skews older, with over a quarter of residents aged 65 or older. This demographic characteristic has the potential to influence the types of services and amenities desired within the community. Additionally, a significant portion of residents

(15.23%) are foreign-born, indicating a rich history of immigration and cultural exchange that has undoubtedly contributed to Healdsburg’s unique strength and character.

Housing presents a serious challenge, with a median home value exceeding \$900,000 and a median gross rent of over \$2,000. These factors play a significant role in the socioeconomic dynamics within the community, highlighting the need to address affordability and ensure equity and justice for all residents.

Creating a truly inclusive and representative Multicultural Center in Healdsburg necessitates a deep understanding of its unique demographic landscape. This involves acknowledging the

rich tapestry of cultures that contribute to the city's vibrant identity today, while also recognizing and honoring its indigenous roots.

TABLE 1. HEALDSBURG DEMOGRAPHIC OVERVIEW (US CENSUS BUREAU)

Characteristic	Statistic
White Alone, percent	65.64%
Black or African-American Alone, percent	0%
American Indian and Alaska Native Alone, percent	0.23%
Asian Alone, percent	1.91%
Native Hawaiian and Other Pacific Islander Alone, percent	0.24%
Other Race Alone, percent	18.19%
Two or More Races, percent	7.38%
Hispanic or Latine, percent	27.82%
Persons Under 5 Years, percent	4.67%
Persons Under 18 Years, percent	15.67%
Persons 65 Years or Older, percent	27.64%
Foreign-Born Persons, percent	15.23%
Owner-Occupied Housing Rate, percent	57.15%
Median Value of Owner-Occupied Housing Units	\$933,400
Median Gross Rent	\$2,167

*Note: This table provides a snapshot of Healdsburg's population using data from the US Census Bureau. It includes information on racial and ethnic composition, age distribution, foreign-born population, and housing characteristics.*

**Socioeconomic Indicators**

Healdsburg's relatively high median family income suggests a degree of affluence; however, a closer examination reveals socioeconomic complexities that affect residents' lives. For example, 8.7% of the population comprises non-citizens or undocumented individuals, who may encounter challenges accessing essential services and experience increased vulnerability due to their immigration status (See Table 2). In addition, 11.2% of residents identify as having a disability, underscoring the need for accessible and inclusive housing, transportation, and public spaces to ensure they can fully participate in wellness programs and community life.

A relatively high vacancy rate (14.6%) raises questions about housing affordability, seasonal residency patterns, or a potential mismatch between housing supply and demand. Investigating these factors is crucial to understanding the dynamics of Healdsburg's housing market and addressing potential challenges. With 42.9% of households being renter-occupied, policies that support renters' rights and housing stability become paramount. This includes prioritizing affordable housing options, implementing tenant protections, and establishing eviction prevention programs to safeguard vulnerable and marginalized residents.

Although the majority of households have access to computers and broadband internet (over 95%), maintaining digital equity and addressing any remaining digital divide is vital. Bridging this gap is essential to prevent disparities in access to information, education, employment opportunities, and other critical resources in an increasingly digital world.

Understanding these socioeconomic nuances is fundamental for effective community planning and resource allocation in Healdsburg. By recognizing and addressing these complexities, the community can strive to ensure that all residents, regardless of income, background, or ability, have the opportunity to thrive and enjoy health, wellness, and a high quality of life.

TABLE 2. SELECTED DEMOGRAPHIC AND SOCIOECONOMIC INDICATORS, HEALDSBURG (2022 ACS 1-YEAR SUPPLEMENTAL ESTIMATES)

Indicator	Value
Non-U.S. Citizens/Undocumented Persons	8.7%
People with a Disability	11.2%
Median Family Income	\$94,799
Vacant Households	14.6%
Renter-Occupied Households	42.9%
Households with a Computer	95.6%
Households with Broadband Internet	95.2%

*Note: This table presents additional insights into Healdsburg's population using 2022 data. It highlights the percentage of non-citizens and undocumented persons, individuals with disabilities, median family income, and housing-related indicators such as vacancy rates and renter-occupied households. Additionally, it provides information on computer and broadband access within households.*

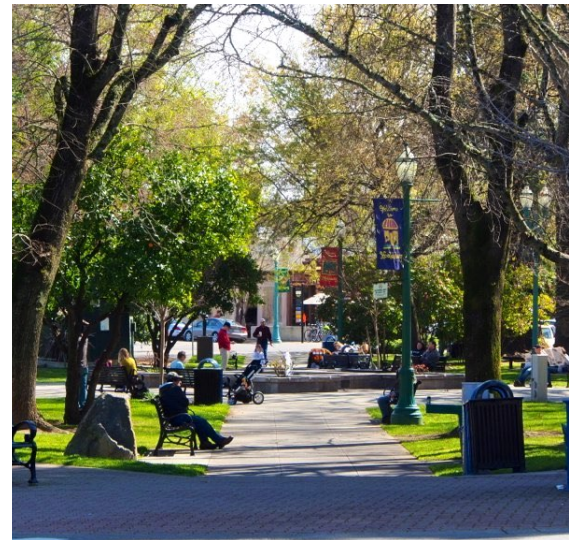
**Wellbeing**

City-wide data provides a valuable overview of Healdsburg, but a deeper understanding of resident well-being requires a more granular, neighborhood-level analysis. This approach can reveal hidden disparities and inform the development of targeted interventions to address specific needs and opportunities for improvement within distinct areas of the city. To better understand Healdsburg and its population, this report utilizes data from the Portrait of Sonoma's 2021 Update, focusing on three distinct Census Tracts within Healdsburg: North Healdsburg (1539.01), Central Healdsburg (1539.02), and Old Healdsburg (1539.03). Comparing key well-being indicators across these areas provides a more nuanced understanding of the challenges and opportunities facing each neighborhood.

### A Tale of Three Neighborhoods

The tale of three neighborhoods analysis reveals stark disparities in well-being across Healdsburg's census tracts, painting a picture of distinct realities experienced by residents in different parts of the city (See Table 3). A granular analysis underscores the importance of moving beyond city-wide averages to understand the nuanced experiences of residents within specific neighborhoods.

- Old Healdsburg:** This census tract emerges as the most advantaged area, boasting the highest scores in health and education. Residents here likely benefit from factors such as access to quality healthcare services and strong educational institutions. This translates to a higher overall quality of life and greater access to resources, contributing to better health outcomes, higher educational attainment, and increased economic stability.



Healdsburg Plaza in Old Healdsburg

- North Healdsburg:** In stark contrast, North Healdsburg presents a concerning picture with the lowest scores in health and education. This indicates significant challenges faced by residents in this area, including potential barriers to accessing healthcare services and limited educational opportunities. These factors can contribute to poorer health outcomes and lower educational attainment potentially trapping residents in cycles of disadvantage.
- Central Healdsburg:** This neighborhood occupies a middle ground, with strong health and education indices but the lowest income index. This suggests that while residents may have access to good healthcare and education, they may still face financial constraints or income inequality. This disparity highlights the complex

interplay between various well-being factors and underscores the need for a multi-pronged approach to address the unique challenges faced by residents in Central Healdsburg.

The disparities in well-being across Healdsburg's neighborhoods highlight the urgent need for targeted interventions and equitable resource allocation. By understanding the specific challenges and opportunities within each neighborhood, the city can develop tailored strategies to improve the quality of life for all residents.

TABLE 3. WELL-BEING INDICES BY CENSUS TRACT IN HEALDSBURG (PORTRAIT OF SONOMA, 2021)

Census Tract	Health Index	Education Index	Income Index
North Healdsburg	5.58	5.80	6.22
Central Healdsburg	6.67	6.12	4.93
Old Healdsburg	8.67	6.55	6.17

*Note:* This table presents Health, Education, and Income Indices for different census tracts within Healdsburg. These indices offer a comparative snapshot of well-being across these areas.

TABLE 4. HUMAN DEVELOPMENT INDEX (HDI) AND LIFE EXPECTANCY BY CENSUS TRACT IN HEALDSBURG (PORTRAIT OF SONOMA, 2021)

Census Tract	HDI	Life Expectancy (at Birth)
North Healdsburg	5.84	79.4
Central Healdsburg	5.91	82.0
Old Healdsburg	7.13	86.8

*Note:* This table shows the Human Development Index (HDI) and life expectancy at birth for different census tracts in Healdsburg. The HDI is a composite index measuring achievements in key dimensions of human development: a long and healthy life, access to knowledge, and a decent standard of living. Life expectancy at birth is an indicator of overall population health.

**Human Development Index and Life Expectancy**

Further analysis using the Human Development Index (HDI), a composite measure encompassing life expectancy, education, and income, reinforces the disparities observed across the three census tracts (See Table 4).

- **Old Healdsburg:** Leads with the highest HDI (7.13) and longest life expectancy (86.8 years), reflecting overall well-being.
- **North Healdsburg:** Has the lowest HDI (5.84) and shortest life expectancy (79.4 years), highlighting potential challenges related to socioeconomic factors, access to healthcare, and overall quality of life.
- **Central Healdsburg:** Falls in between, with an HDI of 5.91 and a life expectancy of 82 years, indicating room for improvement compared to Old Healdsburg.

See Table 4 for data.

**Educational Attainment**

Educational attainment levels in Healdsburg reveal significant disparities between neighborhoods, highlighting an unequal distribution of educational opportunities and resources across the city (See Table 5). These disparities have profound implications for residents' overall well-being, impacting their economic prospects, access to healthcare, and social mobility.

- **Old Healdsburg:** This neighborhood demonstrates the highest level of educational attainment, with a large proportion of residents holding a Bachelor's or Graduate/Professional degree and a very low percentage of those without a high school diploma. This suggests that residents in Old Healdsburg benefit from greater access to quality education from early childhood through higher education, potentially leading to better job prospects, higher incomes, and improved overall well-being.

- **North Healdsburg:** While still relatively high compared to national averages, North Healdsburg exhibits slightly lower educational attainment levels than Old Healdsburg. The percentage of residents with a Bachelor's or Graduate/Professional degree is lower, and the percentage without a high school diploma is slightly higher. This suggests that residents in North Healdsburg may encounter barriers to accessing or completing higher education, potentially limiting their economic opportunities and overall well-being.
- **Central Healdsburg:** This neighborhood presents the most concerning picture regarding educational attainment. It has the lowest percentage of residents with a Bachelor's degree and the highest percentage without a high school diploma. This disparity raises concerns about the quality of education and support systems available to residents in Central Healdsburg. It also suggests that residents may face significant challenges in pursuing higher education or even completing high school, potentially perpetuating cycles of economic hardship and limiting social mobility.

These stark differences in educational attainment across Healdsburg's neighborhoods underscore the urgent need for targeted interventions and investments to address these inequities.

TABLE 5. EDUCATIONAL ATTAINMENT AND ENROLLMENT PERCENTAGES IN HEALDSBURG BY CENSUS TRACT

Census Tract	Less Than High School (%)	Bachelor's Degree (%)	Graduate/Professional Degree (%)	Enrollment (%)
Old Healdsburg	3.7	51	17.7	75.1
North Healdsburg	5.9	44.6	14.4	72.8
Central Healdsburg	10	35.4	14.8	82.2

*Note: This table presents Health, Education, and Income Indices for different census tracts within Healdsburg. These indices offer a comparative snapshot of well-being across these areas.*

**Median Earnings**

Median earnings provide a stark illustration of the economic disparities that exist between Healdsburg's neighborhoods. These figures shed light on the financial realities faced by residents in different areas and underscore the need for targeted economic development initiatives (See Table 6).

- **North Healdsburg:** Has the highest median earnings (\$42,060), indicating a higher level of economic prosperity in this area.
- **Old Healdsburg:** Follows closely with median earnings of \$41,770, suggesting a similar level of economic well-being.
- **Central Healdsburg:** Reports the lowest median earnings (\$34,926), indicating a potential need for economic development and support in this neighborhood.

Understanding these economic disparities is crucial for community planning and resource allocation in Healdsburg. By recognizing these variations, the community can strive to ensure that all residents, regardless of their neighborhood, have the opportunity to thrive and enjoy a high quality of life.]

TABLE 6. MEDIAN EARNINGS PER CENSUS TRACT

Census Tract	Median Earnings
Central Healdsburg	\$34,926
Old Healdsburg	\$41,770
North Healdsburg	\$42,060

*Note: Table 6 presents the median earnings for the three census tracts in Healdsburg. North Healdsburg has the highest median earnings (\$42,060), followed by Old Healdsburg (\$41,770). Central Healdsburg has the lowest median earnings (\$34,926). These figures indicate a disparity in income levels across different areas of the city.*

**Racial and Ethnic Disparities**

Analyzing well-being across Healdsburg's three census tracts – North Healdsburg, Central Healdsburg, and Old Healdsburg – reveals disparities that may disproportionately impact specific racial and ethnic groups. For instance, North Healdsburg, which has the lowest scores across health and education, also has a higher concentration of Latine residents. This suggests that Latine residents in this area may face greater challenges in accessing healthcare, educational opportunities, and also economic resources.

Furthermore, Central Healdsburg, with its lower income index despite strong health and education indices, may also reflect disparities experienced by specific racial or ethnic groups. A deeper investigation into the demographic composition of each census tract, alongside the well-being indicators, can shed light on potential racial and ethnic disparities that require targeted interventions.

This analysis of Healdsburg reveals a community rich in diversity and history, but also marked by socioeconomic disparities and unequal access to resources across its neighborhoods. Recognizing these disparities is crucial for creating a truly inclusive and equitable Multicultural Center.

# Methodology

## Data Collection: A Community-Driven Approach



This photo depicts On the Margins' listening session at Alliance Medical Center

The Healdsburg Multicultural Center Project was deeply committed to incorporating the community's voice at every stage. To achieve this goal, the project adopted a mixed-methods approach grounded in Community-Based Participatory Research (CBPR) principles. This ensured that the community's needs and aspirations not only were considered but actively shaped the research questions, focus, and ultimate direction of the HMCP.

To gather rich and comprehensive data, the project employed two primary methods:

**Survey Cards:** These cards provided a structured yet open-ended format, allowing community members to express their thoughts, ideas, and priorities for the Healdsburg

Multicultural Center in their own words. This method facilitated broad participation and captured a wide range of perspectives (See Figure 1).

**Listening Sessions:** Recognizing the value of in-depth dialogue, the project conducted 8 listening sessions in diverse community settings between January and October 2024. These sessions fostered open conversations and allowed for a deeper exploration of community needs and aspirations. See Appendix A for the list of protocol questions that guided the conversation.

This multi-faceted approach, involving 129 participants, ensured that diverse voices, including those from potentially marginalized groups, were heard and valued.

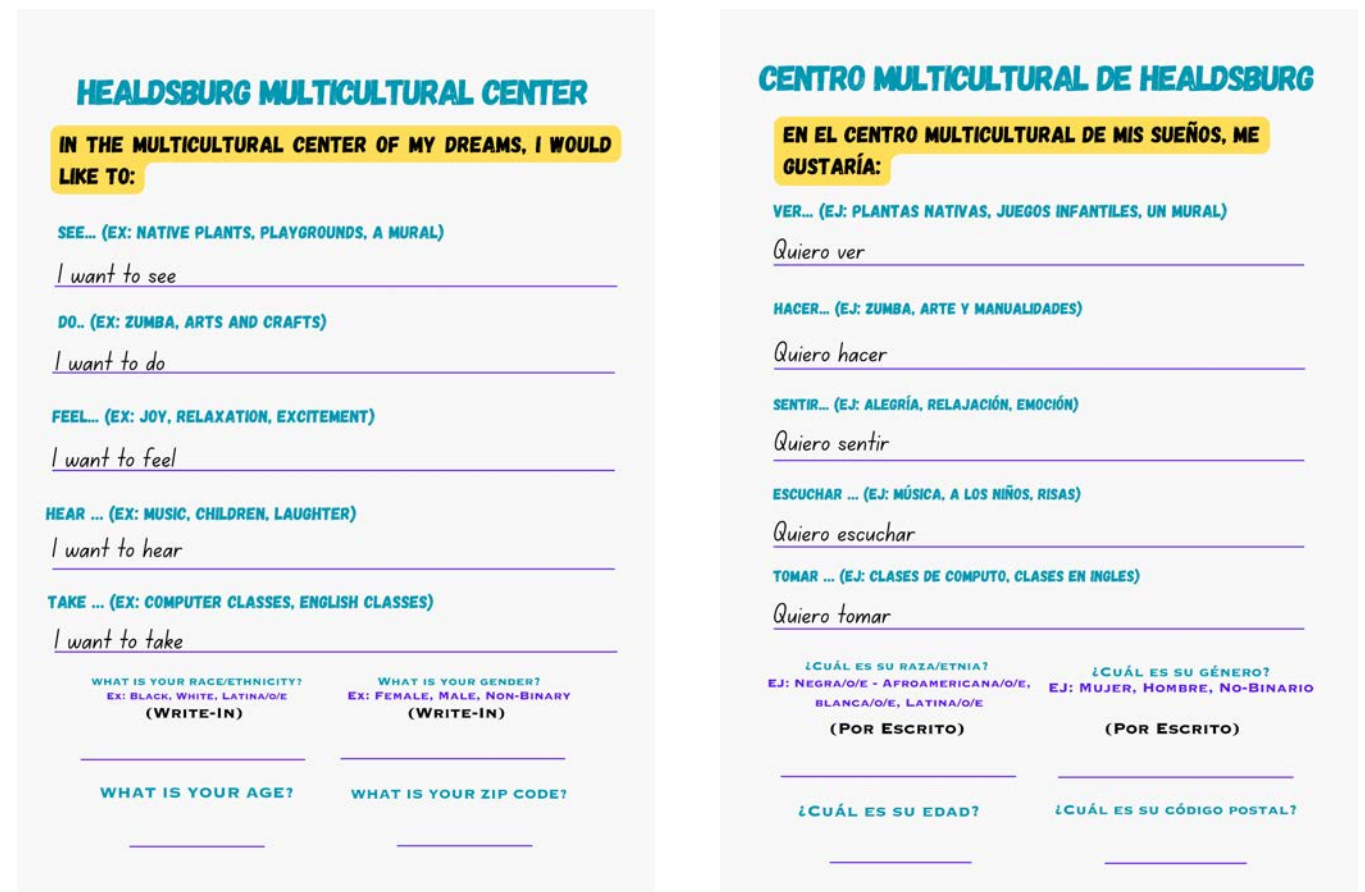


Figure 1. Survey Card Structure, see also Appendix B.

**Data Analysis: A Multi-Dimensional Perspective**

A robust mixed-methods approach, integrating both quantitative and qualitative analysis techniques, was employed to gain a comprehensive understanding of the community's vision for the Healdsburg Multicultural Center. This multi-faceted approach ensured that the findings were both data-driven and deeply rooted in the lived experiences and aspirations of community members.

**Quantitative Analysis:**

- **Text Mining:** Advanced computational text mining techniques were applied to analyze the survey card responses. This involved leveraging sophisticated algorithms to sift through the text data, identify key words, phrases, and recurring themes, and ultimately quantify the most frequently expressed needs and priorities. This approach provided a valuable overview of the prevalent topics and concerns within the community.

**Qualitative Analysis:**

- **Thematic Analysis:** A rigorous qualitative methodology known as thematic analysis was employed to delve deeper into the meaning behind the community's input. This involved a systematic process of reviewing both the survey card responses and detailed notes from the listening sessions to identify, analyze, and report patterns (themes) within the data. This approach facilitated a critical and systemic inquiry, allowing the researchers to uncover the underlying meanings, beliefs, and values expressed by community members, providing rich context to the quantitative findings.



*The photograph depicts the researcher alongside the results of the analysis. The design mandates are displayed on the right, while a word cloud visualization of the survey responses is featured on the left.*

- **Demographic Calculations:** Standard statistical software (e.g., Excel) was utilized for demographic calculations, providing a clear picture of the community's composition and needs.

By combining these analytical approaches, the HMCP gained a multi-dimensional perspective and a nuanced understanding of the community's vision for the Healdsburg Multicultural Center. This ensured that the final recommendations were not only data-driven but also deeply rooted in the lived experiences and aspirations of the community, ultimately contributing to a more relevant and impactful Healdsburg Multicultural Center.

A summary of the survey card analysis procedure is described in Table 7 below:

TABLE 7. STEP BY STEP DATA ANALYSIS PROCESS (PICKRELL & DOMINGUEZ, 2024)

<p><b>1. Careful Data Entry and Cleaning:</b></p> <ul style="list-style-type: none"> <li>○ All survey responses were meticulously typed into a spreadsheet, ensuring accuracy and correcting any typos or grammar mistakes.</li> <li>○ Responses were sorted by language (English or Spanish) to ensure clear understanding.</li> <li>○ To protect participant privacy, any identifying information was removed.</li> </ul> <p><b>2. Analyzing the Data:</b></p> <ul style="list-style-type: none"> <li>○ Quantitative analysis: Specialized computer programs were used to analyze word frequency, phrase frequency, and recurring themes. Demographic data was also analyzed to ensure representation.</li> <li>○ Qualitative analysis: Responses were thoroughly reviewed to identify common themes and patterns. Computer programs were used to create visual representations of the data, such as word clouds and network diagrams, to aid in understanding the overall picture.</li> </ul> <p><b>3. Text Mining (Using Computers to Find Meaning in Words):</b></p> <ul style="list-style-type: none"> <li>○ A Python script was used to analyze the text in the survey responses.</li> <li>○ English and Spanish responses were separated.</li> <li>○ Common word pairs (bigrams) were identified in each language.</li> <li>○ Word clouds were created to visualize frequently mentioned words and ideas.</li> <li>○ Word types (nouns, verbs, adjectives) were analyzed to understand expression styles.</li> <li>○ Network diagrams were created to visualize connections between different ideas.</li> <li>○ Topic modeling was used to discover the main topics emerging from the responses.</li> </ul>
---

# Findings, Conclusions, and Confirmations

## Demographics

Listening session participants were diverse, with over 90% identifying as Latine, and representation from Mixtec, Triqui, White, and Asian/Pacific Islander communities. The majority of respondents were female (65%), with 34% identifying as male and 1% as non-binary. Almost all respondents who provided their location indicated a zip code of 95448 or wrote in "Healdsburg."

The listening session participants were also diverse in age, with the largest group being middle-aged adults between 40 and 50 years old, but also included representation from young adults, seniors, and various cultural backgrounds **(See Figure 2)**.

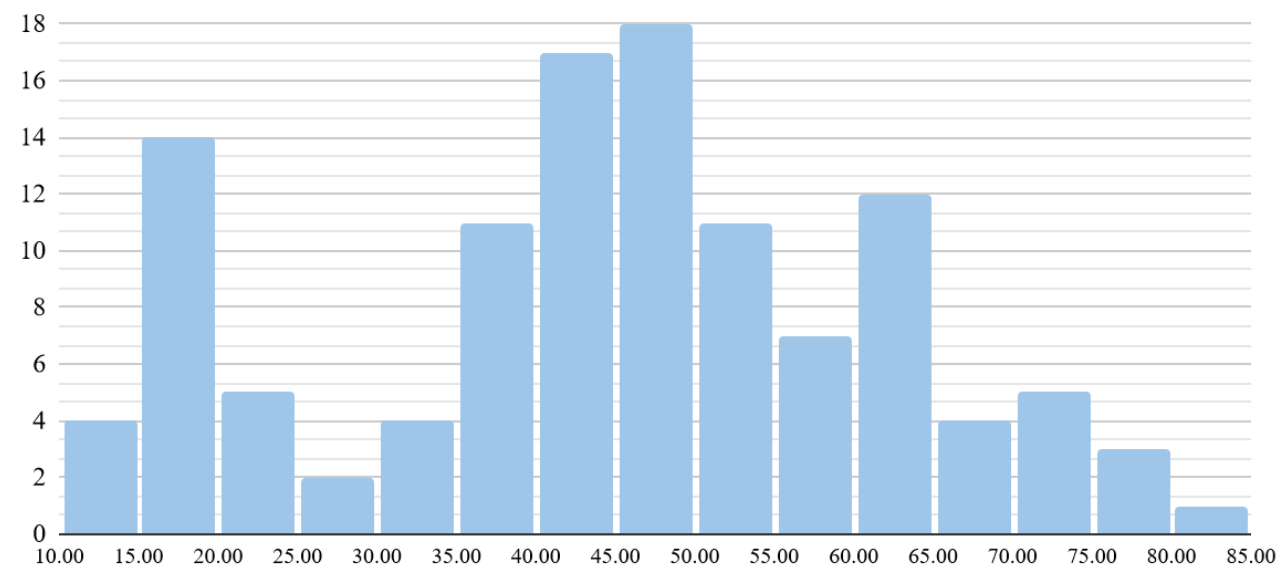


Figure 2. Age Histogram

## Conclusions from Survey Cards and Listening Sessions

In conclusion, the eight listening sessions proved instrumental in capturing the authentic voice of the Healdsburg community. Through meticulous documentation and careful analysis of the qualitative data by Corazón Healdsburg, Alliance Medical Center, and On the Margins, recurring themes and priorities emerged, crystallizing into the "10 Design Mandates." These mandates are:

1. **Multi-generational Spaces for Movement and Play:** Spaces designed for physical well-being for all ages, including multipurpose sports fields, exercise areas, and play spaces for children and youth.
2. **Community Kitchen/Cafeteria:** A community-led kitchen/cafeteria fostering culinary skills, shared meal preparation, and access to healthy, affordable food.
3. **Collaborative Mural Art:** Partnerships with Healdsburg artists and community members, especially from LGBTQIA+ and BIPOC communities, to co-create murals celebrating cultural diversity and empowerment.
4. **Sensory-Aware Design:** Spaces offering varying levels of sensory engagement, from vibrant and stimulating to quiet and calming, to accommodate individual preferences.
5. **Spaces for Creative Expression:** Dedicated areas for community-led arts, crafts, and music, emphasizing cultural traditions and the therapeutic benefits of creativity.
6. **Environmental Justice:** A commitment to sustainability, featuring native plants, traditional medicinal plants, and edible gardens. The design should reclaim and restore natural spaces historically taken from BIPOC communities.
7. **Lifelong Learning Hub:** A center for intergenerational learning and career development, offering academic support, life skills training, career/technical education, and resources for literacy, GED preparation, and certifications.
8. **Community Gathering Spaces:** Flexible spaces designed to foster community interaction, gatherings, and cross-cultural connection. Support for community-led events, celebrations, and shared activities.
9. **Computer Access and Digital Literacy:** On-site computers and technology education, including coding classes, accessible to all community members.
10. **Access, Autonomy, Accountability, and Justice:** The center must be physically and financially accessible to all, with community voices central to its design and operation. A commitment to mutual accountability and justice for underserved communities in Healdsburg.

**Preferred Location**

When asked about the ideal location for the Healdsburg Multicultural Center, participants overwhelmingly favored integrating it into the existing Healdsburg Community Center at 1557 Healdsburg Ave, Healdsburg, CA 95448.

This strong preference stemmed from several factors:

- **Familiarity and Comfort:** The existing Community Center is already a familiar and welcoming space for many residents, fostering a sense of comfort and belonging.
- **Increased Feasibility:** Participants recognized that leveraging the existing site would make the project more feasible and efficient, allowing for a quicker realization of the Multicultural Center.
- **Centralized Community Hub:** Integrating the Multicultural Center into the existing Community Center creates a centralized hub for diverse programs and services, promoting greater access and community interaction.

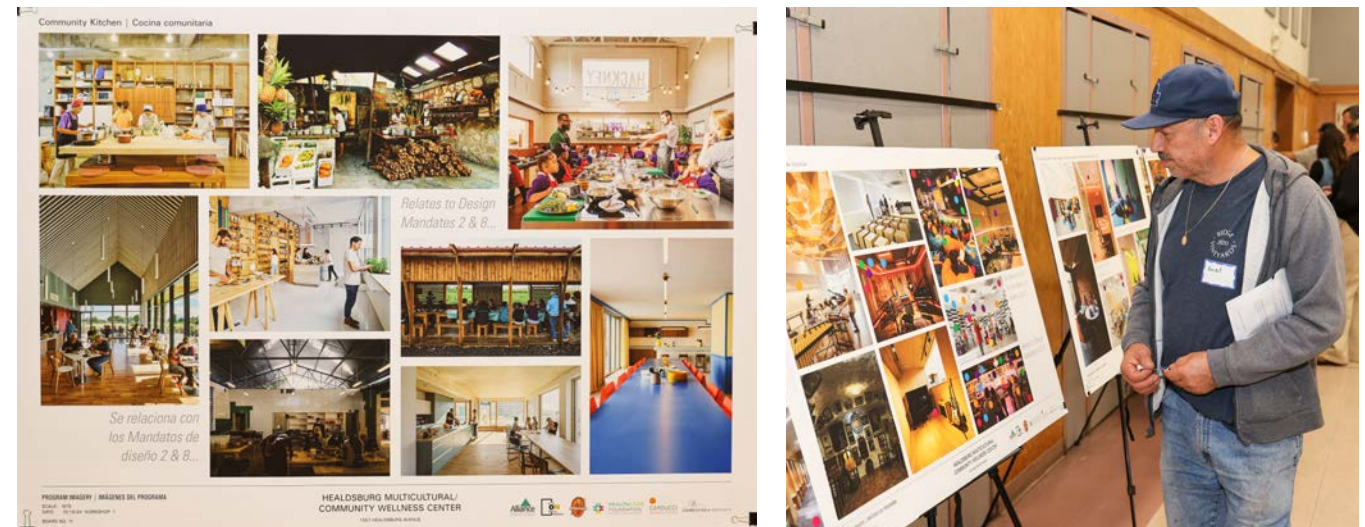
By choosing this location, the community envisions a vibrant and inclusive space that builds upon existing resources and strengthens community connections.



*This photo is from the initial design workshop held at the Healdsburg Community Center.*

**Design Workshops Based on Design Mandates**

To bridge the gap between community aspirations and architectural realities, the design team orchestrated two interactive workshops. The first workshop, held in September 2024, served as a platform to gather community feedback on potential architectural designs and delve deeper into how the community's vision could be seamlessly integrated into the existing Healdsburg Community Center site.



*The images showcase a range of design possibilities explored by the architecture firms for this project.*

A key component of this workshop was the "dot polling" activity, which allowed residents to visually express their preferences for various design options by placing colored stickers on posters. This interactive exercise provided the architects with immediate, quantifiable feedback, giving them valuable insights to guide their decision-making.

Building on the foundation established in the first workshop, the second workshop in November 2024 delved into specific architectural and landscape design elements. Residents actively participated in a site planning activity, generating creative ideas for the center's layout, functionality, and aesthetic appeal.

## Future Directions

The architects are currently immersed in the process of translating the community's aspirations into tangible design concepts for the Healdsburg Multicultural Center. They are diligently analyzing the wealth of feedback gathered from the two community workshops, paying close attention to the preferences expressed through the "dot polling" activity. This valuable input is shaping their decision-making as they refine the design and ensure it aligns with the community's vision.

Their current focus is twofold:

**1. Master Plan Concept:** The architects are developing a comprehensive master plan that outlines the overall design and layout of the center. This preliminary plan encompasses various aspects, including:

- **Building Placement:** Strategically positioning the main building and any auxiliary structures to optimize flow and functionality.
- **Parking and Accessibility:** Designing accessible parking areas and pathways that cater to individuals of all abilities.
- **Walkways and Circulation:** Creating a pedestrian-friendly environment with clearly defined walkways and intuitive circulation patterns.
- **Landscaping and Outdoor Spaces:** Integrating green spaces, native plants, and gathering areas that foster a sense of community and connection with nature.
- **Amenities and Features:** Incorporating key amenities such as the community kitchen, multi-purpose spaces, and technology areas in a way that maximizes their usability and accessibility.

This master plan concept serves as a blueprint for the project, guiding decision-making and ensuring that the final design effectively meets the diverse needs of the community.



The image shows one groups' site plan that influenced the Master Plan Concept.

**2. 3D Model Perspective:** To further enhance visualization and refine the design, the architects are creating a 3D model of the Healdsburg Multicultural Center. This digital representation allows them to:

- **Explore Aesthetics:** Experiment with different architectural styles, materials, and color palettes to achieve an aesthetically pleasing and culturally relevant design.
- **Evaluate Functionality:** Assess the flow and functionality of spaces, ensuring they meet the intended purpose and accommodate various activities and events.
- **Communicate Effectively:** Share a tangible representation of the design with stakeholders, facilitating communication and fostering a shared understanding of the project's vision.

By meticulously crafting the master plan concept and 3D model perspective, the architects are taking concrete steps to bring the community's dream for the Healdsburg Multicultural Center to life.

# VISIONING SESSIONS

---

TWO PUBLIC WORKSHOPS LEAD BY GORING & STRAJA ARCHITECTS  
AND CARDUCCI ASSOCIATES IN OCTOBER AND NOVEMBER, 2024

# Workshop #01

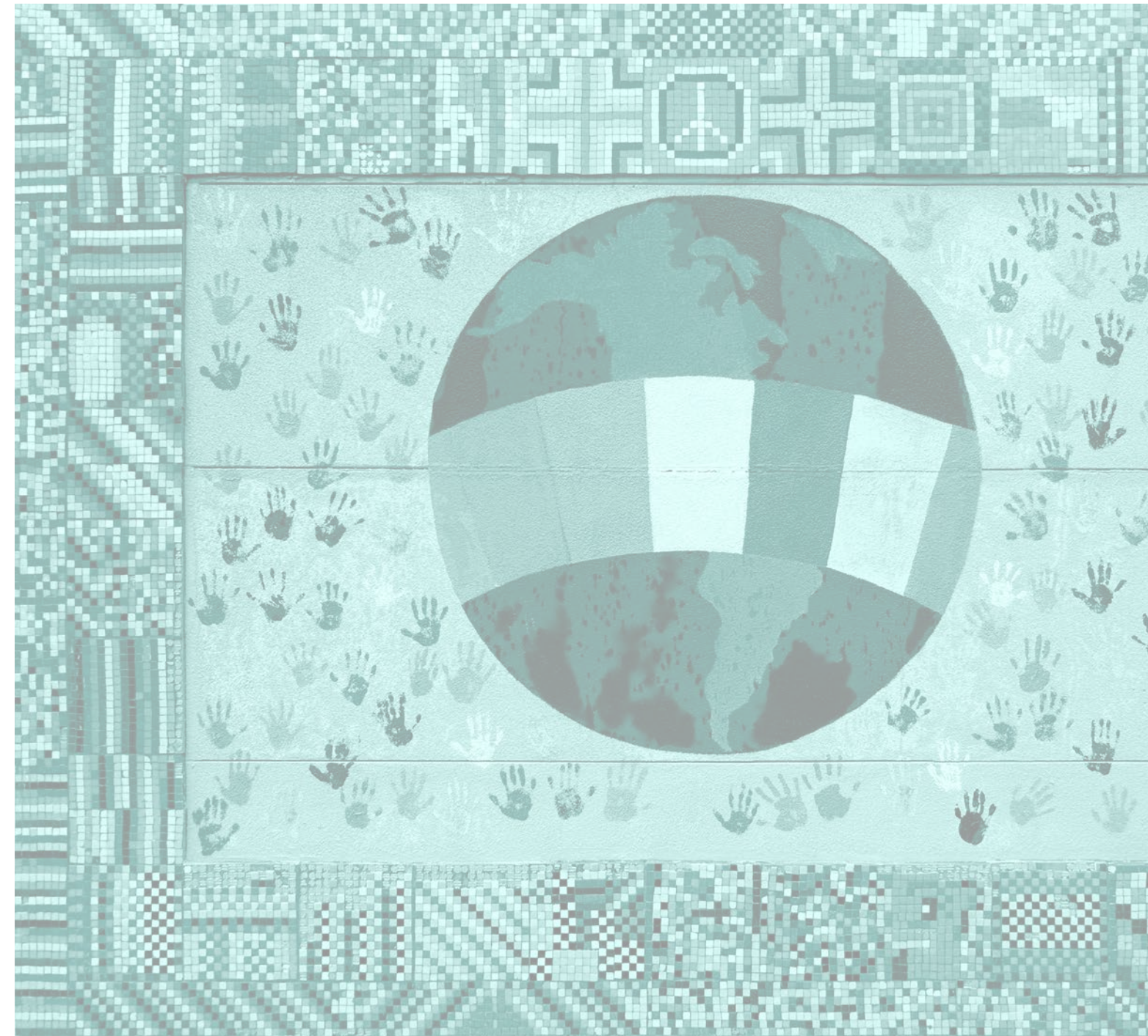
## Drawing from the Listening Sessions

As was previously mentioned in the On the Margins (OTM) report, the firms of Goring & Straja Architects and Carducci Associates (Design Team), were engaged to further the community’s vision for the Healdsburg Multicultural Center. The Design Team’s intent was to build upon the the information and data gathered at the eight “Listening Sessions by introducing two “Visioning Session” Workshops to engage with the community directly. OTM provided the Design Team with an “Architect Design Suggestions Report” which summarized the data collected at the previous Listening Sessions to assist them with preparing for the Workshops.

After reviewing the report, the Design Team determined that there were eight distinct Programmatic Spaces the community described for their ideal Multicultural Center:

- Quiet Study / Reading Spaces
- Music Room
- Life Skills / Career Support Spaces
- Multipurpose Room
- Community Kitchen
- Arts & Crafts Room
- Study Spaces
- Classrooms

The Design Team developed image boards consisting of photographs they felt could best describe options for each of the eight Programmatic Spaces. In addition, they developed image boards representing the ten Design Mandates which also had multiple photographic images of options for each of the Design Mandates.



*The mural above is currently displayed in the west courtyard of the existing community center. The participatory and community oriented nature of it serves as inspiration for the HMCP process.*

**Site Context and Dot Polling**

Workshop #01 was held on October 16, 2024 at the Healdsburg Community Center Multipurpose Room. It was attended by over 50 members of the community. Bi-lingual materials and a translator were provided at the Workshop to ensure inclusion. A Context Map, Existing Conditions Plan and Plan of the Existing Community Center were presented to orientate the community with the facility. After review of the eight Programmatic Spaces and ten Design Mandate Programming Imagery Boards, the community was provided with colored “dots” and asked to place them on the images (photographs) of Spaces / Mandates that resonate with them. It was a lively exercise and participants enjoyed the opportunity to “vote” for the photographs that best represented their vision for the future Multicultural Center. It should be noted that several participants would gather around a specific board and discuss as a group why a specific photograph was the best representation.

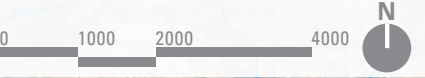
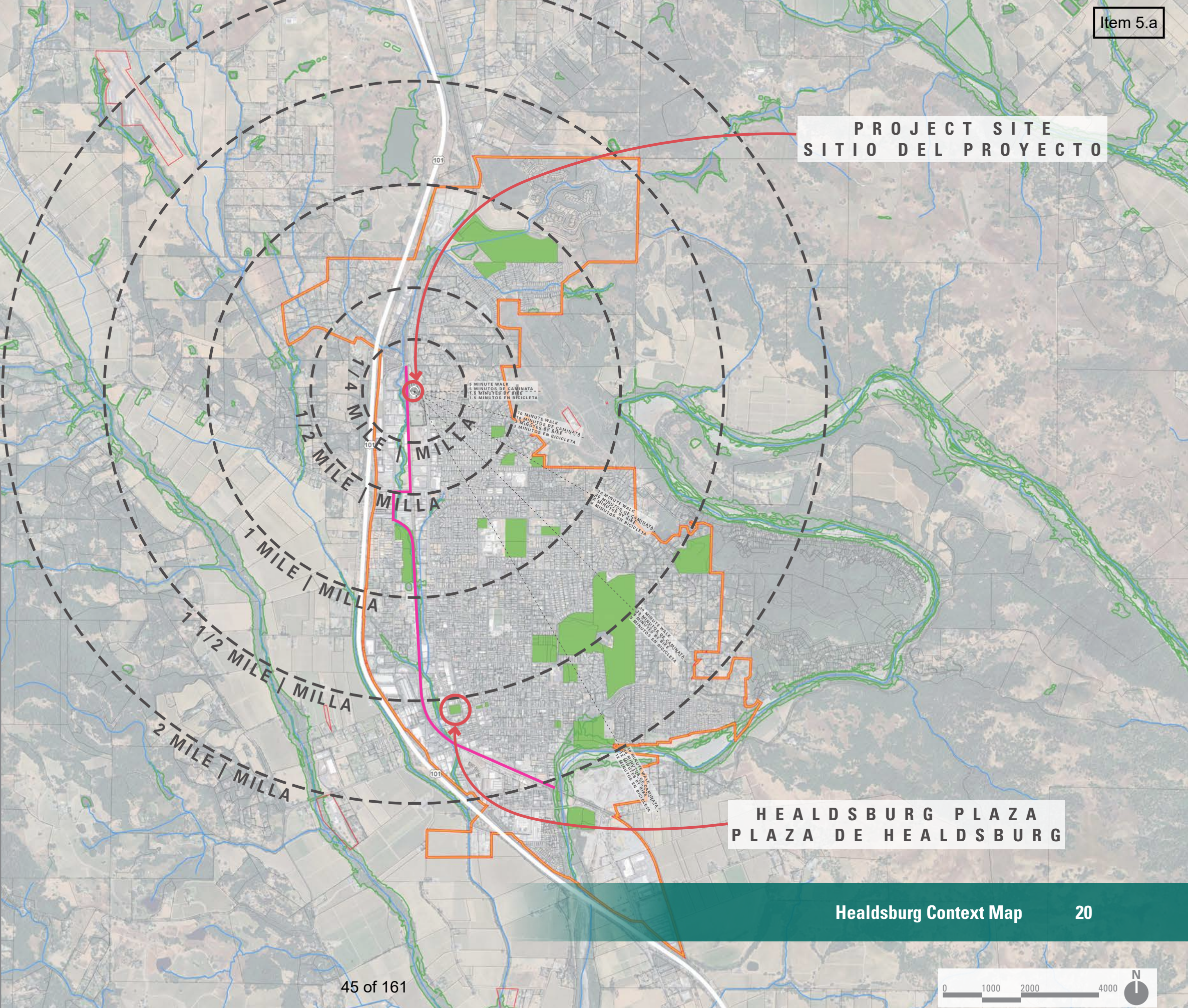
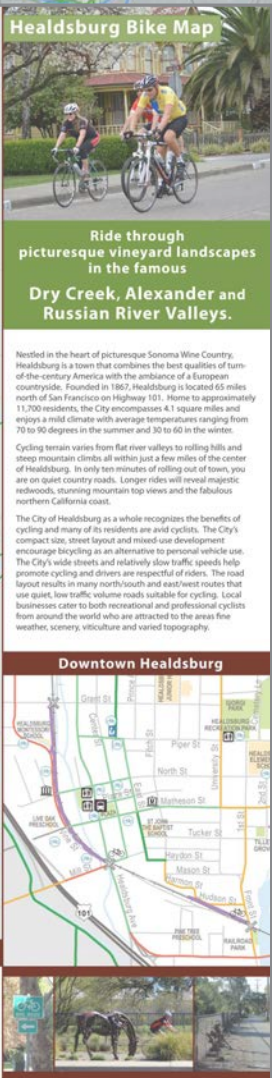
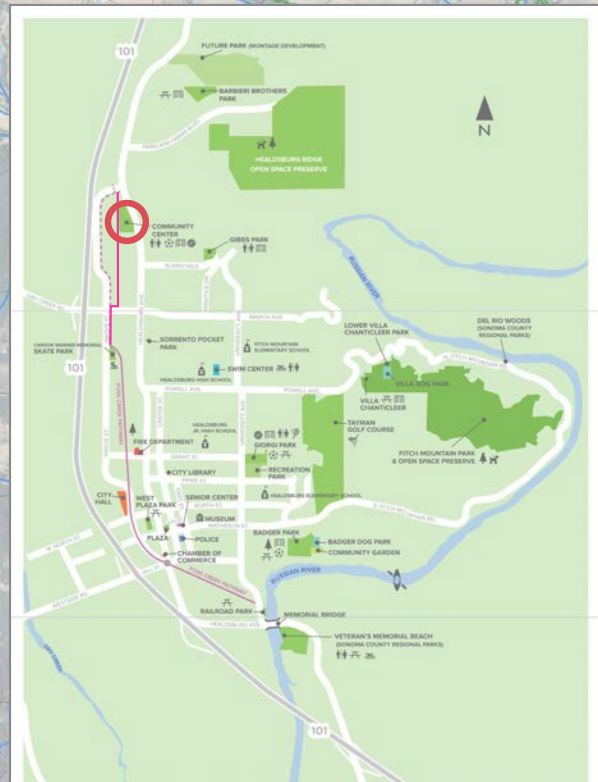


In addition to Dot Polling, a “Comments Board” was made available to solicit input from the community to further describe their vision for the Multicultural Center not be represented in the Programmatic Spaces or Design Mandates image boards.

*The following page shows the context map of Healdsburg that was printed at large scale for reference during Visioning Session 1, to illustrate relationships between the existing Community Center site and other public amenities and points of interest within Healdsburg.*

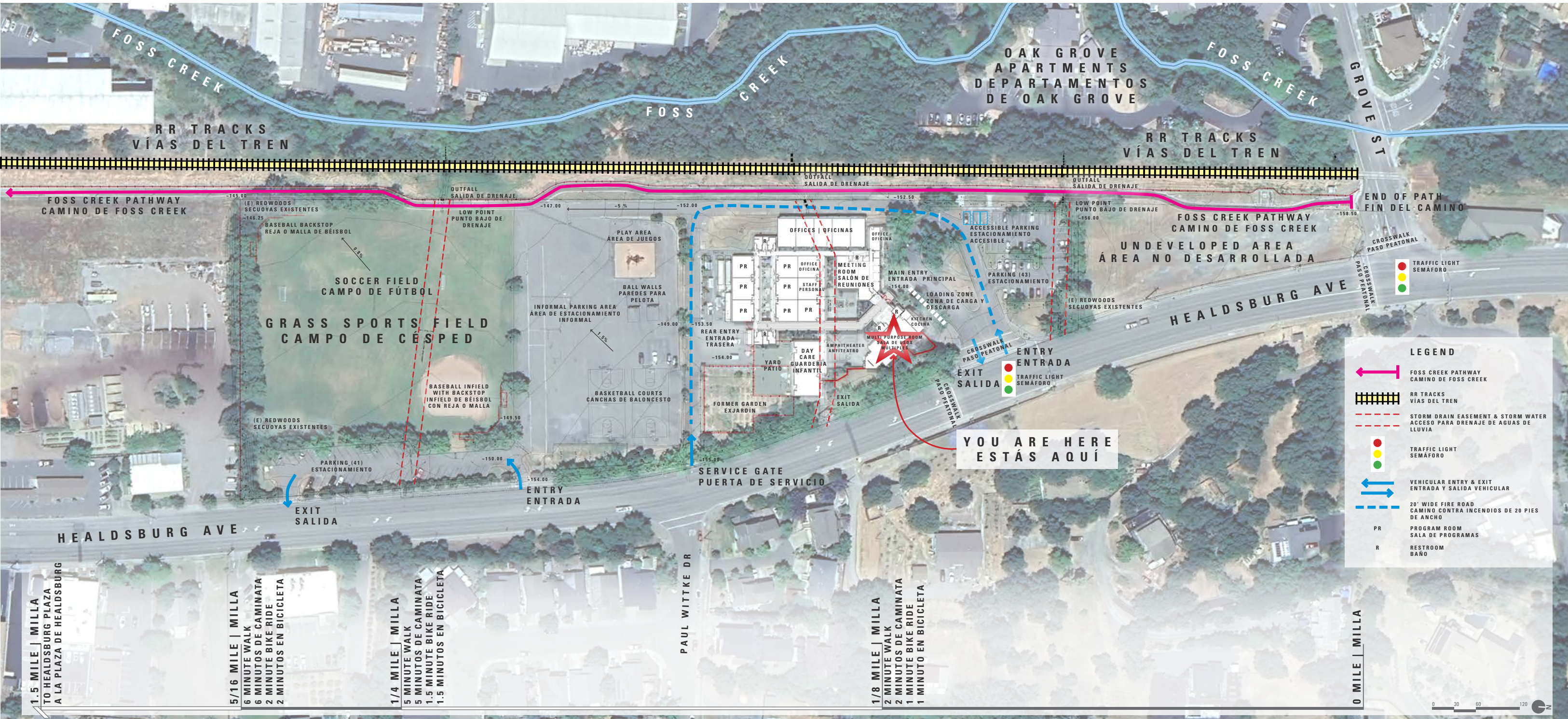
**Above:** Three participants pose during the activity.  
**Top left:** Landscape architect William Fee joins attendees on an optional walk of the Community Center site prior to the workshop.

**Top Right:** The number of stickers an image receives illustrates how important the ideas within it are to the community who voted.  
**Opposite:** Attendees participate in dot polling.



Existing Community Center Site Plan

The site plan below was presented as a 36" x 72" print for Visioning Sessions 1 and 2, to show the full spread of the long and narrow site of the existing Community Center.



1.5 MILE | MILLA  
TO HEALDSBURG PLAZA  
A LA PLAZA DE HEALDSBURG

5/16 MILE | MILLA  
6 MINUTE WALK  
6 MINUTOS DE CAMINATA  
2 MINUTE BIKE RIDE  
2 MINUTOS EN BICICLETA

1/4 MILE | MILLA  
5 MINUTE WALK  
5 MINUTOS DE CAMINATA  
1.5 MINUTE BIKE RIDE  
1.5 MINUTOS EN BICICLETA

1/8 MILE | MILLA  
2 MINUTE WALK  
2 MINUTOS DE CAMINATA  
1 MINUTE BIKE RIDE  
1 MINUTO EN BICICLETA

0 MILE | MILLA

**Existing Site Conditions**

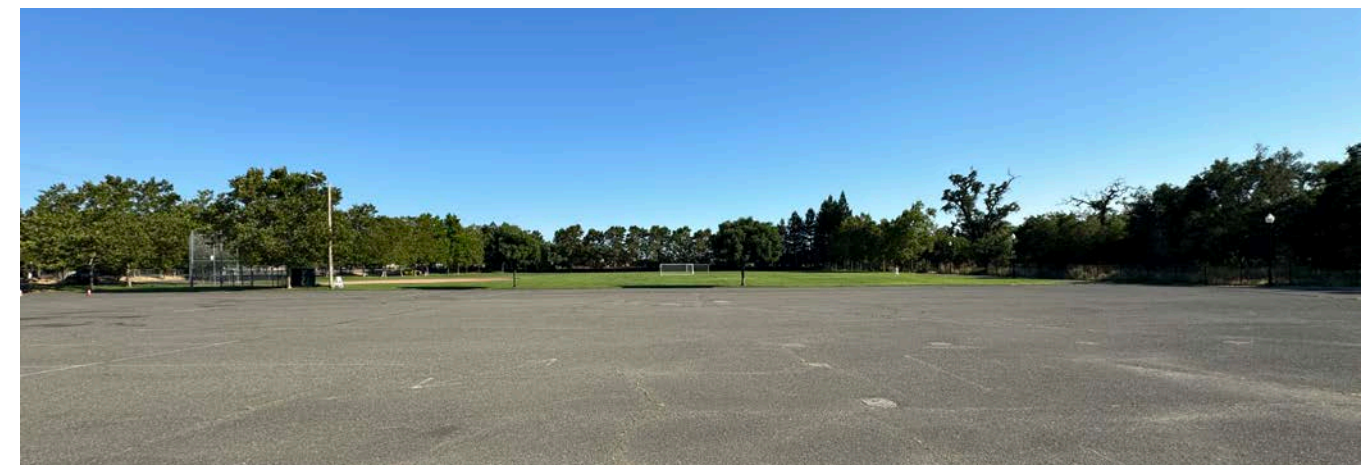
The existing Healdsburg Community Center is owned and operated by the City of Healdsburg. It was a former elementary school. It is adjacent to Foss Creek and the Foss Creek Bikeway, an abandoned railroad right-of-way that connects to Central Healdsburg. The Community Center fronts Healdsburg Avenue. The site is bordered by mature trees on the south and east. West of the site is a large grove of mature native oak trees in the Foss Creek riparian corridor. Between Foss Creek and the site is the abandoned railway and the Foss Creek Bikeway. The site is about 10 acres and includes three distinct areas:

1. **a central campus** of one-story buildings,
2. **south of the campus buildings** is a multiuse hardcourt with basketball courts, a children’s play area, an abandoned community garden, and an adjacent multiuse natural grass sports field that accommodates baseball and soccer,
3. and a small **undeveloped area in the north** portion of the site

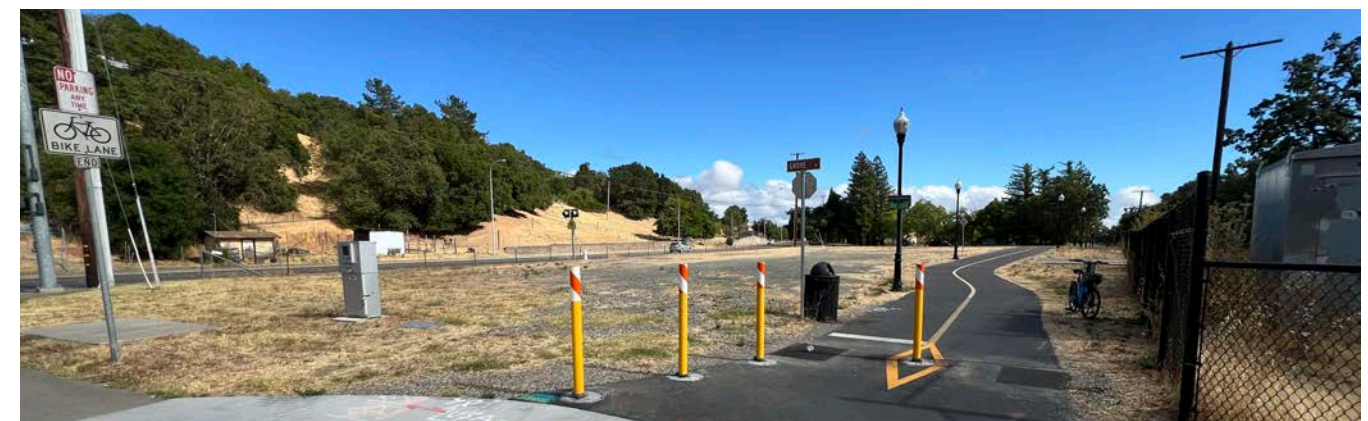
The central campus buildings are occupied by the City of Healdsburg Community Services Department, Corazón Healdsburg, Alliance Medical Center and a YMCA childcare facility. The campus also includes a Multipurpose Building with a kitchen, a community meeting room and several classrooms that are available for rental use. The buildings and rooms are connected by covered outdoor corridors. Situated between the various rooms and covered outdoor corridors are three mostly paved courtyards. The courtyard next to the Multipurpose Room includes a sunken amphitheater. The two other courtyards are unprogrammed and have few trees or plants.



Area 1: view of entrance on north side of central campus, looking south.

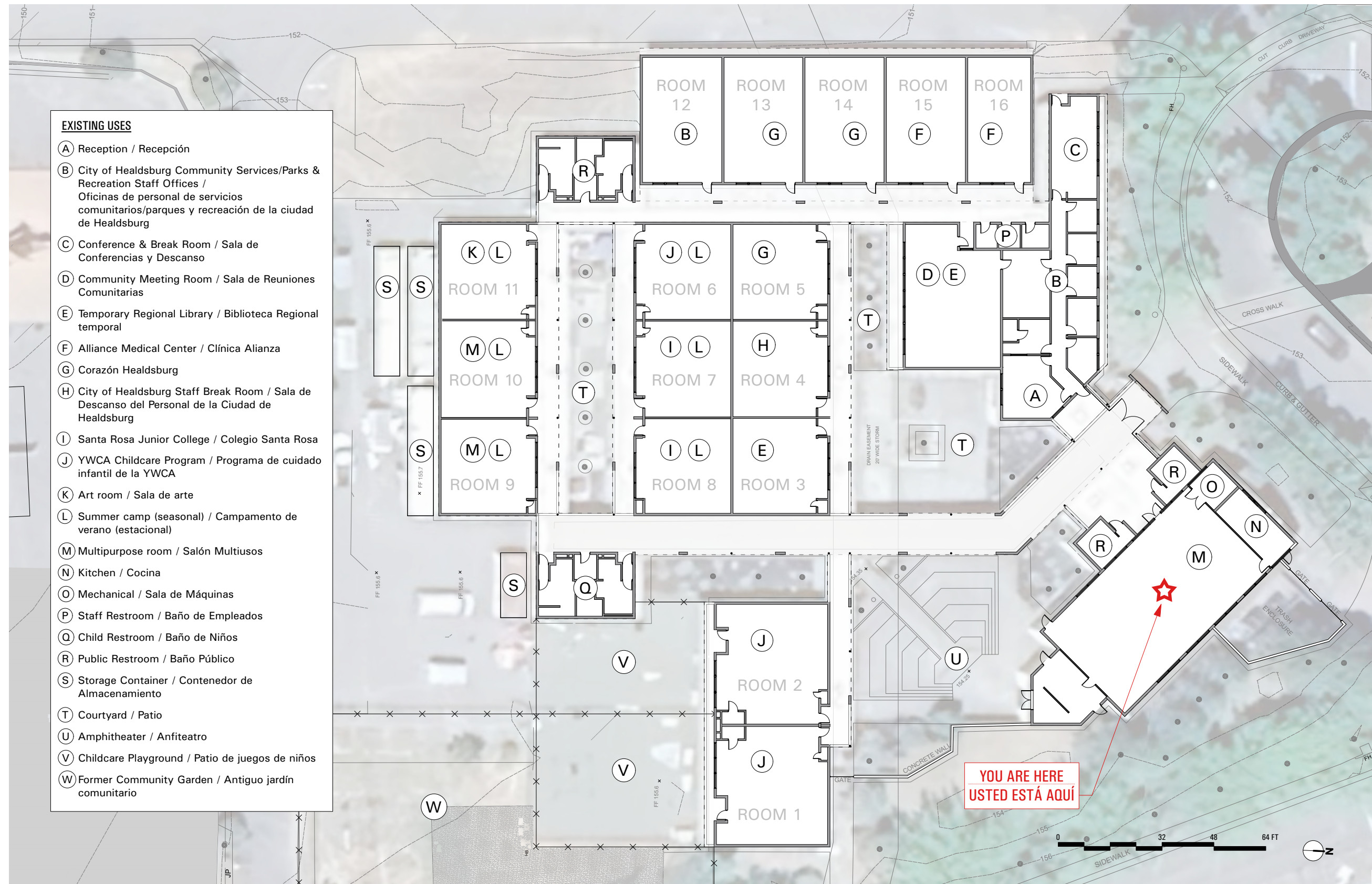


Area 2: view of vast blacktop and soccer fields south of central campus, looking south.



Area 3: view of undeveloped north area; looking south from start of Foss Creek Bikeway at Grove St.

**Existing Community Center  
Enlarged Plan**



This drawing was printed at large scale (1" = 10'-0") for reference during Visioning Session 1. Both of the Visioning Sessions were held in the Multipurpose Room, indicated by a red star.

**Dot Polling Data Analysis Process**

Rank - #1 of 8 total: 67

**Program: Community Kitchen**

Tulum outdoor kitchen	26.5
Hackney kids kitchen	25.5
outdoor banquet dining	4
grandma cooking	4
industrial open kitchen	4
Nordic cafeteria	3

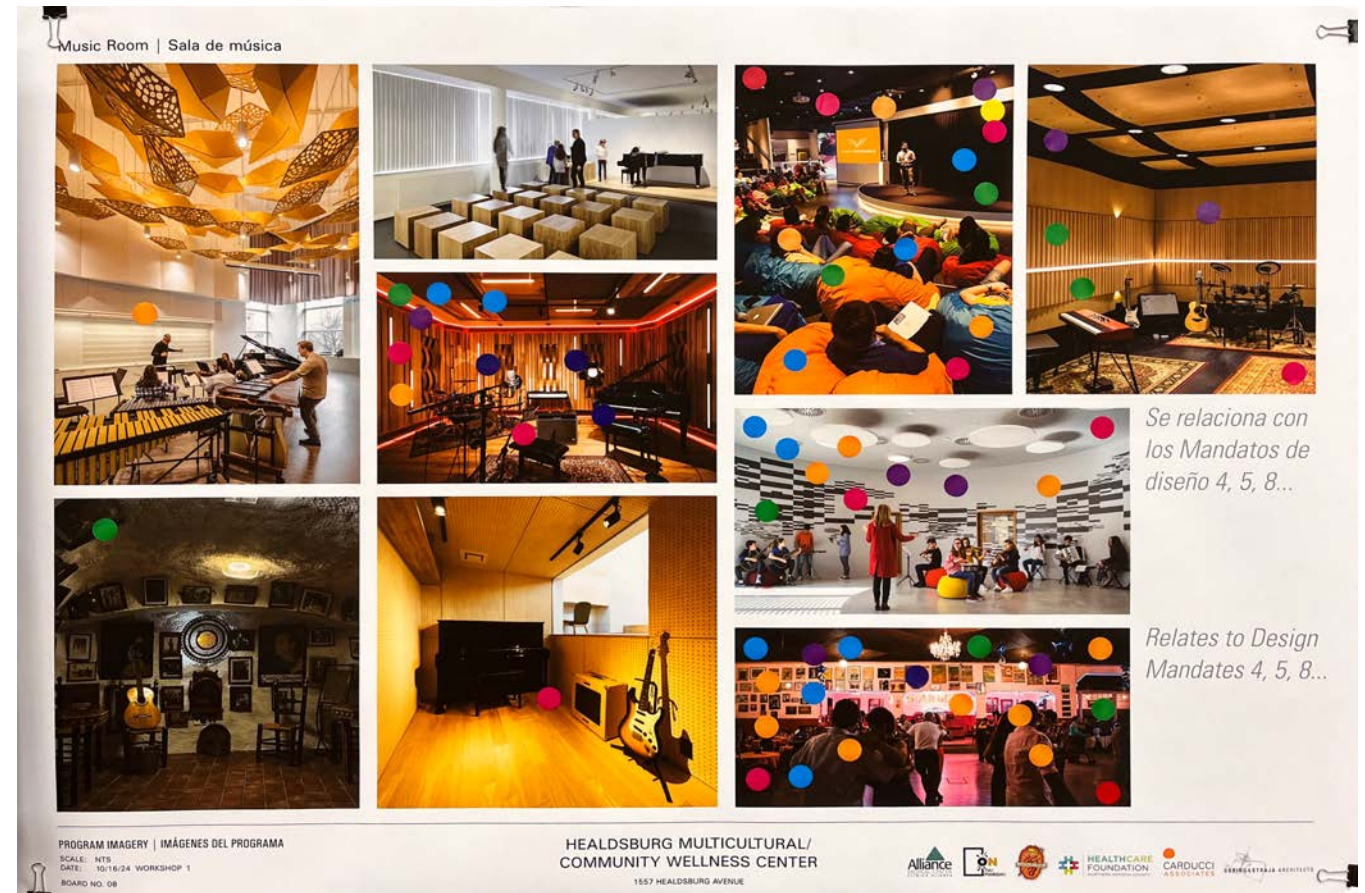
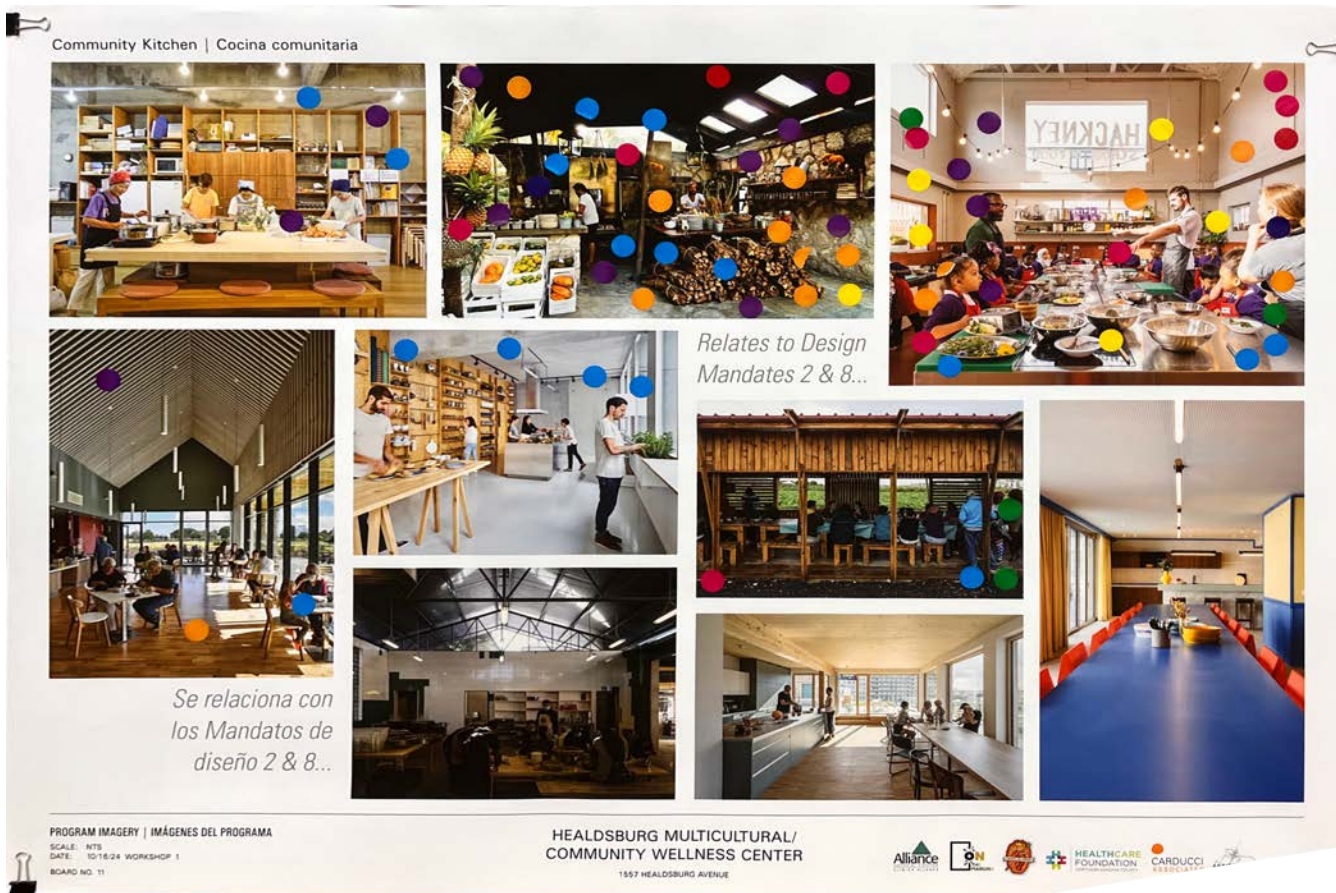
INDOOR/OUTDOOR, FAMILY FRIENDLY, OPEN, LOTS OF STORAGE

Rank - #2 of 8 total: 60

**Program: Music Room**

CDMX dance hall	18
TEDx-esque bean bags	14
black and white rehearsal room	10
red vibey recording studio	10
other vibey recording studio	5
dugout practice room	1
frames and guitar	1
mobiles and xylophones	1

PLAYFUL LIGHT/MAT'L INSTALLATION, LARGE OPEN SPACE, CONVERTIBLE FOR DANCE /PERFORMANCE / REHEARSAL /LISTENING, PERFORMANCE ACOUSTICS



**Dot Polling Data Analysis Process**

Rank - #3 of 8 total: 38

**Program: Study Spaces**

tech computer lab	24
plywood booths	9
colorful Wework cafe	3
japandi cubicles	1
banquet cafe	1

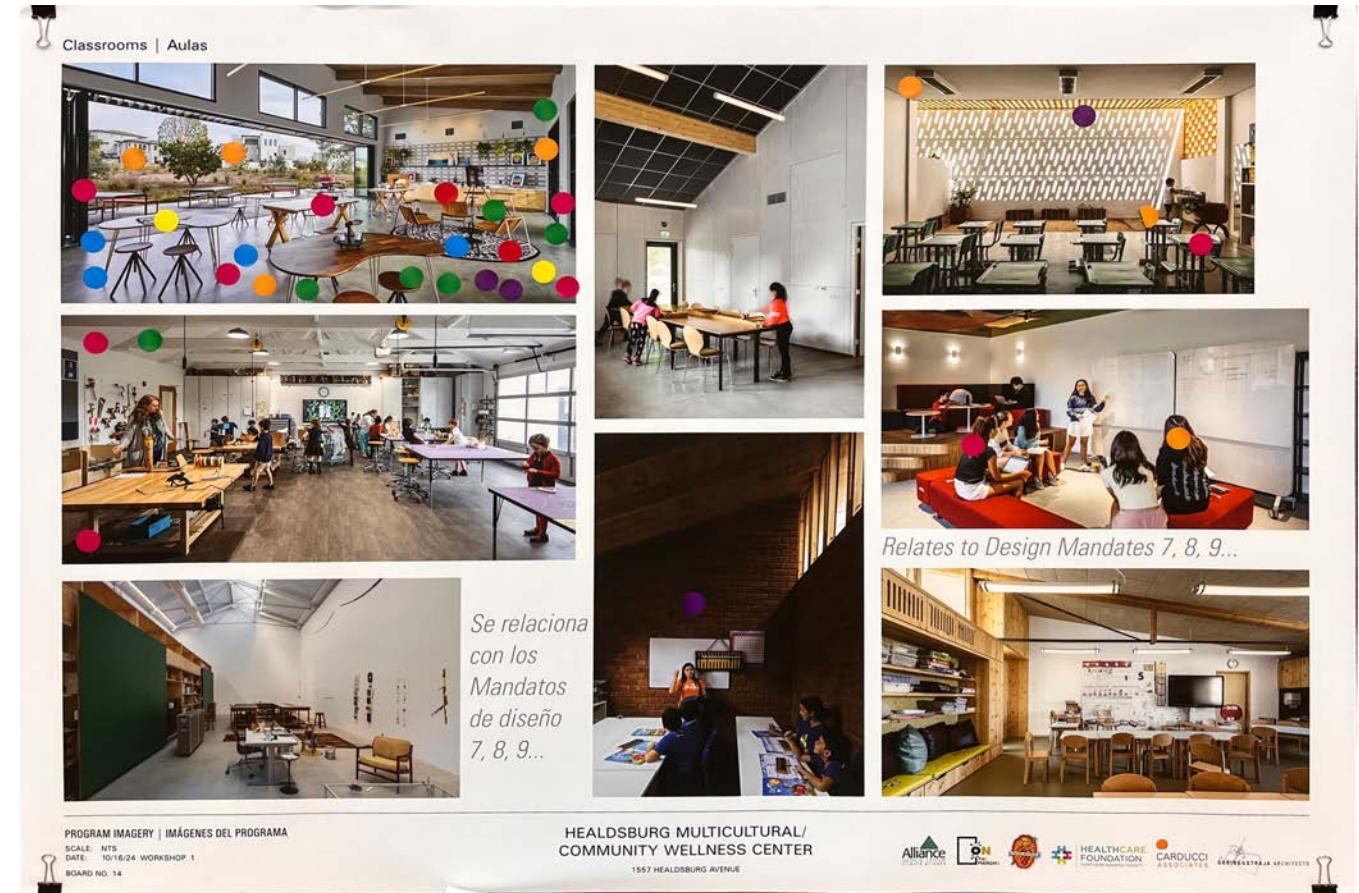
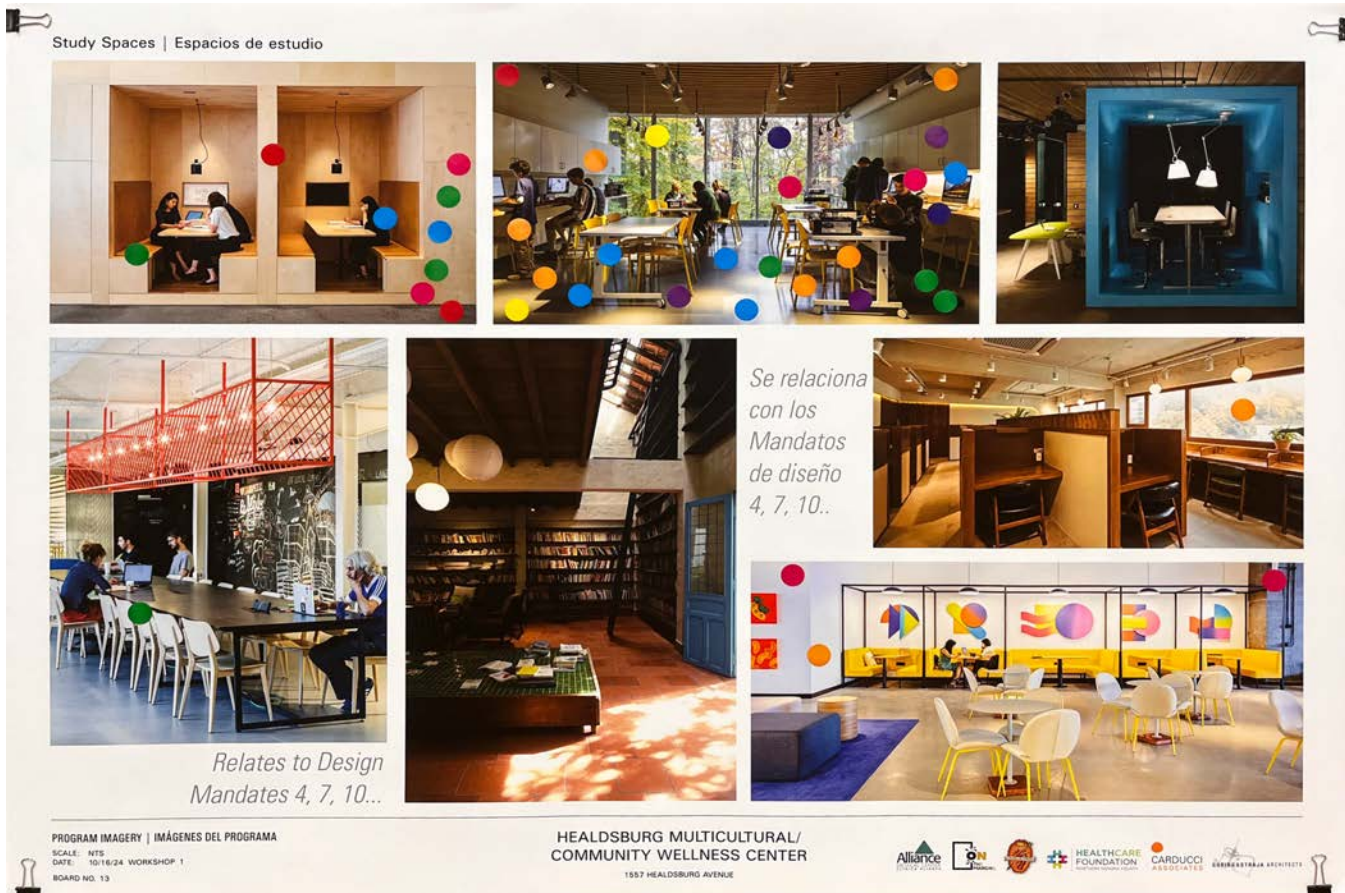
FOCUSED ATMOSPHERE, TASK LIGHTING, FLEXIBLE TABLES/BAR TOPS, OPTION TO COLLAB, HIGH-TECH COMPATIBLE, SOME DESKTOP STATIONS

Rank - Tied for #4 of 8 total: 35

**Program: Classrooms**

indoor/outdoor open classroom	25
techy kid classroom	3
exposed brick with clerestory windows	1
white board/mod furniture	2
brise soleil with green desks	4

LIGHT, OPEN, MODULAR/FLEXIBLE, OPEN UP TO OUTDOOR



**Dot Polling Data Analysis Process**

Rank - Tied for #4 of 8 total: 35

**Program: Multipurpose Room**

basketball pavilion	9
colorful glass lobby	7
ping pong	7
indoor hillside	5
glass presentation	3
colorful fabric	2
nighttime pavilion	2

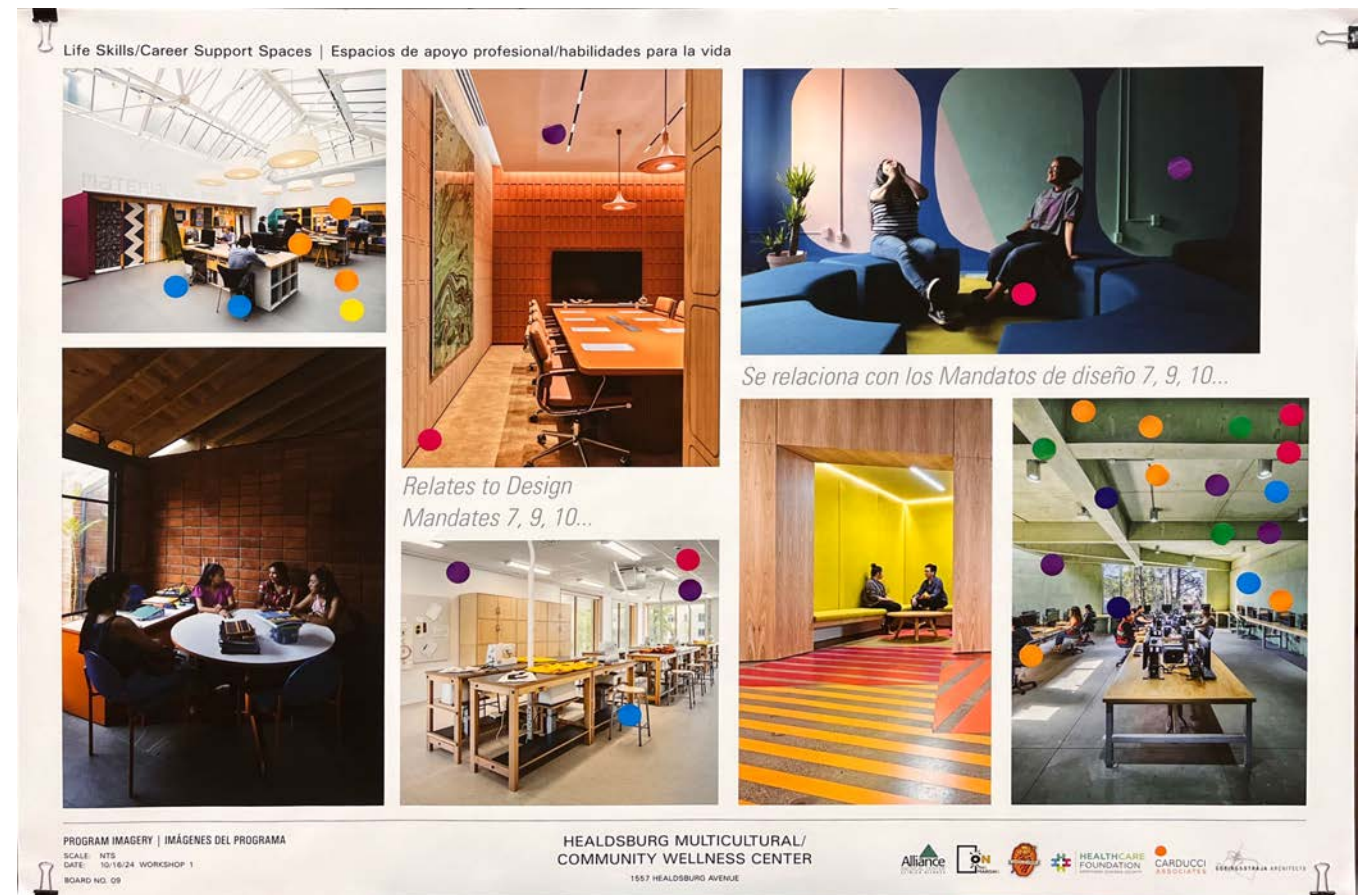
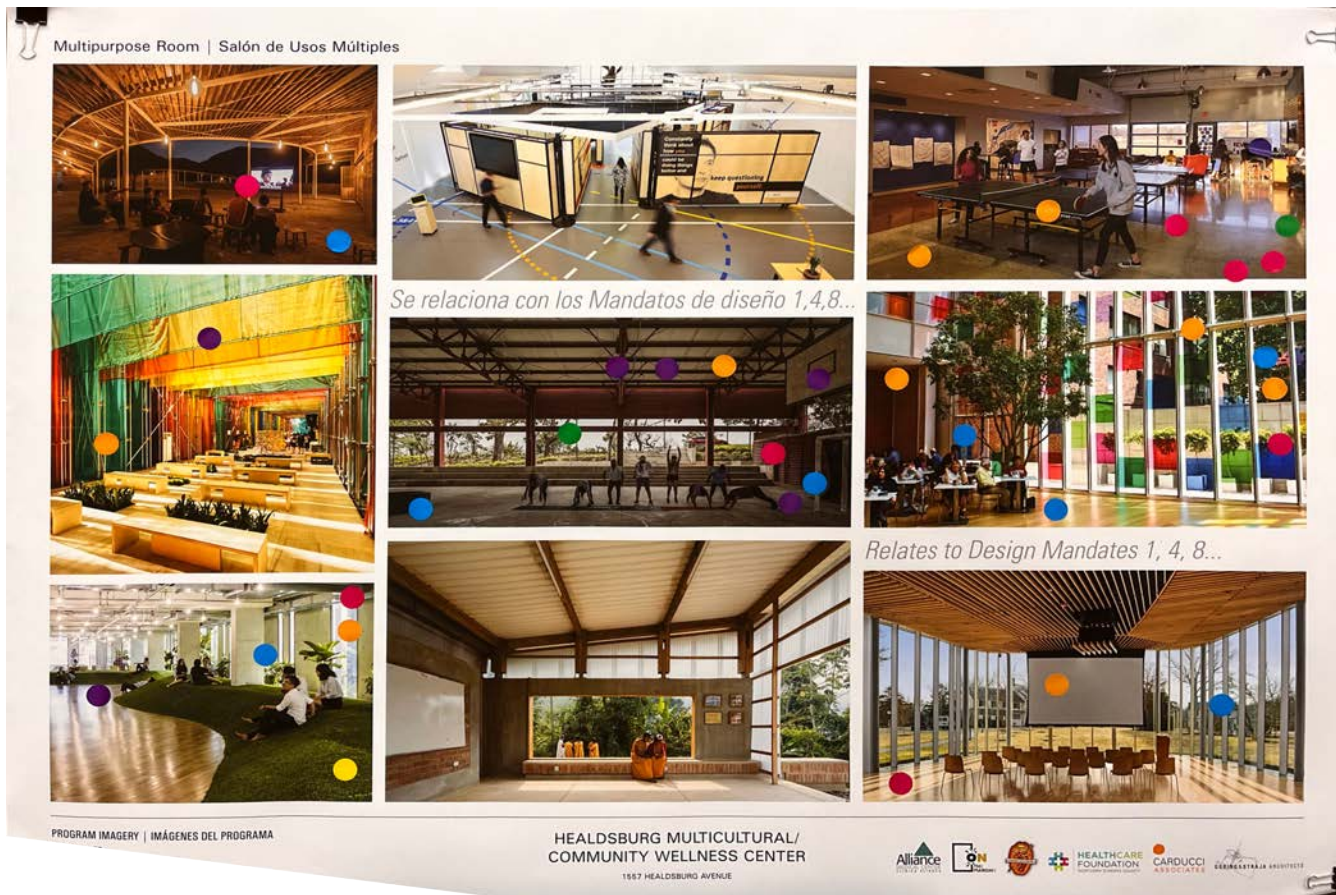
COLORFUL, INDOOR/OUTDOOR OR  
AT LEAST LOTS OF NAT'L LIGHT +  
VIEWS, GAMES, PRIORITIZE  
PLAYFULNESS

Rank - Tied for #6 of 8 total: 31

**Program: Life Skills/Career Support Spaces**

CDMX concrete computer lab	17
materials lab with glass ceiling	6
sewing lab	4
'millennial pink' board room	2
chat circle mural	2

LIGHT, OPEN SPACE, HIGH  
TECH-COMPATIBLE/ PRIORITY



**Dot Polling Data Analysis Process**

Rank - Tied for #6 of 8 total: 31

**Program: Arts & Crafts Room**

sewing lab with floor mural	11
loom	7
colorful coloring table	4
techy maker space	3
peg board maker space	3
clay studio with large windows	2
double height art studio	1

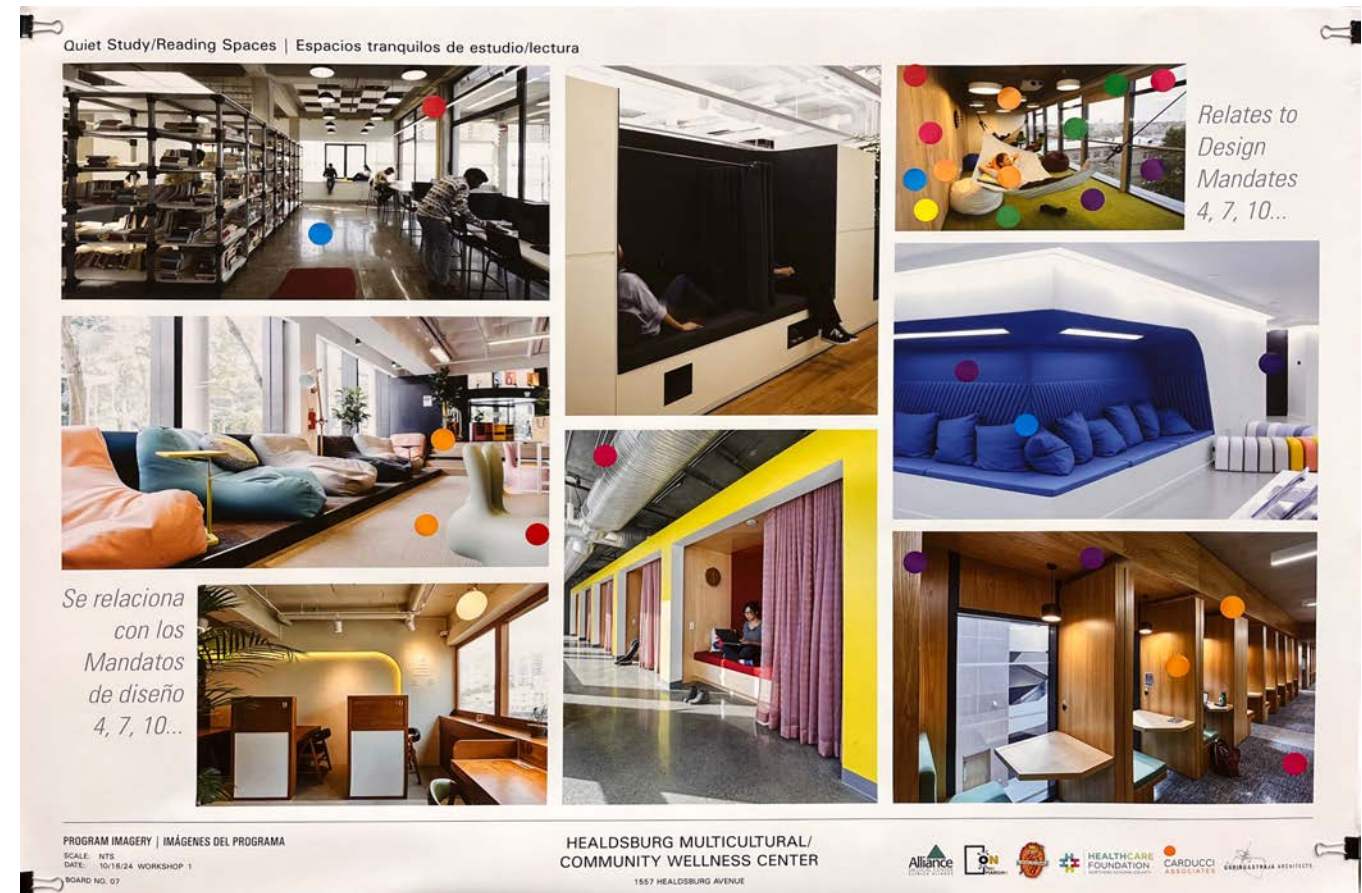
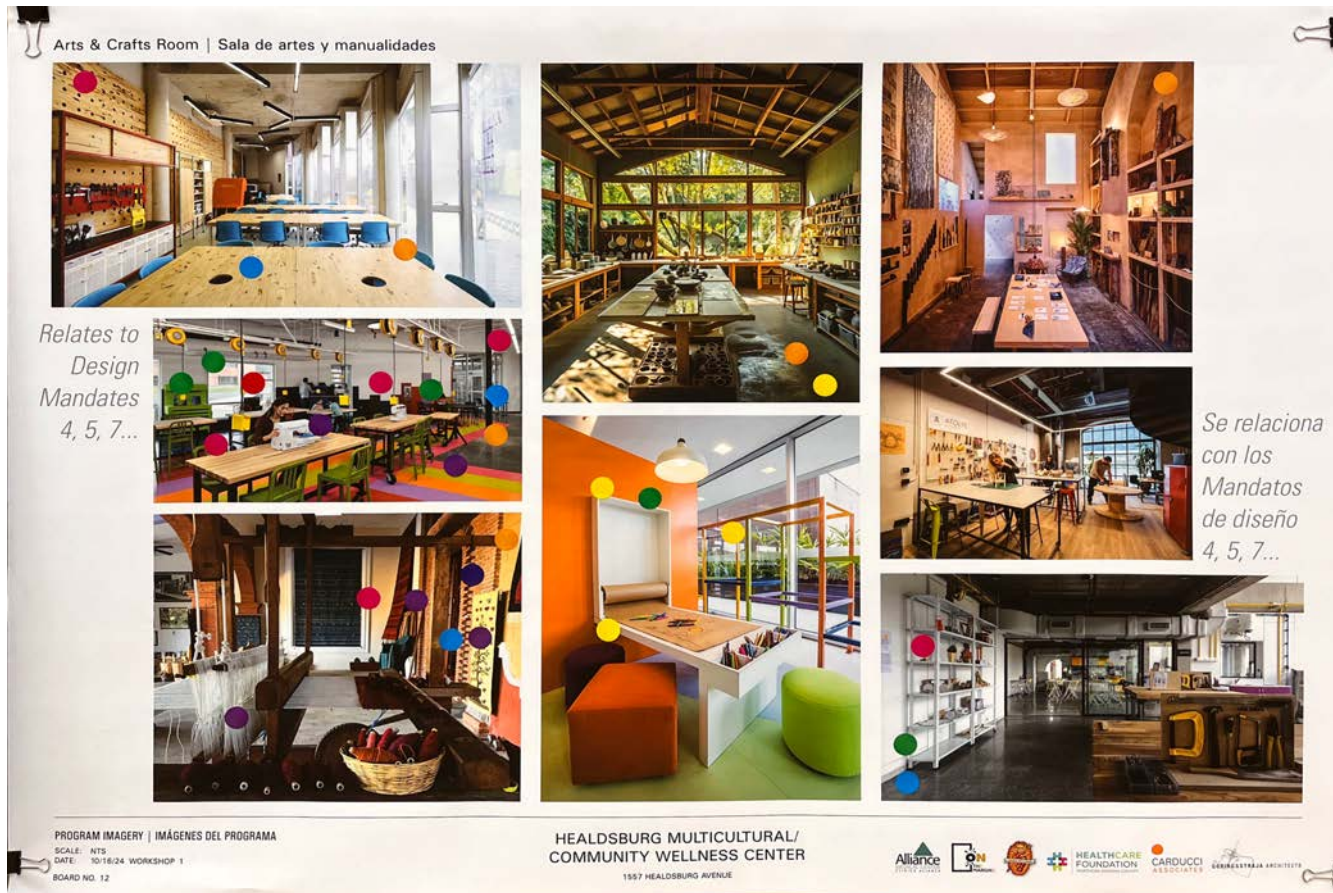
COLORFUL, FIBER-ARTS  
FOCUSED, FLEXIBLE/  
CONVERTIBLE

Rank - #8 of 8 total: 27

**Program: Quiet Study/Reading Spaces**

hammock	13
university library cubbies	5
bean bags	3
space age booth	3
techy research library	2
curtain cutout	1

OPTION TO GET REAL COMFY,  
PLAYFUL FURNITURE, PARTIAL  
PARTITIONS



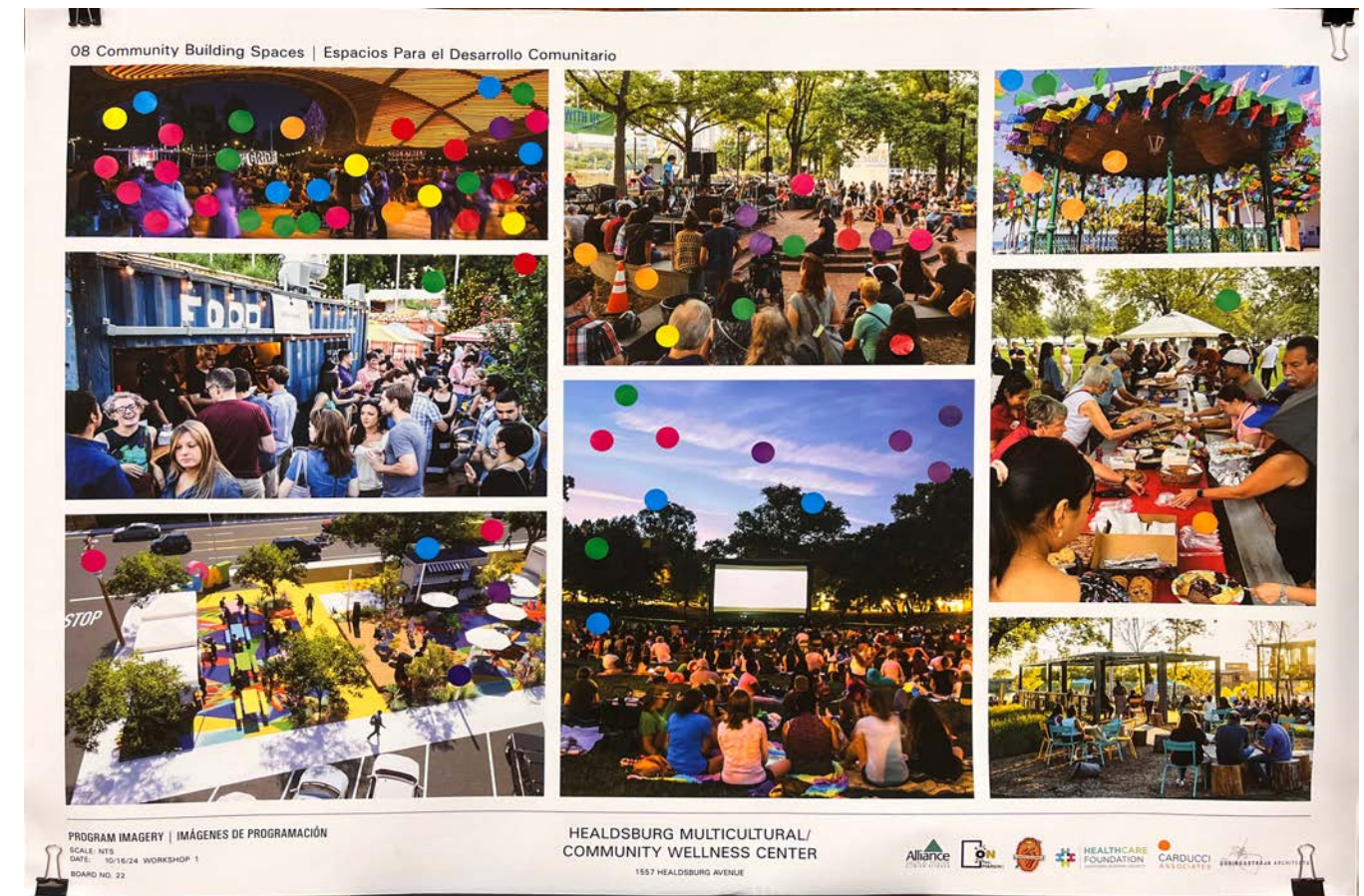


Rank - #1 OUT OF 10 total: 91

**Design Mandate 1: Multipurpose, Intergenerational Movement Spaces**

zumba	30
basketball	16
Don Biddle play structure	11
colored asphalt with activities	11
Marina fitness blue square	9
yoga	9
lawn/field	7
music play	3
swings and playground	3
nature play	1
pickleball & Don Biddle hammocks	0

ACTIVE, COLORFUL  
PROGRAMMING, MOVING  
YOUR BODY, MULTI-  
GENERATIONAL ACTIVITIES



Rank - #2 OUT OF 10 total: 57

**Design Mandate 8: Community Building Spaces**

outdoor nightlife group event the barn	31
stage with community watching	12
movie watching	11
outdoor colorful plaza parking lot	5
colorful plaza	5
community food table	2
outdoor food event	1
outdoor seating blue & yellow chairs	0

PARTY, NIGHTLIFE, LIVELY,  
COLORFUL, VIBRANT,  
MINGLING, COMMUNITY,  
ENGAGING



Rank - #3 OUT OF 10 total: 48

**Design Mandate 4: Mixed Sensory Engagement**

outdoor seating and stage	16
fountain	10
peaceful shade structure	6
a bunch of activities on blacktop	5
rainbow statement structure	5
hummingbird and bees	4
mosaic water fountain	1
wild planting and seat benches	1
person alone in serene garden	0

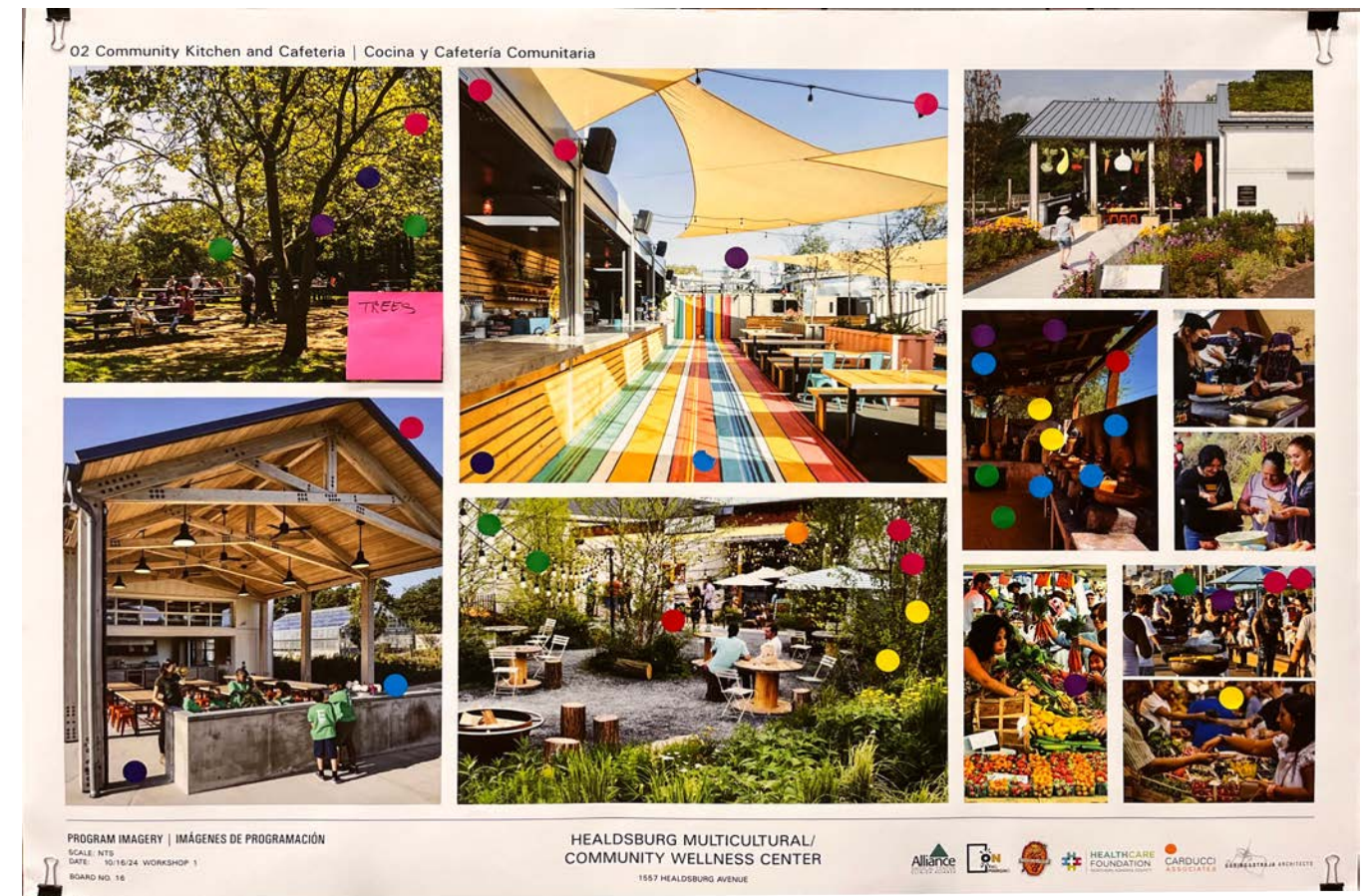
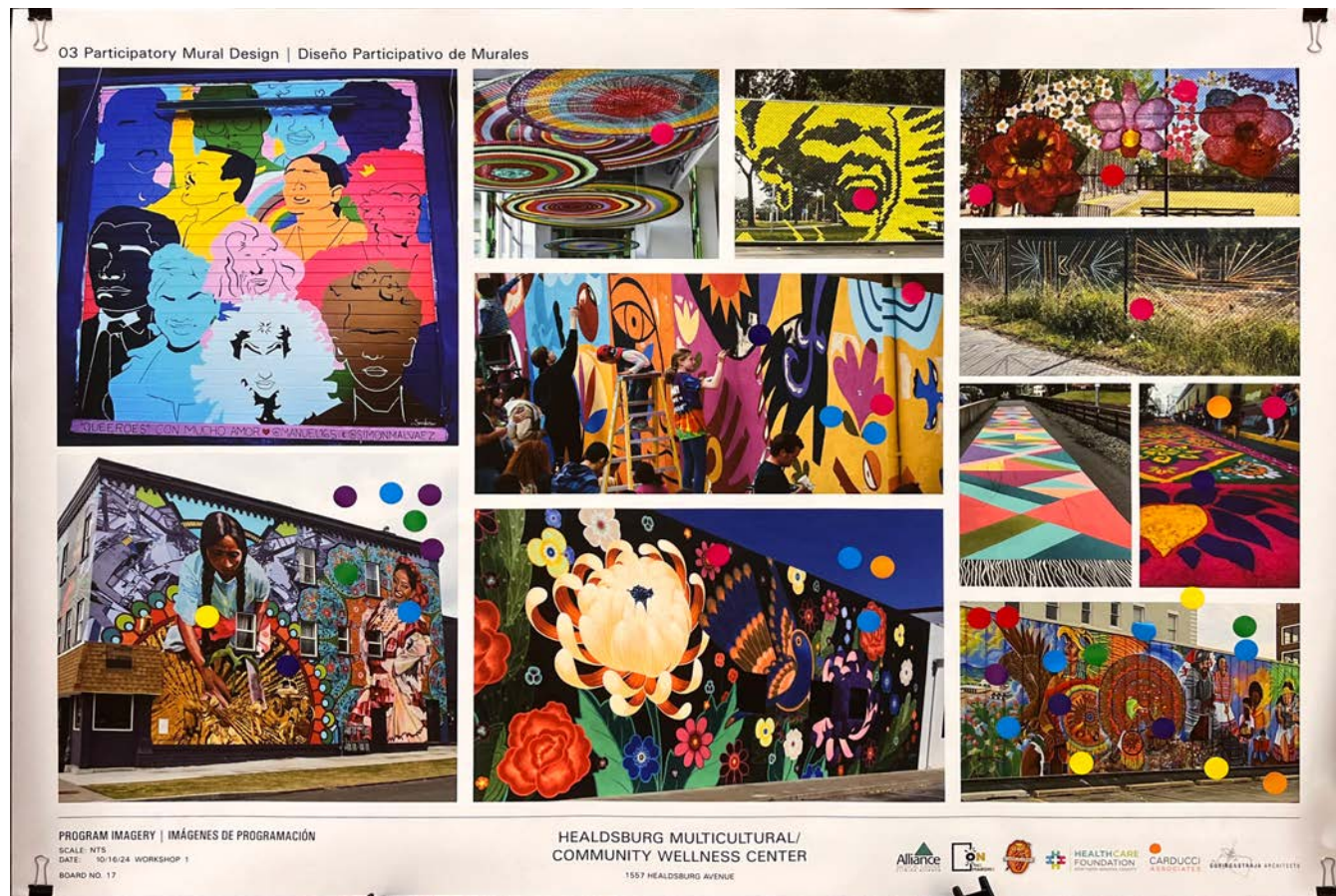
LIVELY, LOUD,  
STIMULATING, ENGAGING,  
MINGLING

Rank - #4 OUT OF 10 total: 42

**Design Mandate 5: Arts, Crafts, Music**

musicians singing on stage	17
lady with loom	7
classical Mexican fancy dancing	7
community dancing and classical dressing up	4
tiny crafts area for kids	3
cultural indigenous dancing	2
community painting craft night	2
face painting & tribal classic dressing up	0

MUSIC, ROOTS, CLASSIC,  
CULTURAL PRIDE,  
GENERATIONAL, ART,  
HANDS-ON



Rank - #5 OUT OF 10 total: 41

**Design Mandate 3: Participatory Mural Design**

- historical mural powerful 15
- lady with basket 9
- people painting interactive 5
- flowers painted 3
- flowers on chain link fence 3
- cultural pattern colorful sidewalk 3
- Healdsburg chainlink fence 1
- basket weave ceiling 1
- lady screaming fence 1
- train track painted sidewalk & LGBTQ+ mural 0

STORYTELLING,  
HISTORICAL, MEMORIAL,  
CULTURAL PRIDE

Rank - #6 OUT OF 10 total: 39

**Design Mandate 2: Community Kitchen and Cafeteria**

- cultural kitchen/adobe style 11
- lush greenery outdoor seating/eating area 8
- colorful rainbow outdoor kitchen/seating 6
- outdoor picnic/tree canopy 5
- outdoor grilling 4
- rustic barn outdoor kitchen 3
- outdoor produce 1
- outdoor market 1
- veggie theme outdoor kitchen & tamale making 0

TRADITIONAL, COLORFUL,  
PLANTS, TEXTURE,  
EXCITING



Rank - #7 OUT OF 10 total: 37

**Design Mandate 6: Environmental Justice**

- ethnobotanical garden 21
- outdoor educational garden 5
- educational signage showing indigenous history and use of plants 5
- learning stewarding from indigenous people 3
- community stewarding of native plants 3
- pruning plants 0

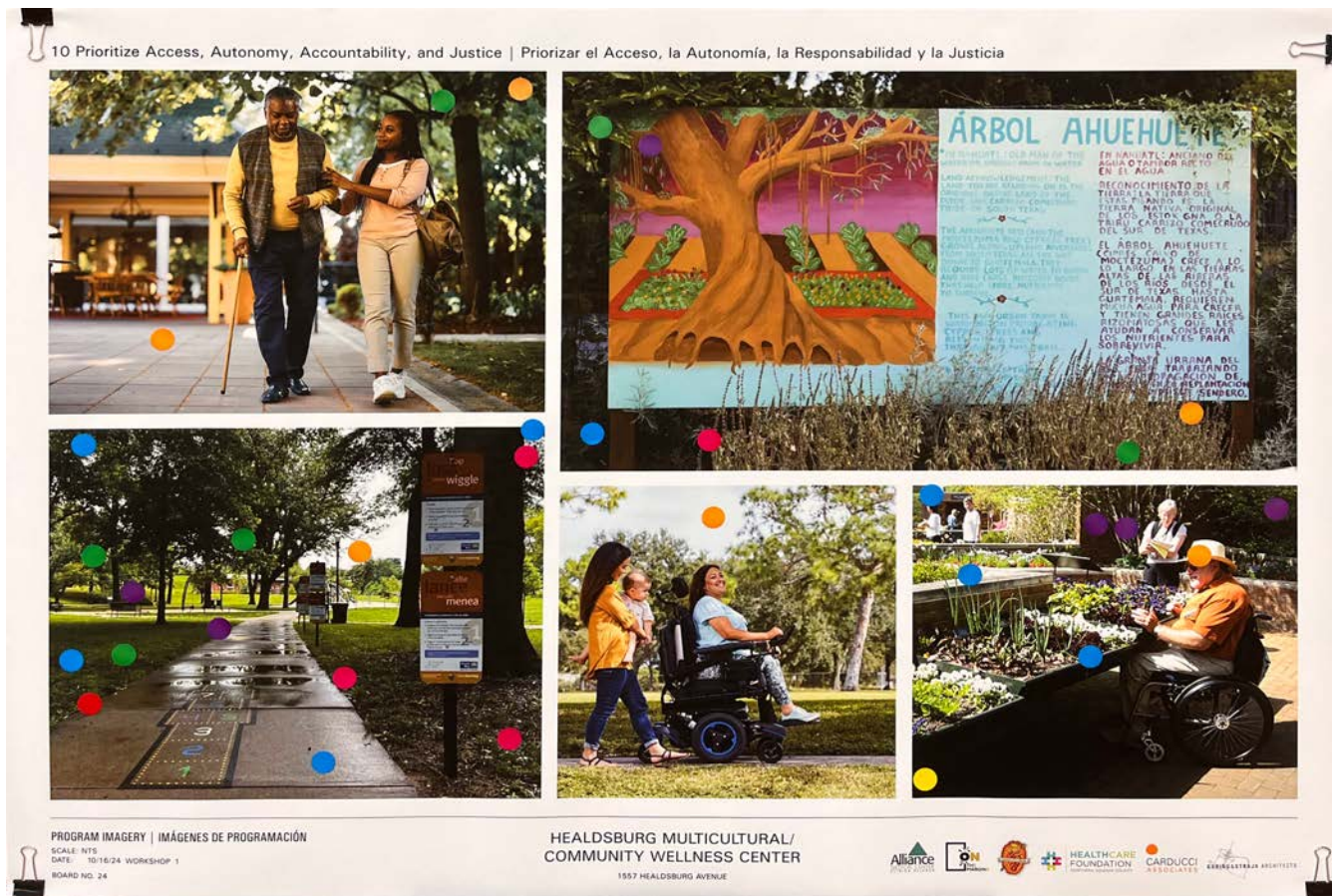
PLANTS THAT REMIND THEM OF HOME, STEWARDING ROOTS, EDUCATIONAL IMPORTANCE

Rank - #8 OUT OF 10 total: 33

**Design Mandate 7: Multifaceted Educational Support**

- outdoor children nature learning 8
- outdoor community group session 8
- indoor/outdoor hybrid computer space 7
- lady weaving basket 5
- outdoor library 3
- clay brick making 2
- historian/docent talking about trees 0

DEDICATION TO LEARNING, CULTURAL PRACTICES AND IMPORTANCE



Rank - #9 OUT OF 10 total: 32

**Design Mandate 10: Prioritize Access, Autonomy, Accountability and Justice**

- bilingual signage/walking path 14
- ada accessible planters and engagement in surroundings 8
- land acknowledgement 6
- walking loop 3
- ada accessible path 1

WALKING, ACCESSIBLE  
WAYFINDING AND  
SIGNAGE, ACCESSIBLE  
PHYSICAL SPACES,  
ACKNOWLEDGING THE  
LAND AND ITS PEOPLE

Rank - #10 OUT OF 10 total: 29

**Design Mandate 9: Computer Access and Education**

- nighttime view of solar seating kids after school 11
- computer solar orange bench 7
- computer station surrounded by nature and flowers 7
- outdoor charging station 2
- bench with charging pedestal 2
- white high tech outdoor computer space 0

CAN BE PLACED  
ANYWHERE, DEDICATION  
TO LEARNING,  
ACCESSIBILITY TO  
CHARGING SOURCES,

**Dot Polling — Comments Board**

The hand-written comments left on the open-ended comments board are as follows:

I WOULD LIKE TO SEE ARTS AND CRAFTS, BUT THEY BRING IN PEOPLE FROM DIFFERENT CULTURES AND WE GET TO DO DIFFERENT TYPE OF THING. LIKE BASKET WEAVING OR JUST AN ARTIST WHO WANTS TO SHOW PEOPLE HOW TO DRAW
SALÓN PARA BAILE - FOLKLÓRICO, HIP HOP, DISCO, ETC.
HOLIDAY/COMMUNITY EVENTS, EVERYONE COMES TOGETHER. EX: EASTER OR HALLOWEEN
I WANT THERE TO JUST BE HANGOUT SPOTS TOO; I WANT THERE TO BE RECREATIONAL ACTIVITIES LIKE GAMING ROOMS, POOL TYPE OF CLUB THING, STUFF LIKE THAT
POP UP FOOD TRUCK EXPERIENCE
I WOULD LIKE THEME PARK
TEMAZCAL BAÑOS DE VAPOR
TEMAZCAL
I WOULD LIKE TO SEE SOMETHING LIKE INDOOR SPORTS FACILITIES OR LIKE A TRAINING/ GYM CENTER; AS FOR THE GENERAL LOOK OF EVERYTHING I DON'T WANT IT TO LOOK TOO MODERN. I WANT IT TO HAVE A SORT OF RELAXED FEELING BUT ALSO BE VIBRANT

*Note: These comments are shown in the language they were written in.*



# Workshop #02

## Results Revealed

Workshop #02 was also at the Healdsburg Community Center Multipurpose Room on November 24, 2024. After a brief recap, the Design Team presented the Dot Polling results for the Programmatic Spaces and Design Mandate images. The standout images were the most popular images that were reviewed and selected at the first Visioning Session. Each Programmatic Space was represented in the Dot Polling Results board. Similar to the Word Clouds, the standout images were increased or decreased in size according to the number of dot polling votes a specific image received. What emerged from this exercise was the opportunity for the Design Team to define “Commonalities” amongst the eight Programmatic Spaces and ten Design Mandates:

### Programmatic Space Commonalities:

- Close Relationship between Indoor & Outdoor
- Family Oriented
- Traditional Building Techniques & Materials
- Fiber Arts priority for Craft Space
- Playfulness, Festivity
- Flexibility of Space & Technology

### Design Mandate Commonalities:

- Food, Music and Dance
- Exercise in Natural Setting “Green Exercise”
- Access to Nature and Ethnobotanical Plants
- Education and Access to Technology
- Multigenerational and Traditional
- Art Representing Cultural Heritage



The entrance to the existing Community Center at 1557 Healdsburg Ave.

**Dot Polling Results — Programmatic Favored Imagery & Commonalities**

The presentation board below was printed large format as 36"x72" and distributed as an 11"x17" handout to Visioning Session 2 participants.

**THE STANDOUT IMAGES | LAS IMÁGENES DESTACADAS:**

Shown are the most popular images from each of the programmatic imagery boards reviewed during the first Visioning Session.

Se muestran las imágenes más populares de cada uno de los tableros de emisión programática revisados durante la primera sesión de visión.

THE LARGER THE IMAGE, THE MORE DOTS IT RECEIVED INDIVIDUALLY  
 CUANTO MÁS GRANDE LA IMAGEN, MÁS PUNTOS RECIBIÓ INDIVIDUALMENTE

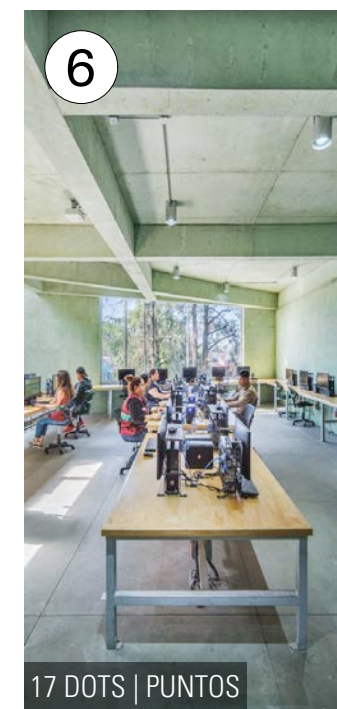


**PROGRAMS | PROGRAMAS:**

Listed in order of most to least dots received during Visioning Session 1 Dot Polling.

Enumerados en orden de mayor a menor número de puntos recibidos durante la encuesta de puntos de la sesión de visión 1.

- 1 COMMUNITY KITCHEN | COCINA COMUNITARIA
- 2 MUSIC ROOM | SALA DE MÚSICA
- 3 STUDY SPACE | ESPACIOS DE ESTUDIO
- 4 CLASSROOM | AULAS
- 5 MULTIPURPOSE SPACE | SALÓN DE USOS MÚLTIPLES
- 6 LIFE SKILLS/CAREER SUPPORT SPACE | ESPACIOS DE APOYO PROFESIONAL/ HABILIDADES PARA LA VIDA
- 7 ARTS & CRAFTS SPACE | SALA DE ARTES Y MANUALIDADES
- 8 QUIET STUDY/READING SPACE | ESPACIOS TRANQUILOS DE ESTUDIO/LECTURA



**COMMONALITIES | PUNTOS COMUNES:**

Architectural themes consistent across much of your feedback.

Temas arquitectónicos consistentes en gran parte de sus comentarios.

CLOSE RELATIONSHIP BETWEEN INDOOR & OUTDOOR  
 RELACIÓN CERCANA ENTRE INTERIOR Y EXTERIOR

FAMILY ORIENTED  
 ORIENTADO A LA FAMILIA

TRADITIONAL BUILDING TECHNIQUES & MATERIALS  
 TÉCNICAS Y MATERIALES DE CONSTRUCCIÓN TRADICIONALES

FIBER ARTS PRIORITY FOR CRAFT SPACE  
 LAS ARTES DE FIBRA, PRIORIDAD PARA EL ESPACIO DE MANUALIDADES

PLAYFULNESS, FESTIVITY  
 DIVERSIÓN, FESTIVIDAD

FLEXIBILITY OF SPACE & TECHNOLOGY  
 FLEXIBILIDAD DE ESPACIO Y TECNOLOGÍA

**Dot Polling Results — Design Mandate Favored Imagery & Commonalities**

The presentation board below was printed large format as 36"x72" and distributed as an 11"x17" handout to Visioning Session 2 participants.

**THE STANDOUT IMAGES | LAS IMÁGENES DESTACADAS:**

Shown are the most popular images from each of the programmatic imagery boards reviewed during the first Visioning Session.

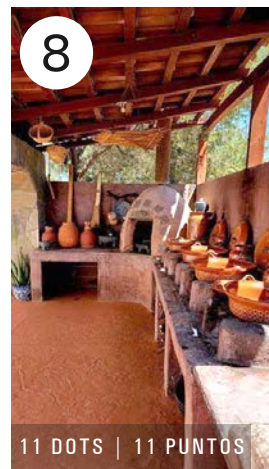
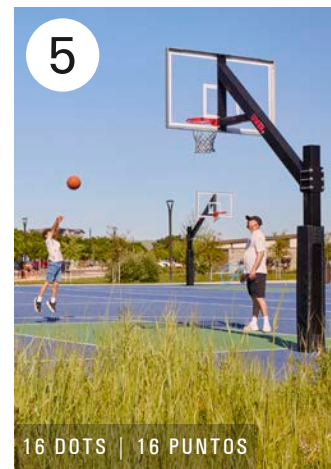
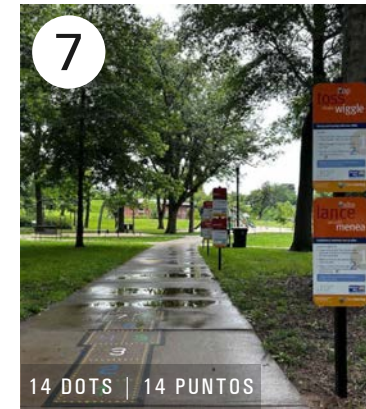
Se muestran las imágenes más populares de cada uno de los tableros de imágenes programáticas revisados durante la primera sesión de visión.

**PROGRAMS | PROGRAMAS:**

Listed in order of most to least dots received during Visioning Session 1 Dot Polling.

Enumerados en orden de mayor a menor puntos recibidos durante el sondeo de puntos de la sesión de visión 1.

- 1 **LARGE COMMUNITY GATHERING PAVILION | GRAN PABELLÓN DE REUNIÓN COMUNITARIA**  
(08 COMMUNITY BUILDING SPACES | 08 ESPACIOS PARA EL DESARROLLO COMUNITARIO)
- 2 **"ZUMBA" MULTIPURPOSE EXERCISE SPACE | ESPACIO DE EJERCICIO MULTIUSOS "ZUMBA"**  
(01 MULTIPURPOSE, INTERGENERATIONAL MOVEMENT SPACES | 01 ESPACIOS MULTIUSOS DE MOVIMIENTO INTERGENERACIONAL)
- 3 **ETHNOBOTANICAL GARDEN | JARDÍN ETNOBOTÁNICO**  
(06 ENVIRONMENTAL JUSTICE | 06 JUSTICIA AMBIENTAL)
- 4 **MUSIC PERFORMANCE SPACE | ESPACIO DE INTERPRETACIÓN DE MÚSICA**  
(05 ARTS, CRAFTS, MUSIC | 05 ARTES, MANUALIDADES, MÚSICA)
- 5 **STAGE AND SEATING | ESCENARIO Y ASIENTOS**  
(04 MIXED SENSORY ENGAGEMENT | ESTIMULACIÓN SENSORIAL MIXTA)
- BASKETBALL | BALONCESTO**  
(01 MULTIPURPOSE, INTERGENERATIONAL MOVEMENT SPACES | 01 ESPACIOS MULTIUSOS DE MOVIMIENTO INTERGENERACIONAL)
- 6 **HISTORICAL MURAL | MURAL HISTÓRICO**  
(03 PARTICIPATORY MURAL DESIGN | 03 DISEÑO PARTICIPATIVO DE MURALES)
- 7 **WALKING PATH WITH BILINGUAL SIGNAGE | SENDERO CON SEÑALIZACIÓN BILINGÜE**  
(10 PRIORITIZE ACCESS, AUTONOMY, ACCOUNTABILITY, AND JUSTICE | 10 PRIORIZAR EL ACCESO, LA AUTONOMÍA, LA RESPONSABILIDAD Y LA JUSTICIA)
- 8 **PLAY STRUCTURE AND PAVEMENT ACTIVITIES | ACTIVIDADES DE ESTRUCTURA DE JUEGO Y PAVIMENTO**  
(01 MULTIPURPOSE, INTERGENERATIONAL MOVEMENT SPACES | 01 ESPACIOS MULTIUSOS DE MOVIMIENTO INTERGENERACIONAL)
- CULTURAL KITCHEN | COCINA CULTURAL**  
(02 COMMUNITY KITCHEN AND CAFETERIA | 02 COCINA Y CAFETERÍA COMUNITARIAS)
- OUTDOOR TECH STATION | ESTACIÓN TECNOLÓGICA AL AIRE LIBRE**  
(09 COMPUTER ACCESS AND EDUCATION | 09 ACCESO A LA COMPUTADORA Y EDUCACIÓN)
- 9 **OUTDOOR LEARNING SPACES | ESPACIOS DE APRENDIZAJE AL AIRE LIBRE**  
(07 MULTIFACETED EDUCATIONAL SUPPORT | APOYO EDUCATIVO MULTIFACÉTICO)



**COMMONALITIES | PUNTOS EN COMÚN:**

Landscape themes consistent across much of your feedback:  
Temas de paisaje consistentes en gran parte de sus comentarios:

FOOD, MUSIC, AND DANCE  
COMIDA, MÚSICA Y BAILE

EXERCISE IN NATURAL SETTING "GREEN EXERCISE"  
EJERCICIO EN ENTORNO NATURAL "EJERCICIO VERDE"

ACCESS TO NATURE AND ETHNOBOTANICAL PLANTS  
ACCESO A LA NATURALEZA Y PLANTAS ETNOBOTÁNICAS

EDUCATION AND ACCESS TO TECHNOLOGY  
EDUCACIÓN Y ACCESO A LA TECNOLOGÍA

MULTIGENERATIONAL AND TRADITIONAL  
MULTIGENERACIONAL Y TRADICIONAL

ART REPRESENTING CULTURAL HERITAGE  
ARTE REPRESENTANTE DEL PATRIMONIO CULTURAL

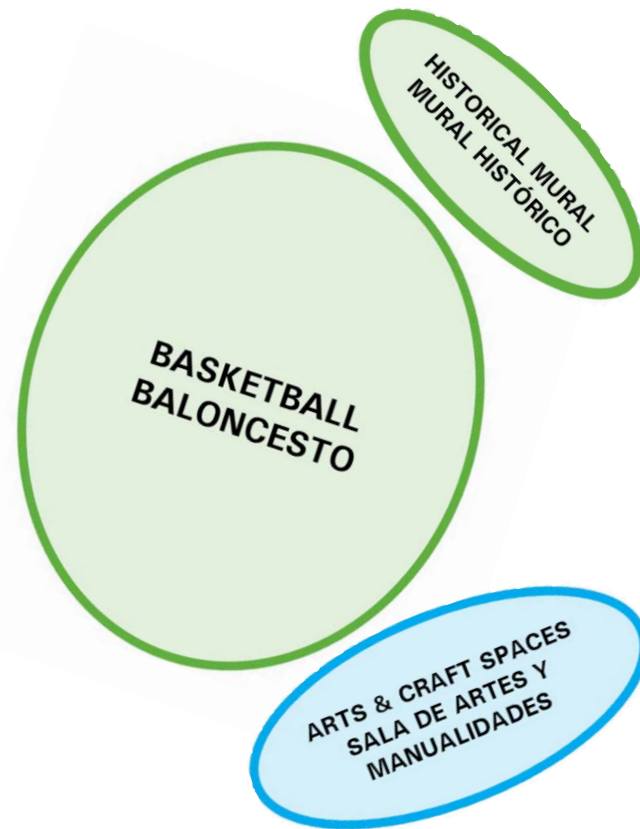
### A Community Charrette

During the second half of Workshop #02, participants were divided into six groups. Each group consisted of 8-10 persons plus a design facilitator and bi-lingual colleague. The groups gathered around an existing Site Plan of the facility and were provided with transparent representations of the Programmatic Spaces and Design Mandates for the participants to overlay over the existing Site Plan as a "Space Planning Activity". Each group's final "Site Plan" was recorded.

It is the hope of the Design Team that as the project moves forward, the Dot Polling Results, Commonalities and Site Plan options will inform and influence the design for the future Multicultural Center.



Group 6 hashes out some possibilities with landscape architect Karly Behncke.



Ellipses with site elements (green) or interior programs (blue) were printed on acetate to overlay the site plan. Write-ins were purple.



Group 1 poses at their table in the existing Multipurpose Room of the Community Center after completing their site planning activity. Architect Douglas Thornley (standing) joined their table.

**Detailed Summary of Notes per Charrette Group**

**Group 1:**

- Provide Community Gathering Space in north undeveloped site
- Increase parking
- Increase trees along Healdsburg Avenue
- Provide Arts + Crafts space (infill southwest adj to portables or adjacent to Community Gathering Space)
- Provide an indoor soccer facility
- Provide a proper exterior soccer pitch

- Provide a Temazcal at either end of the property (ensuring privacy)
- Provide exterior lighting at existing sports field (for night use)
- Provide outdoor learning spaces adjacent to sports field
- Provide an outdoor track (for sports) around sports field
- Preserve current (health) services

**Group 2:**

- Mostly programming
- Table two placed acetate programs overtop of where they are existing in order to 'lock them in' and preserve their programs.
- Table two came up with so many of their own programs that they used all of the purple open ended ellipses and more plain trace paper.

**Group 3—Scheme 1:**

- ▶ Community Center
  - Use existing rooms in the community center for quiet activity. Ie: Use existing MPR for quiet study
  - Have noisy activities on the south side of the community center. Ie: Music room located on south side of community center
- Rearrangement of room use inside the existing community center
- Locate historic mural on free-standing wall east of the existing amphitheater
- ▶ South of Community Center
  - Locate ethnobotanical garden at location of former garden. Locate community kitchen west of the ethnobotanical garden and outdoor

cultural kitchen south of the ethnobotanical garden.

- Locate large community gathering structure in southwest corner of hardcourt. Include outdoor music performance and stage with seating
- Provide indoor soccer, basketball and gym venue at location of existing basketball courts
- Expand one bay of parking into lawn
- Include walking paths
- Use hardcourt for Zumba, play structure and pavement activity

▶ Undeveloped Parcel

- Outdoor learning, Outdoor tech station and Sweat House

**Group 3— Scheme 2:**

- ▶ Community Center
  - Use existing rooms in the community center for noisy activity. Ie: Use existing MPR for performance space
  - Have quiet activities on the south side of the community center. Ie: classrooms and quiet study
- Rearrangement of room use inside the existing community center
- Locate historic mural on free-standing wall east of the existing amphitheater
- ▶ South of Community Center
  - Locate ethnobotanical garden at location of former garden. Locate community kitchen west of the ethnobotanical garden and outdoor cultural kitchen south of the ethnobotanical garden.
  - Locate large community gathering structure in southwest corner of hardcourt. Include outdoor music performance and stage with seating
  - Provide indoor soccer, basketball and gym venue at location of existing basketball courts
  - Include walking paths
  - Use hardcourt for Zumba, play structure and pavement activity
- ▶ Undeveloped Parcel
  - Outdoor Learning, Outdoor tech station and Sweat House
  - Music room

**Group 4:**

- "All in the short term" note added at the end -
- at the zoomed-out diagram level, this group chose to maintain the 'indoor' program where the building is and the 'outdoor' programs where the open space/fields are. -
- exceptions: the community kitchen away from the existing building, adjacent to the open space/large gathering space; the addition of a pool at the site of the current baseball fields. -
- the existing athletic fields have been taken over by other programming. -
- the live music/food truck programs on the north site were a last minute addition because there was confusion as to whether this was, in fact, part of the parcel. this demonstrates excitement about this location though these are short term measures.

**Group 5:**

- Passionate about preserving parking lot space
- Excited about having the Pool and the Temazcal adjacent to each other
- Considering splitting field up into new areas, keeping some lawn for programs such as zumba,

nature play, and a gathering pavilion (potential for an artificial turf field)

- Walking path with bilingual signage adjacent to/going through the ethnobotanical garden
- Mention of indoor soccer
- Mural to be placed on existing building to accentuate the space



Three of the five groups creating site plans during Visioning Session 2

**Group 6:**

- Noted how important parking is to maintain and expand where possible due to the overflow during events/soccer games. Not willing to lose trees for parking.
- General interest was more in programming and how to use un-used space in the community center quickly and effectively for what the community needed: Financial Support, Life Skills Youth Support, Art-Making Spaces, Dance Class, Event Hall.
- Liked the idea of re-using former garden area for the Ethnobotanical Garden and also align it with outdoor learning spaces so it can support educational activities to the garden as well.
- The hardcourt area adjacent to the field is very important not only for parking during overflow

events, but for the youth. Re-striping or adding color to the pavement for creating new activities seemed of interest. Keeping basketball was a must, but there was an idea that it could be a covered soccer space as well.

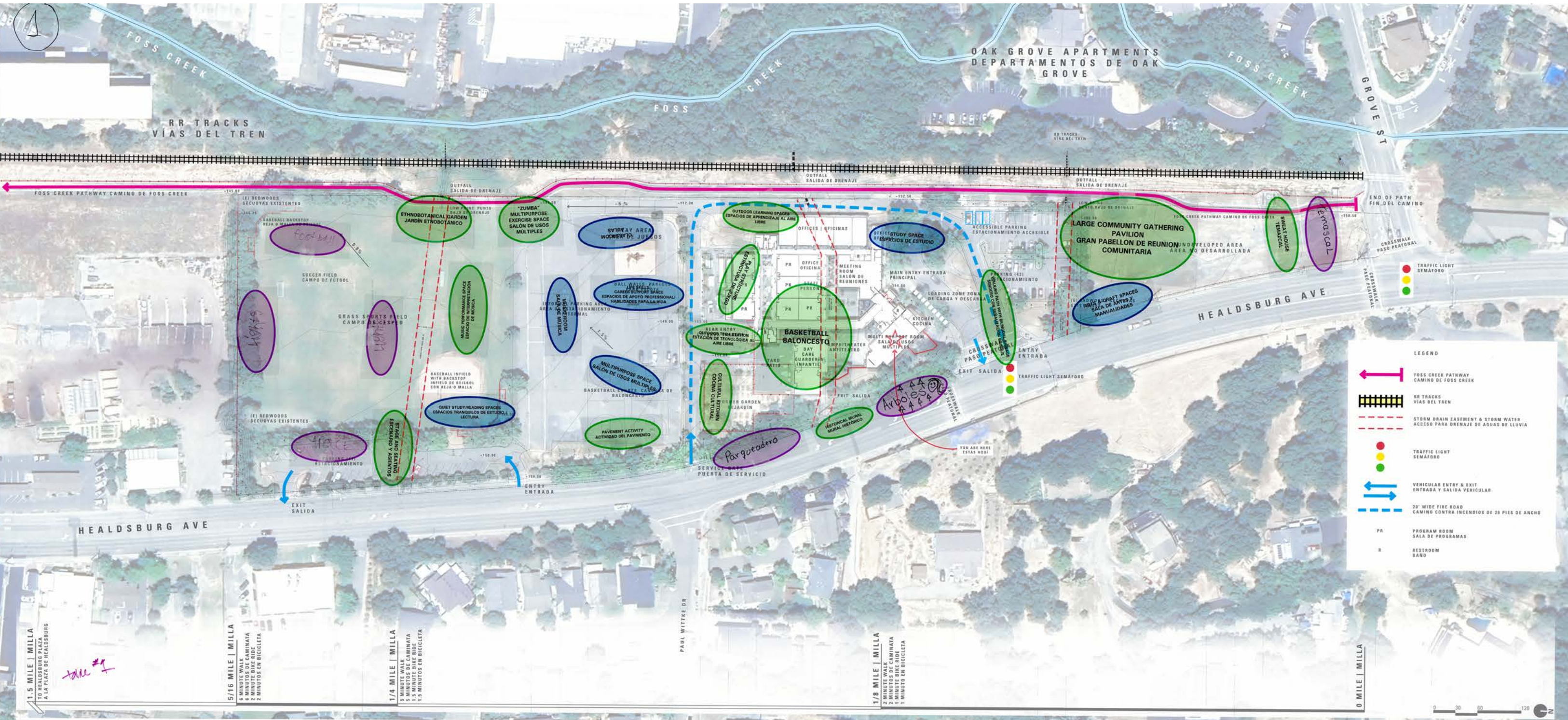
- Activating Foss Creek Pathway with fitness Stations, Cultural Plants for interest and signage that could provided measured increment information or educational signage about ornamental plants that tell a story about the regions of their native countries
- Murals could be placed on any open wall space
- General excitement about creating an large event space in the undeveloped parcel for parties, music events, and impromptu food park. Parking was noted of importance, and could be placed at furthest corner where entry from adjacent road could be easy.

After the breakout session, an **open discussion** was started to bring the groups back together. The summary of notes are as follows:

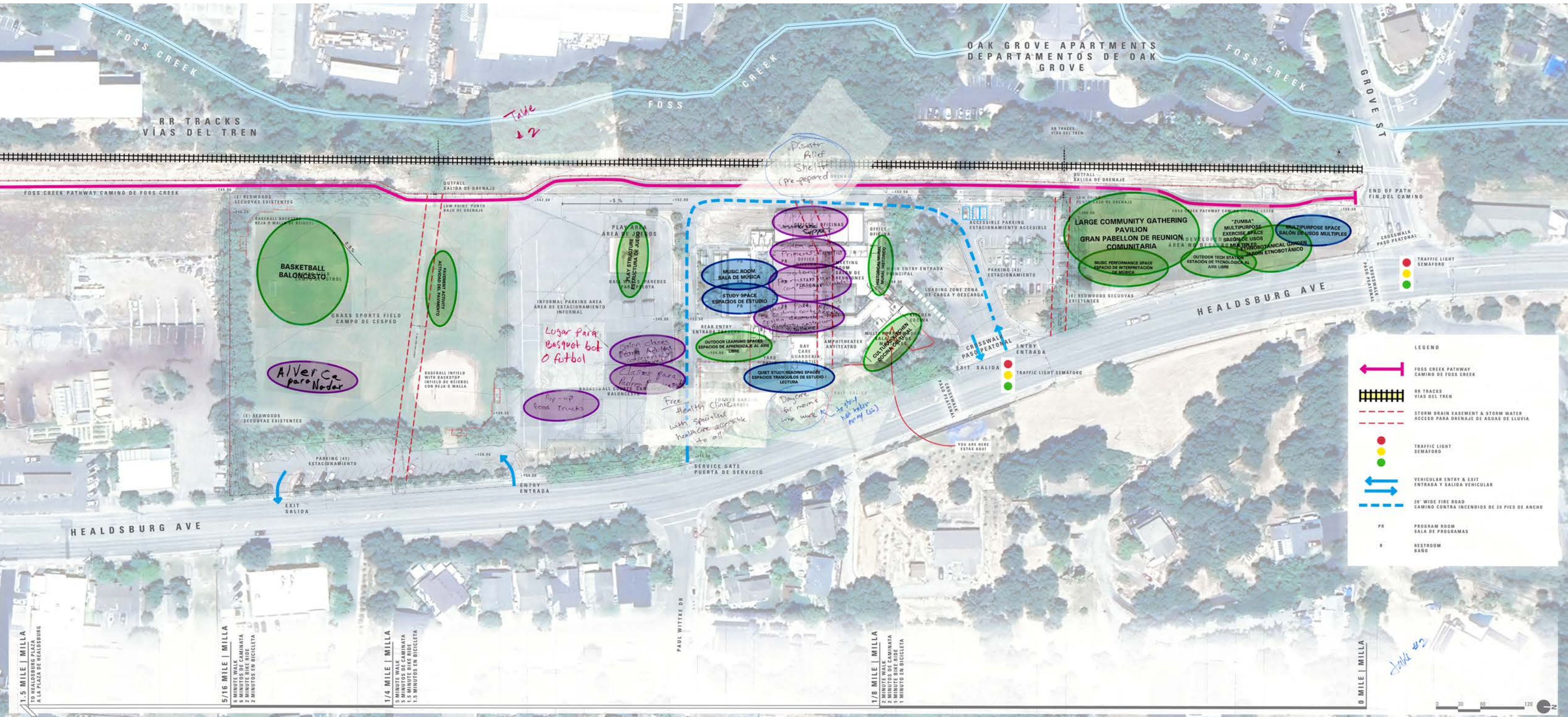
- a place for events/ music (Event Hall for rent)
- An indoor soccer area - year round, all-weather sports complex
- Currently they have to travel to Sports Complex in Santa Rosa (Sports City)
- Fitness stations, plants and signage along existing walkway to amplify that experience
- A location for Food trucks (similar to Mitote Food Park in Santa Rosa)
- Providing spaces for technology and financial education
- Art making spaces for the local artisans to create and sell their work
- Spaces for dance classes/music classes
- Varying degrees for access of youth activities - indoor and outdoor
- Funding for sports usages
- Community Center
- Use existing rooms in the community center for quiet activity. Ie: Use existing MPR for quiet study
- Have noisy activities on the south side of the community center. Ie: Music room located on south side of community center
- Rearrangement of room use inside the existing community center
- Locate historic mural on free-standing wall east of the existing amphitheater
- Prefer to put effort into programming + healthcare and not the building.
- Provide spaces for Arts + Crafts (space for weaving), indoor soccer, dancing; outdoor gym/exercise equipment; proper Soccer Field; Training Facility for Soccer Teams; Arts + Crafts program for children; Music programming; Resiliency Center capability. Provide funds for Soccer Program, child activities (ballet, dance, etc).

Mostly programming and not design (with exception of Indoor Soccer, Training Facility and Resiliency Center).

Site Planning Activity — Group 1 Plan



Site Planning Activity — Group 2 Plan



Site Planning Activity — Group 3 Plan 1



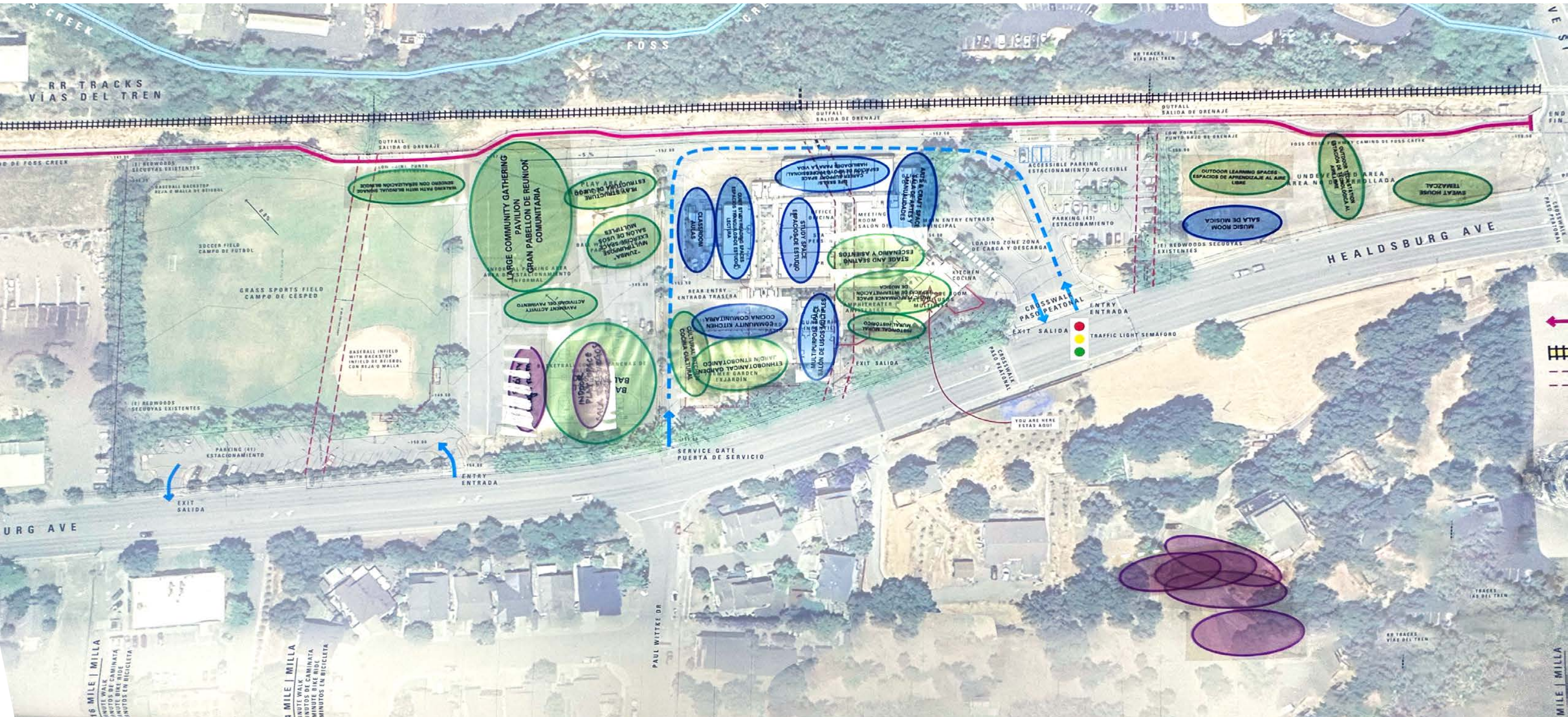
1.5 MILE | MILLA  
TO HEALDSBURG PLAZA  
A LA PLAZA DE HEALDSBURG

5/16 MILE | MILLA  
8 MINUTE WALK  
8 MINUTOS DE CAMINATA  
2 MINUTE BIKE RIDE  
2 MINUTOS EN BICICLETA

1/4 MILE | MILLA  
5 MINUTE WALK  
5 MINUTOS DE CAMINATA  
1.5 MINUTE BIKE RIDE  
1.5 MINUTOS EN BICICLETA

1/8 MILE | MILLA  
2 MINUTE WALK  
2 MINUTOS DE CAMINATA  
1 MINUTE BIKE RIDE  
1 MINUTO EN BICICLETA

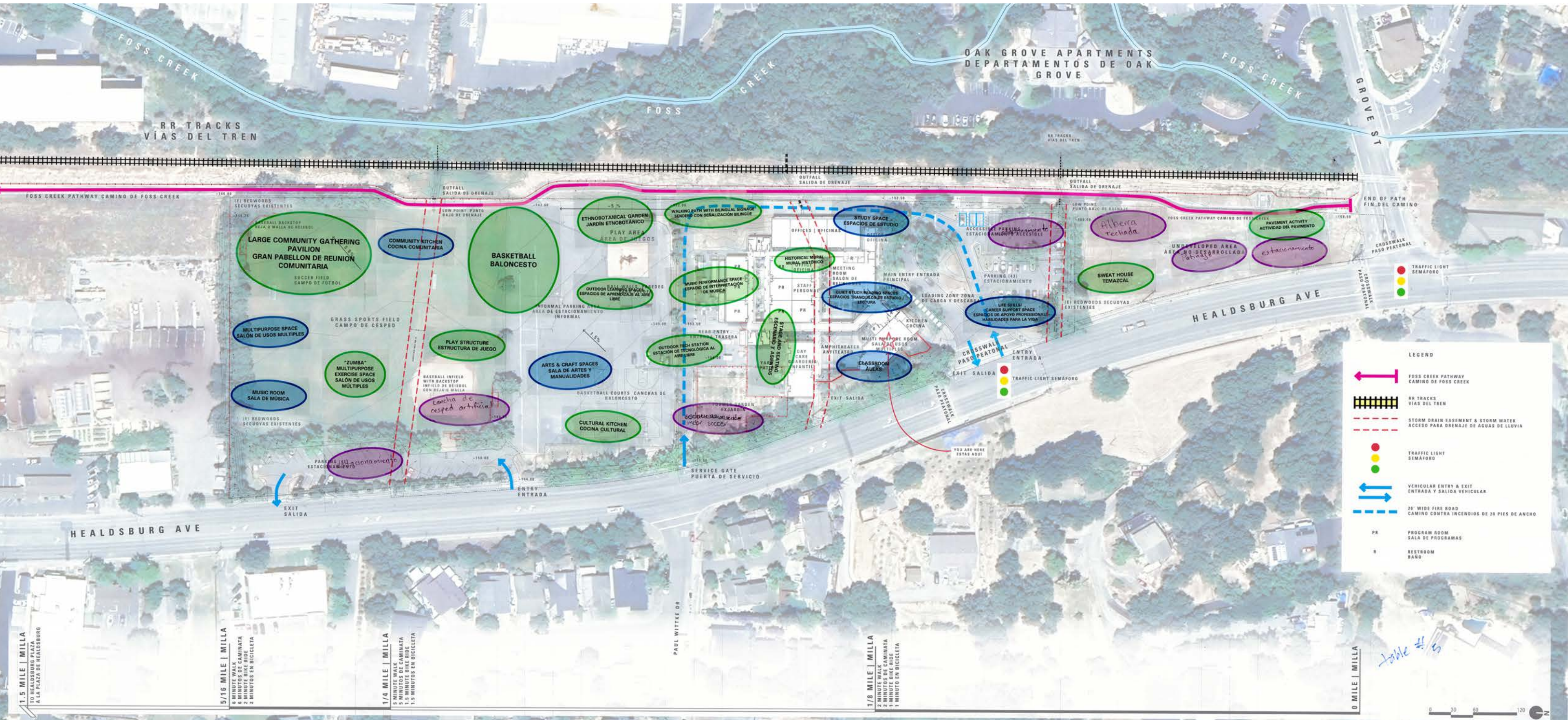
Site Planning Activity — Group 3 Plan 2



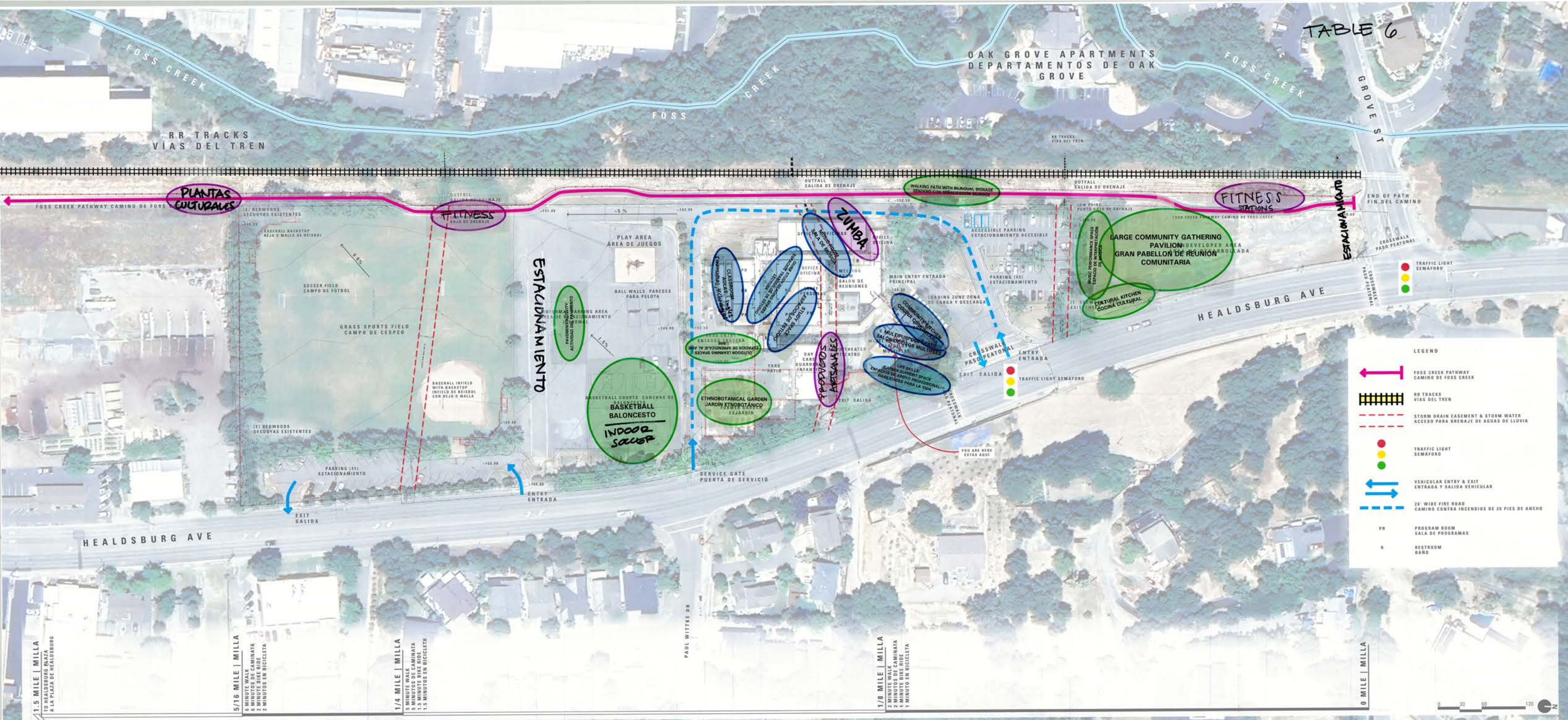
Site Planning Activity — Group 4 Plan



Site Planning Activity — Group 5 Plan



Site Planning Activity — Group 6 Plan



1.5 MILE | MILLA  
TO HEALDSBURG BLAZA  
A LA PLAZA DE HEALDSBURG

5/16 MILE | MILLA  
6 MINUTE WALK  
2 MINUTE BIKE RIDE  
2 MINUTOS EN BICICLETA

1/4 MILE | MILLA  
2 MINUTE WALK  
5 MINUTOS DE CAMINATA  
1.5 MINUTE BIKE RIDE  
1.5 MINUTOS EN BICICLETA

1/8 MILE | MILLA  
2 MINUTE WALK  
4 MINUTE BIKE RIDE  
1 MINUTO EN BICICLETA

0 MILE | MILLA

# Future Directions

The Design Team was asked to develop a Master Plan Concept and 3D Renderings of possible interventions at the existing Healdsburg Community Center that incorporate the visions provided during Workshops #01/#02. The interventions are as follows:

▶ Master Plan Concept	▶ West Courtyard ▶ East Courtyard	▶ South Courtyard ▶ Multipurpose Room
-----------------------	--------------------------------------	--

## Master Plan Concept

The master plan is based on input from the meeting participants that identified inclusivity, welcomeness, multigenerational activity, sustainability, places to have food together, an outdoor kitchen, adding connections to nature, native and ethnobotanical plants, music, gathering areas, quiet areas, space for events, color and vibrancy. Provide indoor/outdoor relationships and be rustic or traditional in architectural style rather than modern.

The master plan illustrates several recommendations that can be interventions into the community center. Recommendations are presented in a framework of tiers and can be adjusted as needed.

**First tier:** Introduce painting of the exterior walls with bright colors to add vibrancy. This will also help identify each building and courtyard and help with visitor wayfinding. Introduce community-based multicultural murals based on traditional themes.



*View of the amphitheater from the existing and underutilized west courtyard.*



Master Plan Concept

- 14** ADD EXERCISE STATION EQUIPMENT FOR MULTI-GENERATIONAL USE.
- 15** RESTRIPE EXISTING ASPHALT PAVING TO ACCOMMODATE FORMAL OR INFORMAL PARKING. USE PART OF THE EXISTING PAVING FOR SPECIAL EVENTS AND TO ACCOMMODATE FOOD TRUCKS. REPLACE EXISTING PAVEMENT NEXT TO THE MULTI-USE FIELD WITH DECOMPOSED GRANITE, SHADE TREES, PICNIC TABLES AND SEATING. DESIGNATE A PAVED AREA FOR WALKING AT THE EDGE OF THE FIELD SO PEOPLE CAN WALK A LOOP AROUND THE FIELD.
- 16** BIO-BASIN TO TREAT STORMWATER RUNOFF FROM ADJACENT ASPHALT BEFORE IT ENTERS FOSS CREEK.
- 17** USE THE UNDEVELOPED PARCEL FOR TEMPORARY AND SEASONAL EVENTS THAT COULD INCLUDE TEMPORARY TENTS, PORTABLE STAGE, PORTABLE DANCE FLOOR, FOOD TRUCKS AND OTHER TEMPORARY FACILITIES FOR SPECIAL EVENTS. FOR THE LONG TERM, CONSIDER ADDING AN ACCESSIBLE OUTDOOR PAVILION WITH RESTROOMS, STORAGE, STAGE AREA, OUTDOOR KITCHEN, AND A LAWN FOR SPECIAL EVENTS.
- 18** ADD TRAILHEAD/ BIKE RALLY AREA FOR FOSS CREEK PATHWAY. CONSIDER ADDING SHADE, SEATING, WATER, BIKE FIX-IT STATION, ART, EXERCISE STATIONS AND BILINGUAL EDUCATIONAL SIGNAGE.
- 19** ADD ART, SEATING, SHADE TREES AND BILINGUAL EDUCATIONAL SIGNAGE ALONG FOSS CREEK PATHWAY.

GENERAL NOTE: PROTECT EXISTING MATURE TREES.

- 6** RENOVATE SOUTH COURTYARD. REPLACE CONCRETE PAVING WITH A GARDEN OF COLORFUL PLANTS, RAIN GARDENS, DECOMPOSED GRANITE PAVING AND URBANITE IN A RANDOM PATTERN. PROVIDE BUILT-IN SEATING AND MOVABLE FURNITURE IN COVERED CORRIDORS.
- 7** ART WALK: COLORFUL PAVING MURAL FOR CONNECTION THROUGHOUT.
- 8** COMMUNITY BASED MURAL.
- 9** ADD A PICNIC PAVILION / SHADE STRUCTURE WITH OUTDOOR KITCHEN OR BBQ AREA WITH WATER AND ELECTRICITY. ADD PLANTING AND RAIN GARDEN.
- 10** RENOVATE ABANDONED COMMUNITY GARDEN AS AN ETHNOBOTANICAL GARDEN. INCLUDE STAKEHOLDERS IN PLANTING AND MAINTENANCE. ADD RAISED BEDS AND FRUIT TREES FOR COMMUNITY USE. ADD BILINGUAL SIGNAGE, AN ART FENCE, GATES, AND MAINTENANCE GATE FOR TRUCK ACCESS. PROVIDE A GARDEN AREA FOR USE BY YMCA CHILDCARE CENTER.
- 11** REPLACE EXISTING ASPHALT PAVING WITH "QUIET GARDEN." INCLUDE DECOMPOSED GRANITE PAVING, NATIVE PLANTING, SHADE TREES, MOVABLE FURNITURE AND QUIET SEATING AREA THAT CAN ALSO BE USED AS AN OUTDOOR CLASSROOM.
- 12** RENOVATE THE EXISTING PLAY AREA. ADD NATURE PLAY, PATHWAYS, PLANTING, RAIN GARDENS, SHADE TREES AND FURNITURE FOR MULTI-GENERATIONAL USE.
- 13** ROTATE AND COLOR THE EXISTING BASKETBALL COURTS. REPLACE SOME ASPHALT PAVING WITH DECOMPOSED GRANITE PAVING, URBANITE, SEAT WALLS, SEATING, SHADE TREES, PLANTING, AND RAIN GARDENS.

LEGEND

- 1** PAINT EXTERIOR WALLS WHAT VIBRANT COLORS INSPIRED BY MEXICAN ARCHITECT LUIS BARRAGAN AND RICARDO LEGORRETA.
- 2** RENOVATE THE MULTIPURPOSE ROOM AND CREATE AN INDOOR / OUTDOOR RELATIONSHIP WITH THE EAST COURTYARD. OPEN THE SOUTHEAST WALL OF MULTIPURPOSE ROOM BY INSTALLING A TILT-UP GLASS DOOR. ADD INTERIOR FIRE SPRINKLERS. RENOVATE THE KITCHEN. UPDATE LIGHTING. ADD RAIN GARDENS.
- 3** RENOVATE THE COMMUNITY MEETING ROOM TO CREATE INDOOR / OUTDOOR RELATIONSHIP WITH THE WEST COURTYARD AND THE CORAZÓN HEALDSBURG OFFICES. OPEN THE SOUTH WALL OF THE COMMUNITY MEETING ROOM BY CHANGING WINDOWS TO OPERABLE GLASS DOORS. ADD INTERIOR FIRE SPRINKLERS. ADD PERGOLA FOR SHADE AND AESTHETICS. REPLACE CONCRETE PAVING WITH SALVAGED CONCRETE PAVING AND SONOMA FIELDSTONE BOULDERS. ADD REMOVABLE FURNITURE. ADD A RAIN GARDEN.
- 4** RENOVATE WEST COURTYARD NEAR CORAZÓN HEALDSBURG OFFICES. INCLUDES DECOMPOSED GRANITE PAVING, SALVAGED CONCRETE PAVING (URBANITE) RAISED WATER FEATURE, BOSQUE OF DECIDUOUS CREPE MYRTLE TREES. ADD REMOVABLE FURNITURE. RENOVATE EXISTING PLANTERS, ADD NATIVE PLANTS, AND RAIN GARDENS.
- 5** RENOVATE THE EAST COURTYARD NEXT TO THE MULTIPURPOSE ROOM AND YMCA CHILDCARE ROOMS. INFILL SUNKEN AMPHITHEATER WITH WOOD DECK / DANCE FLOOR. ADD RETRACTABLE SHADE CANOPY OVER WOOD DECK. ADD ROOF TO THE STAGE. ADD WALL AT BACK OF STAGE. MOVE STAGE TO BE CENTERED ON THE DECK. MOVE EXISTING PERIMETER WALL ON EAST SIDE TO EXPAND THE COURTYARD SPACE. PROTECT EXISTING TREES, ADD WOOD TOPPED SEAT WALLS, PLANTING, AND RAIN GARDENS.

**Second Tier:** Renovate the east courtyard, the west courtyard near the Corazón offices and the Alliance Medical Center and renovate the south courtyard. This will soften the courtyards, add plants and shade and provide a place for events and outdoor gatherings. Renovate the planting next to the covered walkway between the east courtyard and the south courtyard. Consider adding rain gardens in the courtyards to treat stormwater from impervious surfaces before entering Foss Creek. See images and description below of courtyards.

**Third Tier:** Renovate the Multipurpose Room and create an indoor/outdoor relationship with the east courtyard. Renovate the Community Meeting Room to create an indoor/outdoor relationship with the west courtyard and the Corazón offices. Add fire sprinklers as part of the room renovations. Consider adding rain gardens in the courtyard to treat stormwater from impervious surfaces before entering Foss Creek.

**Fourth tier:** Continue to implement community-based murals, paint the paving under the outdoor corridors as an “art walk”, renovate the paved area south of the buildings and add a picnic pavilion/shade structure with outdoor kitchen or barbecue area with water and electricity, ethnobotanical and herb garden, a quiet garden, add shade trees and shrub planting. Also consider placing art, bilingual educational signage, exercise stations, a bike fix it station and bike trailhead along the Foss Creek Bikeway. Consider adding rain gardens to treat stormwater from impervious surfaces before entering Foss Creek.

**Fifth tier:** Renovate the large asphalt paved area next to the multipurpose field to accommodate food truck events, informal or formal parking, rotate and color the basketball courts, add exercise stations, shade tree and shrub planting, seating areas and enlarge the children’s play area. Replace some asphalt with decomposed granite paving and salvaged concrete placed like flagstone to soften the space. Add bio-retention areas to treat stormwater from impervious surfaces before entering Foss Creek.

**Sixth tier:** Use the undeveloped parcel for temporary and seasonal events that could include temporary tents, portable stage, portable dance floor, food trucks and other temporary facilities for special events. For the long term consider adding an accessible outdoor pavilion for events, with restrooms, storage, stage area, outdoor kitchen and a lawn for events.



Above: the overview of the west and east courtyards illustrates three different shading measures proposed.



### Prospective Perspectives — West Courtyard

The West Courtyard includes a community-based mural and painted walls. It replaces the concrete paving with decomposed granite paving and salvaged concrete paving (urbanite) arranged in a random pattern to soften the courtyard. It has a raised water feature with cobble stones that mimic an arroyo and can also look natural when dry during a drought.

A bosque of deciduous flowering trees, such as Crape myrtle, provides dappled summer shade and winter sun, native plants and movable furniture add nature and comfort to the courtyard. It also includes an overhead pergola next to the Community Meeting Room to provide a dramatic shade pattern that changes and marks the sun movement throughout the day. Next to the pergola, a wall of windows in the Community Meeting Room wall facing the courtyard is transformed into a wall of operable glass doors for an indoor/outdoor feeling. Consider adding rain gardens to treat stormwater from impervious surfaces before entering Foss Creek.

*Adjacent: View looking east toward the bosque, across the garden lounge outside the Community Meeting Room.*





### Prospective Perspectives — East Courtyard

The east courtyard includes a community-based mural and painted walls. A majority of the south wall of the Multipurpose Room is transformed into an operable glass door blurring the line between indoor and outdoor.

The sunken amphitheater is filled in with a multipurpose wood deck and dance floor. The stage is centered on the wood deck. The deck is covered with a retractable fabric canopy for seasonal shade or sun. The existing freestanding courtyard wall is moved to enlarge the courtyard and accommodate the new stage and rear stage wall. Plantings and wood-topped seat walls are added in the corners to soften the space, and frame views of the stage. Consider adding rain gardens to treat stormwater from impervious surfaces before entering Foss Creek.



*Adjacent: View from just inside the multipurpose room, looking south onto the east courtyard's new patio, shade structure, and band shell backdrop.*



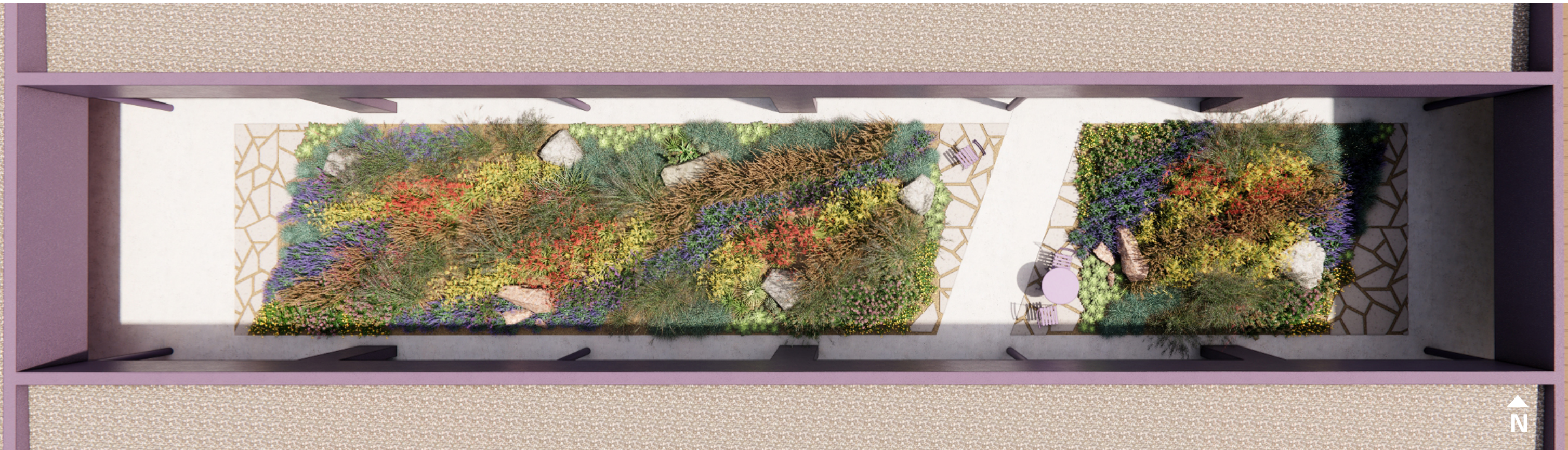
**Prospective Perspectives — South Courtyard**

The south courtyard includes painted walls. The concrete paving is replaced with a garden of colorful native plants, decomposed granite paving and urbanite in a random pattern. Built-in benches, and movable furniture are arranged in the adjacent covered corridors. Consider adding rain gardens to treat stormwater from impervious surfaces before entering Foss Creek.



*Below: Birds' eye view of the south courtyard shows the tapestry of plantings proposed and the walkway that bisects it. North is up.*

*Adjacent: View looking east as one exits the public restrooms. The florals compliment and contrast the proposed paint colors.*





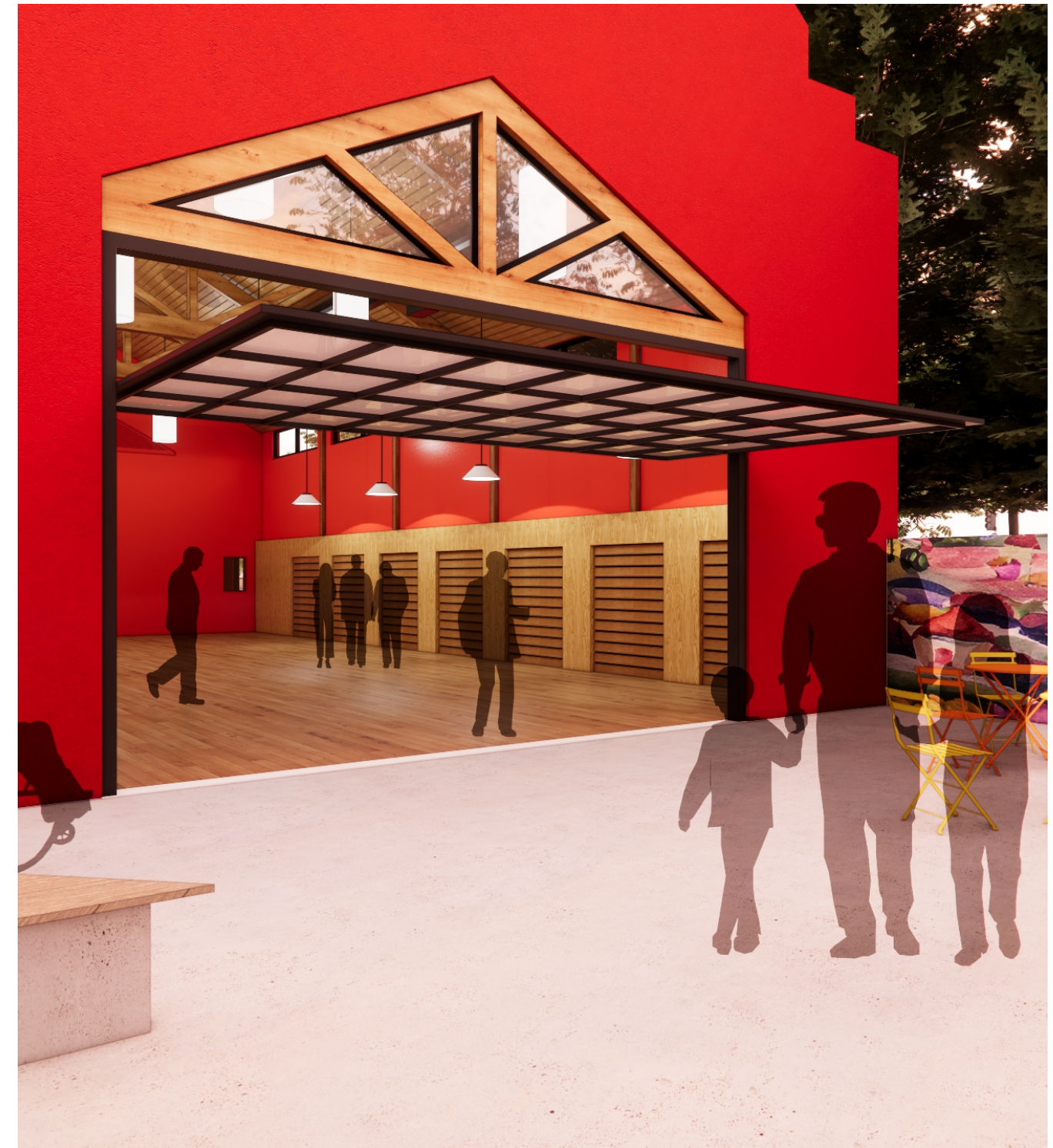
### Prospective Perspectives — Multipurpose Room

The existing Multipurpose Room at the existing Healdsburg Community Center was a former cafeteria for a K-6 Elementary School dating back to the late 1980's. The Design Team believes the room can be substantially transformed to reflect the diversity of the community as well as support a diversity of uses and activities. The vision shown weaves the following modifications to open the space to the outdoors and improve the acoustics and lighting for the types of activities spelled out in the OTM report:

- Removal of storage structure (to be replaced with a simple structure adjacent to the Restroom) to allow for a flip-up glass door that will provide views into the adjacent east courtyard and encourage indoor/outdoor activities.
- Install a wood slat acoustical ceiling assembly to improve the sound experience and warm the space.
- Removal of fold-down cafeteria tables and infill wall niches with wood slat acoustical wall panels.
- New lighting to provide more flexibility for daytime / nighttime activities.
- Replace existing flooring with a wood dance floor system.
- Color: introduce colors more reflective of the diverse Healdsburg community.

It should be noted that another project related to the Multipurpose Room is the replacement and expansion of the existing commercial kitchen to better support the desire for a Community Kitchen.

*Adjacent: View from east courtyard looking into the Multipurpose Room, now a much more appropriate atmosphere for community festivities.*



## Notes on Color

One of the simplest and cost effective means for transforming the facility into a Multicultural Center is the introduction of vibrant colors to the exterior of the existing buildings. The Design Team is inspired by the use of color by two famous Mexican architects, Luis Barragán and Ricardo Legorreta. The colors selected should be rooted in how the diverse cultures of Healdsburg experience the world. The colors suggested are brilliant yellow, orange, red and purple. If the City of Healdsburg decides to proceed with rethinking the exterior color palette for the facility when transforming it into the Multicultural Center, then a more careful and deep study of which colors are finally determined should take place.



*Adjacent: View of the west courtyard from the entry walkway. The existing mural shown right complements the proposed landscaping and paint color upgrades.*

# APPENDIX

---

APPENDICES A-C RELATE TO LISTENING SESSIONS  
APPENDICES D & E RELATE TO VISIONING SESSIONS

## Appendix A. Protocol Questions

### 1. Community & Connection:

- What are the joys and challenges of living in Healdsburg?
- How does living in Healdsburg affect your connections to community and culture?
- What support systems do you rely on during challenging times?

### 2. Vision for the Center:

- How can a multicultural center best serve Healdsburg?
- How do you envision yourself engaging with the center?
- What is the essence or "spirit" of the multicultural center?
- Describe the atmosphere of your ideal multicultural center. What does it feel like? Smell like? Look like? What's the first thing you sense upon entering?

### 3. Facilities & Amenities:

- What facilities and amenities would make you feel comfortable, welcomed, and supported at the center?
- What amenities would support your health and wellness?
- What types of art would you like to see at the center? (e.g., sculptures, paintings)

### 4. Programming & Activities:

- What activities or programs do you envision for yourself and your loved ones?
- What educational opportunities should the center offer? (e.g., computer skills, language learning, cooking)
- What activities would support your health and well-being?

### 5. Resources & Support:

- What resources should the center provide?
- What is essential for the center to support meaningful engagement and programming?

### 6. Location & Site:

- Ideally, where should the center be located?
- What makes this location ideal for a multicultural center?



**Appendix B. Detailed Results from Each Survey Cards Question**

Figure 3 visually represents the responses to the survey question "In the multicultural center of my dreams, I would like to SEE...". Here's an analysis of the responses:



Figure 3. "SEE" Word Cloud

**"SEE" Prominent Themes:**

- **Spaces for Gathering and Community:** Words like "place," "center," "spaces," "comunitaria," and "reuniones" are prominent, highlighting the desire for a place that fosters community interaction and a sense of belonging. "Lugar" reinforces this in Spanish.
- **Nature and Outdoors:** The prominence of "gardens," "trees," "flowers," "plants," "afuera" (outside), "naturales," and "arboles" suggests a strong desire to incorporate nature and outdoor spaces into the center. This could include gardens, green spaces, or outdoor activity areas.
- **Activities and Recreation:** Words like "activities," "sports," "deportivos," "juegos" (games), "baile" (dance),

"bailar," and "distraer" (distract/entertain) indicate a desire for diverse recreational and activity spaces within the center. This could include spaces for sports, dance, games, and other forms of recreation.

- **Arts and Culture:** The presence of "mural," "murales," "art," "cultural," "colors," "arte," and "culturales" signifies the importance of arts and cultural expression within the center. This could involve murals, art displays, cultural events, and spaces for artistic creation.
- **A Welcoming and Inclusive Environment:** Words like "comfortable," "bienvenida" (welcome), "agradable" (pleasant), "open," "bright," and "welcoming" emphasize the need for a welcoming and inclusive atmosphere. The center should be a place where everyone feels comfortable and accepted.
- **Learning and Education:** The presence of "education," "clases" (classes), "aprender" (learn), and "educacion" indicates an interest in educational opportunities at the center. This could include language classes, computer skills training, or other educational programs.
- **Food and sustenance:** "Cocina" (kitchen), "cafeteria," and "food" suggest a desire for food services or a communal kitchen space. This could involve a cafe, a community kitchen, or space for cooking classes or cultural food events.

TABLE 9. FREQUENCY CHART BY PART-OF-SPEECH - "SEE"

Nouns	Frequency	Adjectives	Frequency
Juegos / Games	33	Infantiles	23
Mural	12	Culturales	5
Plantas / Plants	31	Nativas	9
Niños / Children	10	Comfortable	3
Flores / Flowers	9	Welcoming	2

Topic modeling was not performed on the Spanish and English data due to the limited sample size. However, a brief thematic analysis of responses revealed several key themes:

- **Youth Play Space:** Participants expressed a strong preference for dedicated play areas for children and youth.
- **Broad Plant Diversity:** There was a desire for native, medicinal, and food-producing plants, reflecting an interest in biodiversity and environmental harmony within the multicultural center.
- **Multipurpose Sports Fields:** Participants frequently requested versatile spaces that could accommodate a variety of sports and physical activities.
- **Participatory and Culturally-Relevant Murals:** There were suggestions for murals that engage the community and reflect its cultural identity.
- **Community Kitchen:** Participants expressed interest in a shared kitchen space for cooking classes, food preparation, and communal dining.

**Commonly Clustered Phrases (Frequency):**

- "Juegos infantiles" / "Games for children" (23)
- "Plantas nativas" / "Native plants" (10)
- "Salon fiestas" / "Party area" (4)
- "Campos deportivos" / "Sports fields" (3)
- "Kart track" (2)

Figure 4 visually represents the responses to the survey question "In the multicultural center of my dreams I would like to DO...". Here's an analysis:



Figure 4. "DO" Word Cloud

**"DO" Prominent Themes:**

- **Active Engagement and Learning:** Words like "learn," "aprender" (learn), "estudiar" (study), "clases," "clases" (classes), "talleres" (workshops), "skills," and "enseñar" (teach) indicate a strong interest in active learning and skill-building opportunities. The center should offer diverse classes, workshops, and resources for personal and professional development.
- **Arts and Creativity:** The prominence of "crafts," "manualidades" (crafts), "arts," "arte" (art), "painting," "dancing," "baile" (dance), "music," "música," and "photography" emphasizes the importance of creative expression and artistic activities. The center should provide spaces and resources for various art forms, including visual arts, performing arts, and crafts.

- **Health and Wellness:** Words like "exercise," "yoga," "zumba," "pilates," "ejercicio" (exercise), "relajarme" (relax), "health," and "bienestar" (well-being) suggest a focus on physical and mental health. The center should offer spaces and programs that promote wellness, such as fitness classes, yoga, and relaxation activities.
- **Social Connection and Community:** Words like "play," "socializar" (socialize), "compartir" (share), "ayudar" (help), "voluntaria" (volunteer), "community," and "comunitaria" highlight the importance of social interaction and community building. The center should facilitate opportunities for people to connect, socialize, and support each other.
- **Recreation and Entertainment:** The presence of "sports," "deportes" (sports), "games," "juegos" (games), "bowling," "arcade," "pool," "futbol" (soccer), and "dance" indicates a desire for recreational activities and entertainment options. The center should offer spaces and equipment for various recreational activities.
- **Cultural Activities:** Words like "cultural," "bailes" (dances), "fiestas" (parties), "music," "cocina" (cooking), and "comida" (food) suggest an interest in cultural events and activities. The center should host cultural celebrations, performances, and gatherings.

TABLE 10. FREQUENCY CHART BY PART-OF-SPEECH - "DO" RESPONSES

Nouns	Frequency	Adjectives	Frequency	Verbs	Frequency
Manualidades/Crafts	38	Voluntaria/Voluntary	2	Aprender/Learn	7
Arte/Arts	29	Cultural	1	Bailar/Dance	2
Classes/Clases	11	N/A	N/A	Estudiar/Study	2
Zumba	7	N/A	N/A	Enseñar/Teach	2
Sports/Deportes	5	N/A	N/A	Ayudar/Help	1

**Key Themes from Responses:**

While a formal topic modeling analysis was not feasible due to the limited sample size, a thematic analysis of responses revealed several key themes:

- **Arts and Crafts Space:** Participants envision a multipurpose, community-led "maker space" that offers arts and crafts activities, lessons, and community education.
- **Educational Support:** Participants expressed a desire for study spaces, educational and tutoring resources, and youth peer support.
- **Exercise and Dance:** Participants expressed interest in multipurpose spaces to support a variety of traditional, cultural, and modern dance activities (including Zumba), as well as exercise spaces for personal fitness and community health.

**Commonly Clustered Phrases (Frequency):**

- "Arte y manualidades" / "Arts and crafts" (19)
- "Zumba y manualidades" (7)
- "Clases Zumba" (2)

Figure 5 visually represents the responses to the survey question "In the multicultural center of my dreams, I would like to FEEL...". Here's a breakdown of the analysis:



Figure 5. "FEEL" Word Cloud

**"FEEL" Dominant Emotions and Sensations:**

- **Happiness and Joy:** Words like "happy," "alegría" (joy), "feliz" (happy), "joy," "felicidad" (happiness), "emocion" (emotion), and "excited" dominate the cloud, indicating that people primarily want to feel happy, joyful, and excited in the multicultural center.
- **Safety and Security:** The prominence of "safe," "segura" (safe), "seguridad" (security), "tranquilidad" (tranquility), "paz" (peace), and "security" emphasizes the need for a safe and secure environment where people feel comfortable and protected.
- **Relaxation and Peace:** Words like "relaxed," "relajada" (relaxed), "relaxation," "relajame" (relax), "calm," "tranquilidad" (tranquility), "paz" (peace), and "stress-free" suggest a desire for a space that promotes relaxation, stress reduction, and a sense of peace.

- **Welcome and Belonging:** The presence of "welcome," "bienvenida" (welcome), "belonging," "included," "incluida" (included), "home," "accepted," and "comunidad" (community) highlights the importance of creating a welcoming and inclusive environment where everyone feels a sense of belonging.
- **Motivation and Inspiration:** Words like "inspired," "motivacion" (motivation), "motivaciones" (motivations), and "empowered" indicate a desire for a space that inspires, motivates, and empowers individuals.

TABLE 11. WORD FREQUENCY BY PART-OF-SPEECH FOR "FEEL" (SURVEY RESPONSES)

Part of Speech	Spanish Word (English)	Frequency
<b>Nouns</b>	Relajación (Relaxation)	29
	Alegría (Joy)	18
	Emoción (Excitement)	10
<b>Adjectives</b>	Seguridad (Security)	4
	Segura (Safe)	8
	Relajado (Relaxed)	6
<b>Verbs</b>	Feliz (Happy)	4
	Bienvenida (Welcomed)	4
	Convivir (Co-existing)	3
	Tranquilidad (Peace of Mind)	5

**Key Themes from Responses (Thematic Analysis)**

- **Calm, Quiet Sensory Spaces:** Desire for reduced-sensory areas for decompression, relaxation, and mindfulness.
- **Community Autonomy and Co-Creation:** Emphasis on community involvement in the design, implementation, and management of the center.
- **Empowerment and Justice:** Vision for the center as a promoter of spatial, environmental, racial, and economic/social justice.

**Commonly Clustered Phrases (Frequency):**

- "Alegría y relajación" / "Joy and relaxation" (13)
- "Alegría y emoción" / "Joy and excitement" (5)
- "Paz y tranquilidad" / "Peace and tranquility" (2)
- "Stress-free" (2)

*Note: Topic modeling was not performed on the Spanish and English data due to the limited sample size.*

Figure 6 visually represents the responses to the survey question "In the multicultural center of my dreams, I would like to HEAR...". Here's an analysis:



Figure 6. "HEAR" Word Cloud

"HEAR" Dominant Sounds:

- **Music and Laughter:** "Music," "música," "laughter," and "risas" (laughter) are the most prominent words, indicating a desire for a lively and joyful atmosphere filled with music and laughter. This suggests the center should host musical performances, events with music, and spaces where people can enjoy music together.
- **Language and Learning:** Words like "classes," "clases" (classes), "spanish," "english," "idiomas" (languages), and "información" (information) suggest an interest in language learning and educational programs. The sounds of people learning and exchanging ideas are desired.
- **Community and Connection:** "Community," "comunidad," "gente" (people), "niños" (children), "adultos" (adults), and "compañeros" (companions) highlight the importance of community interaction and

connection. The center should be a place where people can hear the sounds of conversations, shared laughter, and community building.

- **Cultural Expression:** Words like "cultural," "cultura," "bailes" (dances), "cumbias" (a type of Latin American music), "latino," and "latina" indicate a desire to hear cultural expressions through music, dance, and language.

TABLE 12. FREQUENCY CHART BY PART-OF-SPEECH - "HEAR" RESPONSES

Nouns	Frequency	Adjectives	Frequency	Verbs	Frequency
Música/Music	36	Relajante/Relaxing	2	Having/Tener	2
Niños/Children	19	Diferentes/Different	1	Tocar/Playing	2
Risas/Laughter	17	N/A	N/A	N/A	N/A
Gente/People	5	N/A	N/A	N/A	N/A
Banda	3	N/A	N/A	N/A	N/A

Key Themes from Responses:

While a formal topic modeling analysis was not feasible due to the limited sample size, a thematic analysis of responses suggested the following key themes:

- **Music as a Cultural Component:** Music practice, musical arts environments, and ambient music should be established as integral to the cultural identity of the center. The center should support and uplift cultural music and music practices (e.g., "música baja antigua," "Música Latina," "Música Triqui," "Música Banda").
- **Community-Centric Environment:** The center should provide spaces for entertainment, gathering, community building, and conversation. It should actively engage with local communities to host events and gatherings.
- **Sensory Awareness:** The center should be designed with diverse sensory environments, allowing visitors to choose their desired level of sensory stimulation or engagement.

*Note:* Topic modeling was not performed on the Spanish and English data due to the limited sample size.

Commonly Clustered Phrases (Frequency):

- "Música y risas" / "Music and laughter" (15)
- "Risas de niños" / "Children's laughter" (4)

Various Music Preferences:

- "Música latina" (3)
- "Música banda" (3)
- "Música relajante" / "Relaxing music" (2)
- "Tocar instrumentos" / "Playing instruments" (2)

B. DETAILED RESULTS FROM EACH SURVEY CARDS QUESTION

Figure 7 visually represents the responses to the survey question, "In the multicultural center of my dreams, I would like to TAKE...". Here's an breakdown of the analysis:



Figure 7. "TAKE" Word Cloud

**"TAKE" Dominant Themes:**

- **Skills and Knowledge:** The prominent words "skills," "computer," "computadora" (computer), "language," "spanish," "inglés" (English), "cooking," "clases" (classes), and "learning" indicate a strong desire for skill-building and educational opportunities. The center should offer classes, workshops, and resources in areas like language learning, computer literacy, cooking, and other practical skills.
- **Health and Wellness:** Words like "yoga," "ejercicio" (exercise), "zumba," "gardening," "jardinería" (gardening), "salud" (health), and "terapia" (therapy) suggest a focus on physical and mental well-being. The center should provide programs and resources that promote health, such as fitness classes, gardening workshops, and mental health support.
- **Arts and Creativity:** The presence of "art," "arte" (art), "crafts," "tejido" (weaving), "singing," "pintura" (painting), "guitar," and "piano" highlights the importance of creative expression and artistic

development. The center should offer classes, workshops, and spaces for various art forms, including visual arts, music, and crafts.

- **Personal and Professional Development:** Words like "studies," "estudios" (studies), "homework," "academic," "académico" (academic), "professional," "profesional" (professional), "business," and "vocational" indicate a desire for personal and professional growth opportunities. The center should offer resources and programs that support career development, continuing education, and personal enrichment.
- **Community and Support:** Words like "help," "ayuda" (help), "support," "apoyen" (support), "community," "comunidad," and "ethnic" suggest a need for community support and resources. The center should provide a space where people can access support, connect with others, and learn about different cultures.

TABLE 13. FREQUENCY CHART BY PART-OF-SPEECH - "TAKE" RESPONSES

Nouns	Frequency	Adjectives	Frequency	Verbs	Frequency
Clases/Classes	91	Vocational/Profesional	3	Aprender/Learn	2
Inglés/English	37	Mechanical	2	Ayudar/Help	2
Computo/Computer	13	Productivos/Productive	1	Desestresar/De-stress	1
Cocina/Cooking	5	Español/Spanish	7	N/A	N/A

**Key Themes from Responses (Thematic Analysis):**

- **Career-Technical Education:** Participants expressed a desire for bilingual, culturally responsive educational courses to support career development and certification in areas such as automotive technology, mechanics, and computer skills.
- **Educational Support:** Participants indicated a need for youth and adult educational support, including language learning (Spanish and English), literacy development, academic support, and extracurricular offerings like art, cooking classes, and ethnic studies.
- **Life Skills Support:** Participants expressed interest in courses or programs designed to support transitional-aged youth in areas such as career development, personal finance, purpose-finding, and job hiring opportunities.

*Note:* Topic modeling was not performed on the Spanish and English data due to the limited sample size.

**Commonly Clustered Phrases (Frequency):**

- "Clases de inglés" / "English classes" (25)
- "Clases de computo" / "Clases de computadora" / "Computer classes" (18)
- "Clases de cocina" / "Cooking classes" (9)
- "Real-world life skills courses" (3)

**Appendix C. Detailed Results from Overall Survey Frequency**

TABLE 14. FREQUENCY CHART BY PART-OF-SPEECH - OVERALL

Parte del Discurso	Palabra (Español/Inglés)	Frecuencia
<b>Nouns</b>	Clases / Classes	108
	Música / Music	42
	Manualidades / Crafts	40
	Juegos / Games	34
	Arte / Arts	33
	Plantas / Plants	31
	Inglés / English	25
	Lugar / Place	22
	Cocina / Cooking	19
	Risas / Laughter	16
<b>Adjectives</b>	Nativas / Native	9
	Relajado/a / Relaxing	8
	Segura / Safe	7
	Culturales / Cultural	6
	Comfortable / Cómodo/a	3
	Afuera / Outside	3
	Naturales / Natural	2
	Gratis / Free	2

Verbs	Aprender / Learn	12
	Bailar / Dance	4
	Sentir / Feel	3
	Convivir / Co-existing	3
	Ayudar / Help	3
	Estudiar / Study	2
	Jugar / Play	2
	Involucrado/a / Involved	2

Commonly Clustered Phrases (Frequency):

- “Clases Inglés” / “English Classes” (25)
- “Arts and Crafts” / “Arte y Manualidades” (23)
- “clases Cómputo” / “clases computadora” / “Computer classes” (14)
- “Plantas Nativas” / “Native Plants” (10)
- “Salon Fiestas” / “Party room” (4)

*Note: Topic modeling was not performed on the Spanish and English data due to the limited sample size.*

FIGURES 8-11. SPANISH TOPIC MODELING RESULTS<sup>1</sup>

<sup>1</sup>Based on empirical evidence from the WE1S Topic Model Observatory Guide, a relevance metric ( $\lambda = 0.61$ ) was employed to ensure interpretable results. Topic selection was guided by multidimensional scaling distance and overall corpus coverage, with an arbitrary limit of 20 words per topic.

C. DETAILED RESULTS FROM OVERALL SURVEY FREQUENCY

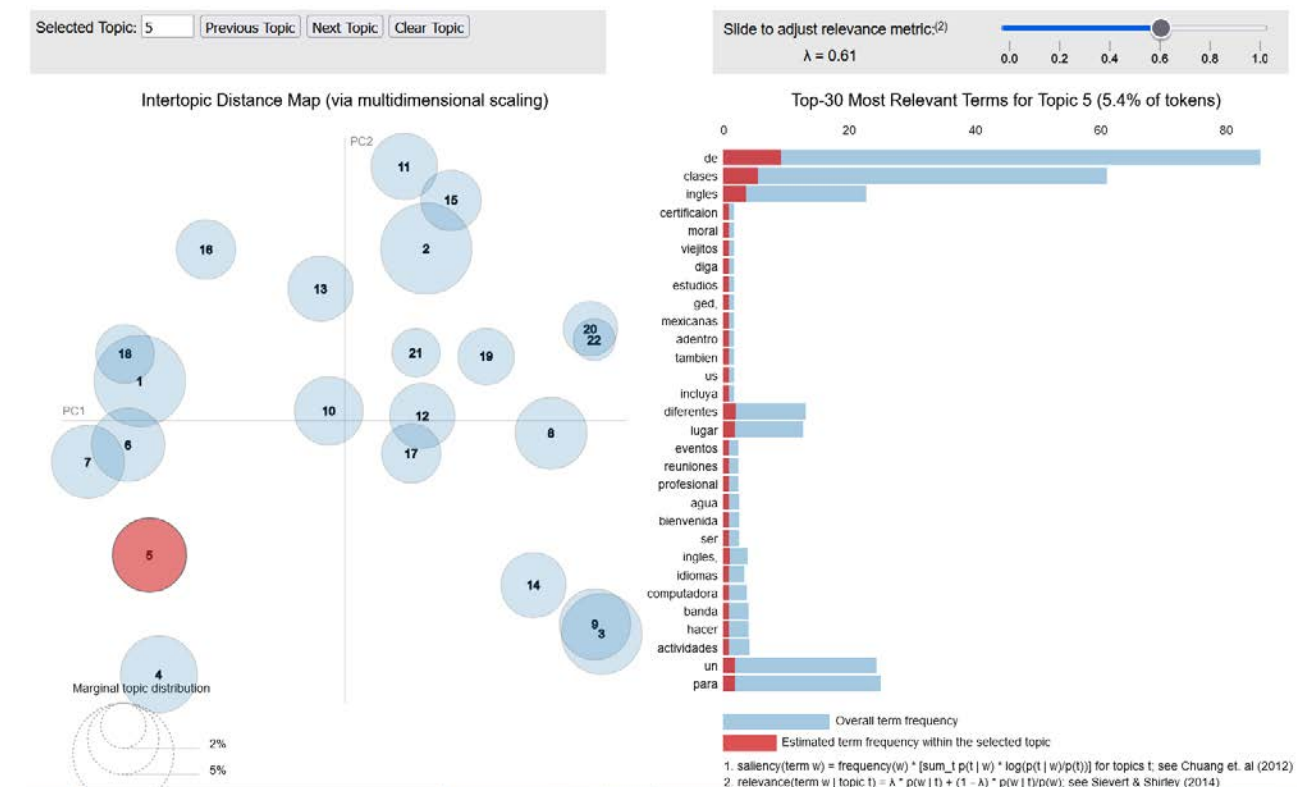
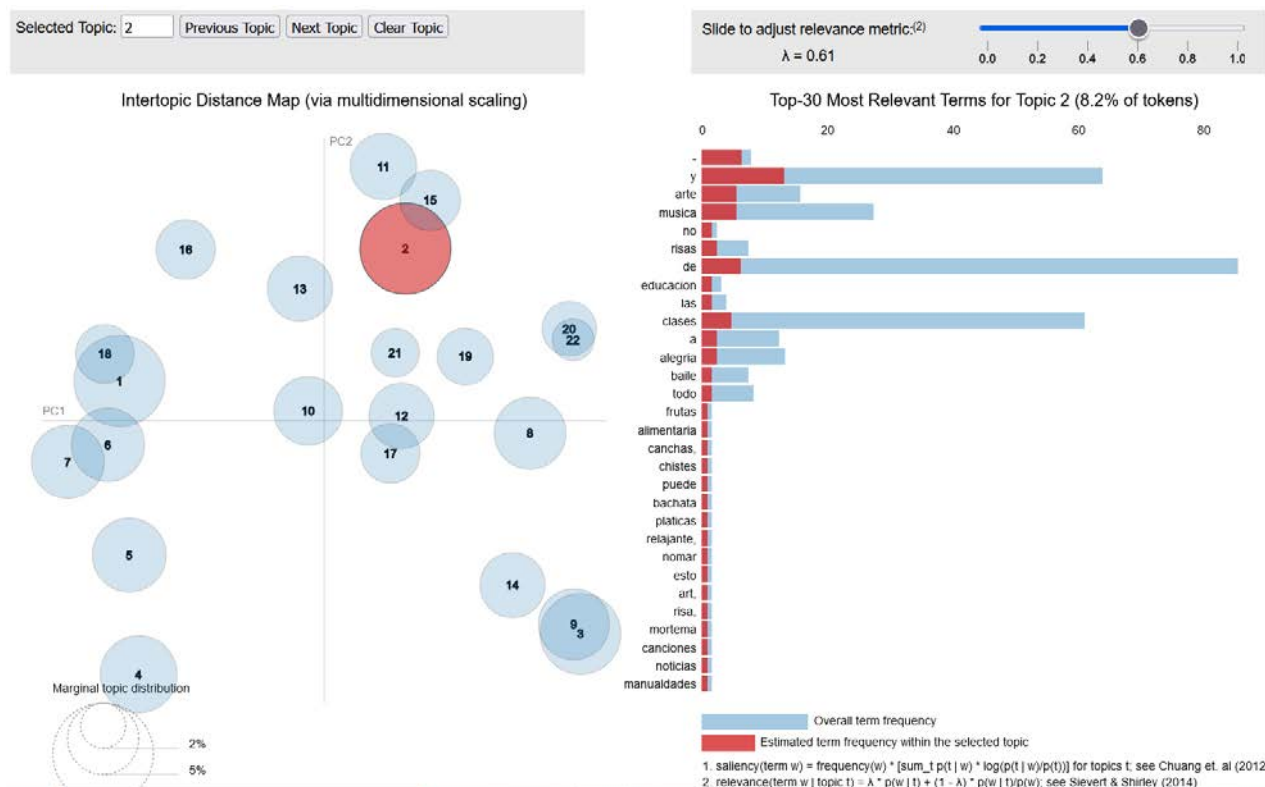
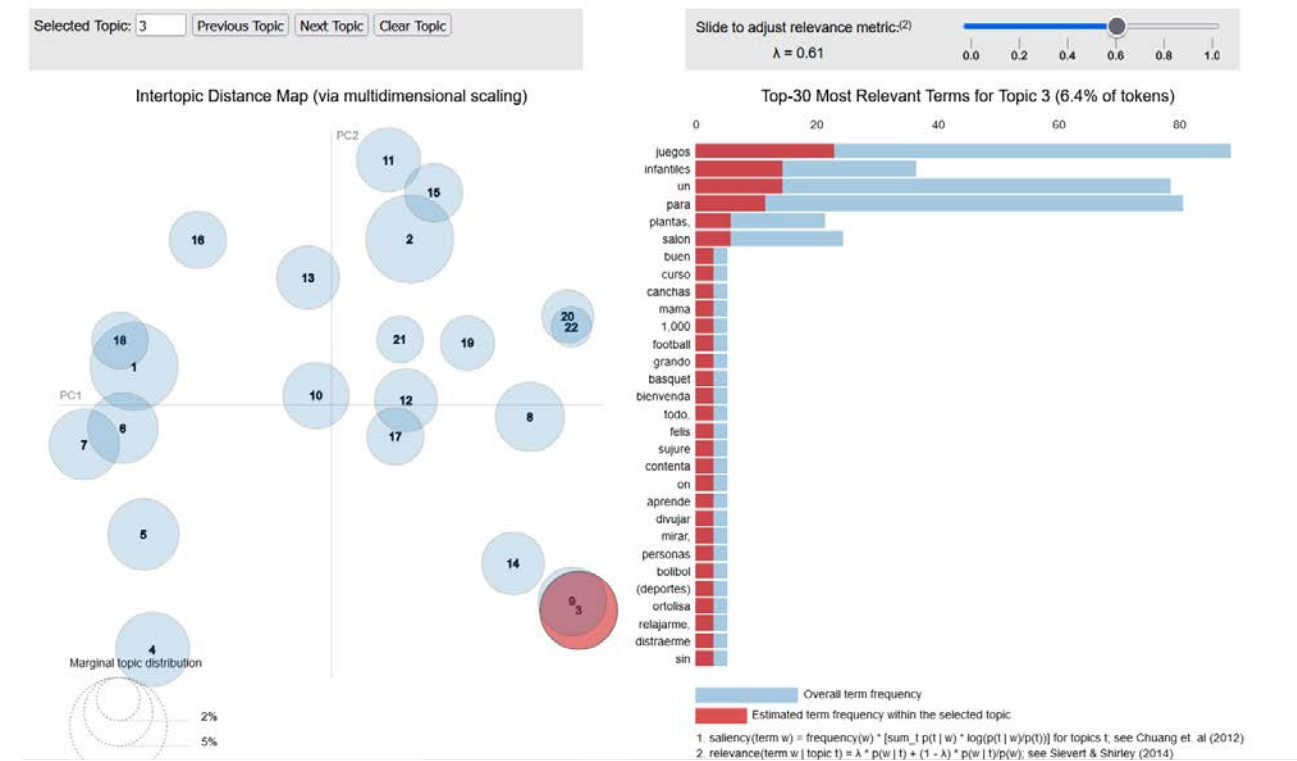
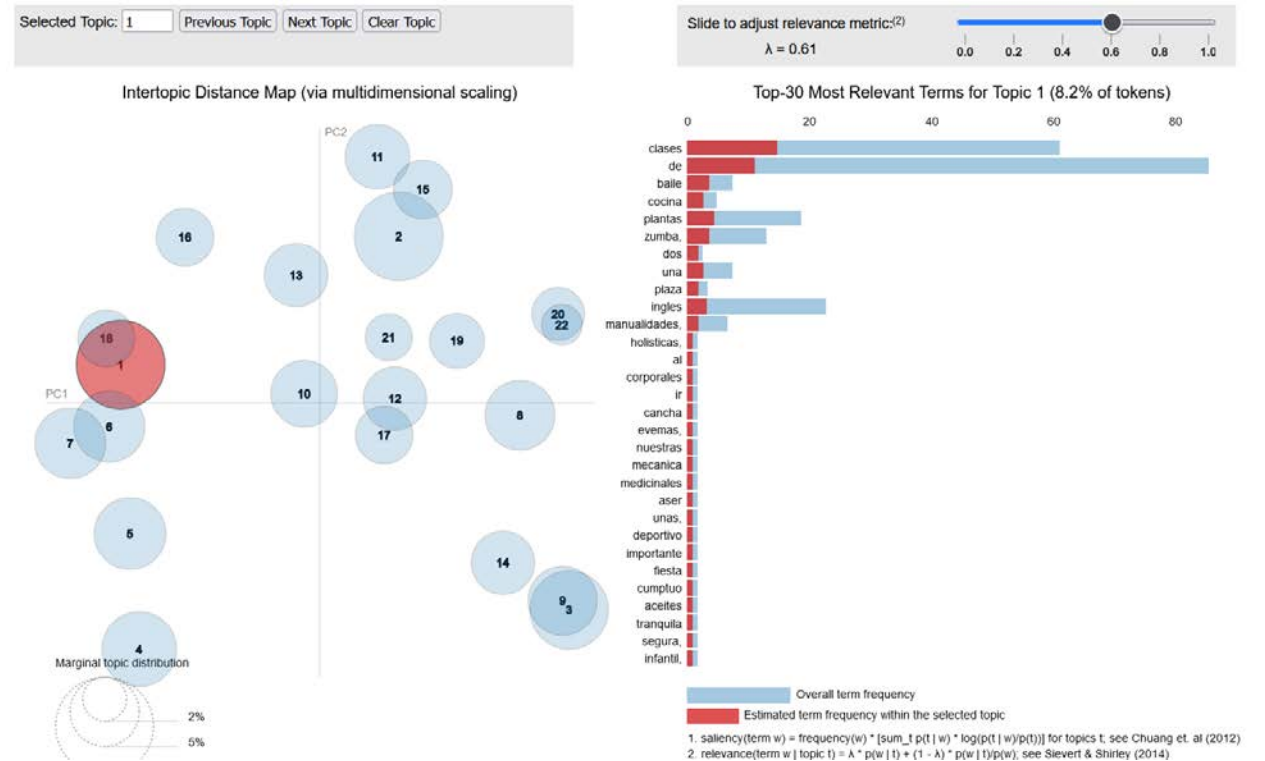
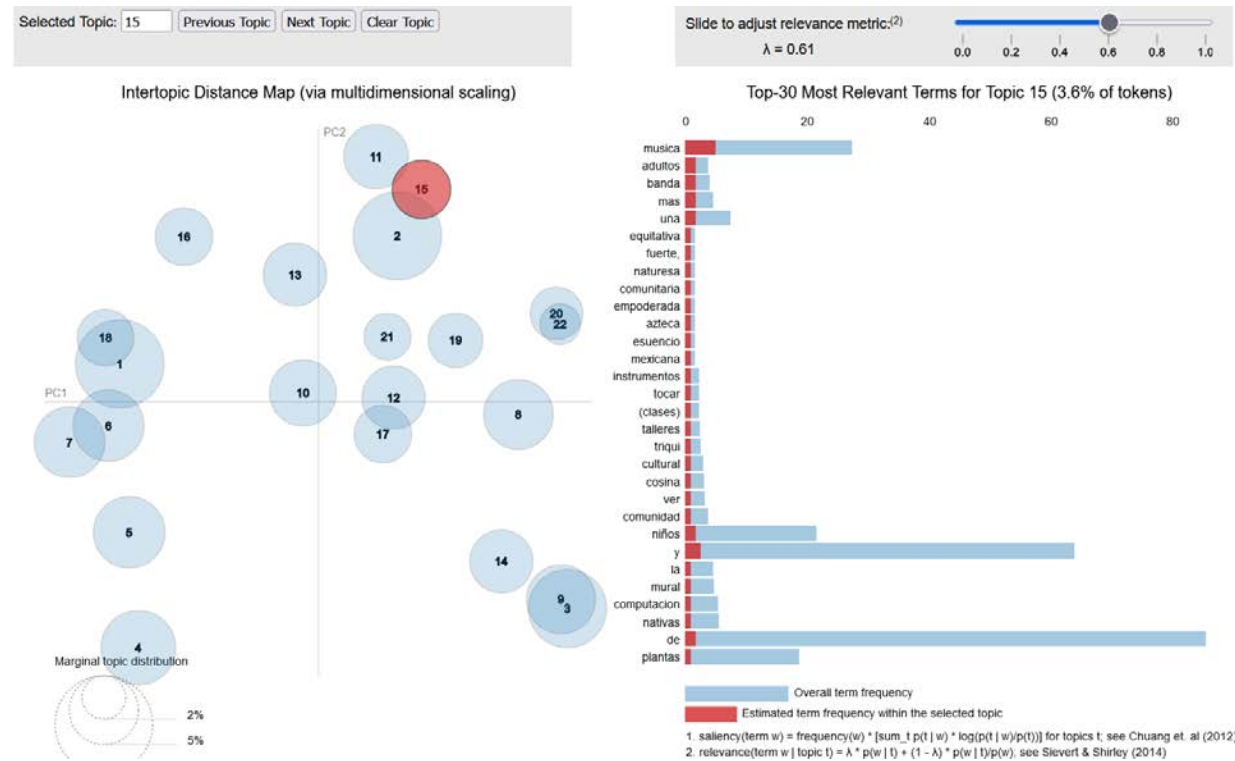


FIGURE 12. SPANISH TOPIC MODELING RESULTS<sup>1</sup>



<sup>1</sup>Based on empirical evidence from the WE1S Topic Model Observatory Guide, a relevance metric ( $\lambda = 0.61$ ) was employed to ensure interpretable results. Topic selection was guided by multidimensional scaling distance and overall corpus coverage, with an arbitrary limit of 20 words per topic.

Topics 1, 2, 3, 5, and 15 were selected for further analysis due to their interpretability and distinctiveness from other topics. Here's a refined interpretation of each topic:

Five key themes emerged from the analysis of community feedback regarding the Healdsburg Multicultural Center:

1. **Intergenerational, Bilingual, and Multicultural Activities:** The center should offer diverse recreational activities and courses accessible in multiple languages, catering to all ages and celebrating various cultural practices.
2. **Art and Music as Cultural Cornerstones:** Prioritize art and music education, recognizing their role in preserving cultural heritage and fostering community cohesion.
3. **Multipurpose Sports Fields for Community Connection:** Include multipurpose sports fields to promote physical activity, intergenerational interaction, and community building.
4. **Educational Opportunities for Adults:** Provide GED courses and adult educational support, including English language learning, to empower individuals and strengthen the community.
5. **Environmentally Just and Culturally Relevant Design:** The center's design should prioritize environmental sustainability and cultural responsiveness, creating a natural environment that complements the local ecosystem while celebrating Healdsburg's diverse cultural practices. This space should encourage community gatherings and foster a deeper connection with nature.

**Appendix D. Visioning Session Workshop Handouts**

**WORKSHOP 1 AGENDA**

D. VISIONING SESSION WORKSHOP HANDOUTS



**AGENDA**

**Project:** Healdsburg Multicultural/Community Wellness Center / **Proyecto:** Centro Comunitario Multicultural de Healdsburg  
**Subject:** Workshop 1: Open House / **Contenido:** Taller 1 : Casa Abierta  
**Date:** October 16th, 2024 6:00 - 7:30 pm / **Fecha:** 16 de Octubre de 2024 6:00 - 7:30 PM

**OVERVIEW:**

The purpose of this stakeholder session is to explore possible programs and architectures for a Multicultural/Community Wellness Center. We will focus today on the "Design Mandates" that resulted from the seven Listening Sessions conducted by On the Margins, to explore how each might look and imagine how each might be situated in relation to one another on the existing Community Center site.

**DESCRIPCIÓN GENERAL:**

El propósito de esta sesión de partes interesadas es explorar posibles programas y arquitecturas para un Centro de Bienestar Comunitario/Multicultural. Hoy nos centraremos en los "Mandatos de Diseño" que resultaron de las siete Sesiones de Escucha realizadas por On the Margins, para explorar cómo podría verse cada uno e imaginar cómo podrían situarse cada uno en relación con el otro en el sitio existente del Centro Comunitario.

5:30 PM 30 Mins Familiarize/ Familiarizarse	<b>Optional awareness walk / Caminata opcional de concientización.</b>	
	Join some of our team members to walk the site.	Únase a uno de los miembros de nuestro equipo para recorrer el lugar.
6:00 PM	<b>BEGIN WORKSHOP 1 / TALLER 1</b>	
20 Mins Welcome/ Bienvenida	Sign in, Receive Voting Dot stickers, enjoy refreshments, first look at Image Boards	Regístrese, reciba calcomanías de Voting Dot, disfrute de los refrigerios, vea por primera vez los tableros de imágenes
10 Mins Focus/ Enfoque	<b>Project Introduction / Introducción al proyecto</b>	
	Greeting by Marcy Flores	Saludo de Marcy Flores
	Recap by Dr. Danny Dominguez:	Resumen de Dr. Danny Domínguez:
	Listening Sessions and data collected by On the Margins	Sesiones de escucha y datos recopilados por On the Margins
10 Mins Focus/ Enfoque	<b>Site Introduction / Introducción al Sitio</b>	
	Intro by Douglas Thornley & William Fee:	Introducción de Douglas Thornley y William Fee:
	Review of Existing Site Conditions	Revisión de las condiciones existentes
	Brief run-down of each Image Board	Breve resumen de cada Pancarta
	What to expect from Workshops 1 & 2	Qué esperar de los talleres 1 y 2



6:40 PM 45 Mins Mingle/ Intercambiar	<b>Open House: Visit Stations / Casa Abierta: Visitar Estaciones</b>	
	Discuss ideas with and offer feedback to members of the design team at any station. No need to follow any particular order.	Discuta ideas y ofrezca comentarios a los miembros del equipo de diseño en cualquier estación. No es necesario seguir ningún orden en particular.
	<b>1. LISTENING SESSION DATA</b> Review findings by On the Margins	<b>1. DATOS DE SESIÓN DE ESCUCHA</b> Revisar descubrimientos de On the Margins
	<b>2. SITE MAP</b> Imagine the layout for your ideal facilities using the existing Community Center site as your canvas.	<b>2. SITIO PROPUESTO INICIALMENTE</b> Imagine el diseño de sus instalaciones ideales utilizando el sitio existente del Centro Comunitario como lienzo.
	<b>3. 'DESIGN MANDATE' IMAGES</b> Vote with your dot stickers for what you'd like your Multicultural/Community Wellness Center to look like.	<b>3. 'MANDATOS DE DISEÑO' IMÁGENES</b> Vote con sus pegatinas de puntos por cómo le gustaría que se viera su Centro de Bienestar Comunitario/Multicultural.
	<b>4. COMMENTS BOARD</b> Provide feedback	<b>4. PANEL DE COMENTARIOS</b> Proponer retroalimentación
7:25 PM 5 Mins Reconvene/ Reunirse	<b>Final Wrap-Up / Resumen final</b>	
	Closing announcements	Anuncios de clausura
7:30 PM	<b>ADJOURN / APLAZAR</b>	

**PLEASE JOIN US / POR FAVOR ÚNASE A NOSOTROS:**

Workshop 2 will be held in November at the Healdsburg Community Center. Please stay tuned for the exact date and time.  
 El taller 2 se llevará a cabo en noviembre en el Centro Comunitario de Healdsburg. Estén atentos para conocer la fecha y la hora exactas.

*This bilingual agenda was handed out to attendees of Visioning Session 1.*

WORKSHOP 1 DESIGN MANDATES

D. VISIONING SESSION WORKSHOP HANDOUTS



ON THE MARGINS' LISTENING SESSION 'DESIGN MANDATES'

Project: Healdsburg Multicultural/Community Wellness Center / Proyecto: Centro Comunitario Multicultural de Healdsburg
Subject: Workshop 1: Open House / Contenido: Taller 1 : Casa Abierta
Date: October 16, 2024 6:00 - 7:30 pm / Fecha: 16 de Octubre de 2024 6:00 - 7:30 PM

CONCLUSIONS AND DESIGN SUGGESTIONS:

Thanks to the comprehensive results and thematic analysis from the Listening sessions, the following 10 "design mandates" were gathered:

- 1. Multipurpose, Intergenerational Movement Spaces: Intentionally support the physical well-being of the community through multi-purpose sports fields, exercise gyms for personal fitness, and playgrounds/play spaces for youth.
2. Community Kitchen/Cafeteria: Establish a community-led and community-supported kitchen/cafe/teria that allows for culinary practice and education, community food preparation, and encourages access to healthy meals at sliding-scale costs.
3. Participatory Mural Design: Engage with community members and local artists, especially LGBTQIA+ and BIPOC artists, in Healdsburg to co-create mural designs for the Multicultural Center that both represents the cultural diversity of the Healdsburg community and empowers residents to create positive impact in their communities.
4. Mixed-Sensory Engagement: The Multicultural center design should have spaces that vary in sensory engagement so visitors can either engage in loud, stimulating environments or quiet, relaxing spaces.
5. Arts, Crafts, Music: Create "maker spaces" or other community-led spaces for arts, crafts, and music practice; Emphasize cultural/traditional music and art practices as well as art practice for healing/well-being.
6. Environmental Justice: The Multicultural center should be environmentally sustainable, and should have intentional environmental design that both highlights native plants, traditional/cultural/medicinal plants, and native food plants; The space should reclaim environmental spaces and plants historically taken from BIPOC communities.
7. Multifaceted Educational Support: The Multicultural center should have a hub for intergenerational educational and career development support: academic support, "life skills" courses, and Career-Technical Education courses for youth; Literacy development, GED preparation, and Career Certification for adults and elders.
8. Community Building: Create spaces for community engagement, gathering, and cross-cultural belonging; Food, sports, parties/fiestas, and other mass gatherings should be supported and co-created with community members.
9. Computer Access and Education: The Multicultural center should be able to provide visitors with computer access and computer/coding classes for members in the community.
10. Prioritize Access, Autonomy, Accountability and Justice: Ensure that the Multicultural center is accessible to all (regardless of ability, cost, or personal background), uplifts community voices in directly designing the space, is accountable to the community (and the community is accountable for maintaining and supporting the center in return), and prioritizes justice for underserved and disinvested communities in Healdsburg.



CONCLUSIONES Y SUGERENCIAS DE DISEÑO:

Basado en aportes y análisis integrales de la comunidad, los siguientes principios básicos de diseño guiarán la creación del Centro Multicultural de Healdsburg:

- 1. Espacios multigeneracionales de movimiento y juego: Espacios diseñados para el bienestar físico para todas las edades, incluyendo canchas deportivas de usos múltiples, áreas de ejercicio y espacios de juego para niños y jóvenes.
2. Cocina/Cafetería Comunitaria: Una cocina/cafe/tería dirigida por la comunidad que fomenta las habilidades culinarias, la preparación de comidas compartidas y el acceso a alimentos saludables y asequibles.
3. Arte mural colaborativo: Asociaciones con artistas y miembros de la comunidad de Healdsburg, especialmente de las comunidades LGBTQIA+ y BIPOC, para cocrear murales que celebren la diversidad cultural y el empoderamiento.
4. Diseño sensorialmente consciente: Espacios que ofrecen distintos niveles de participación sensorial, desde vibrantes y estimulantes hasta tranquilos y calmantes, para adaptarse a las preferencias individuales.
5. Espacios para la expresión creativa: Áreas dedicadas a artes, artesanías y música dirigidas por la comunidad, enfatizando las tradiciones culturales y los beneficios terapéuticos de la creatividad.
6. Justicia Ambiental: Un compromiso con la sustentabilidad, con plantas nativas, plantas medicinales tradicionales y jardines comestibles. El diseño debe recuperar y restaurar espacios naturales históricamente tomados de las comunidades BIPOC.
7. Centro de aprendizaje permanente: Un centro para el aprendizaje intergeneracional y el desarrollo profesional, que ofrece apoyo académico, capacitación en habilidades para la vida, educación profesional/técnica y recursos para alfabetización, preparación para el GED y certificaciones.
8. Espacios de reunión comunitaria: Espacios flexibles diseñados para fomentar la interacción comunitaria, las reuniones y la conexión intercultural. Apoyo para eventos, celebraciones y actividades compartidas liderados por la comunidad.
9. Acceso a computadoras y alfabetización digital: Computadoras en el sitio y educación tecnológica, incluidas clases de codificación, accesibles para todos los miembros de la comunidad.
10. Acceso, autonomía, rendición de cuentas y justicia: El centro debe ser accesible física y financieramente para todos, y las voces de la comunidad deben ser fundamentales para su diseño y funcionamiento. Un compromiso con la responsabilidad mutua y la justicia para las comunidades desatendidas en Healdsburg.

This double-sided letter sized handout summarized On the Margins' Design Mandates for attendees of Visioning Session 1, in English on one side and Spanish on the other.

WORKSHOP 2 AGENDA

D. VISIONING SESSION WORKSHOP HANDOUTS



**AGENDA**

**Project:** Healdsburg Multicultural/Community Wellness Center / **Proyecto:** Centro Comunitario Multicultural de Healdsburg  
**Subject:** Workshop 2 / **Contenido:** Taller 2  
**Date:** November 25th, 2024 6:00 - 7:30 pm / **Fecha:** 25 de noviembre de 2024 6:00 - 7:30 PM

**OVERVIEW:**

The purpose of this stakeholder session is to design together your ideal layout for the programmatic elements of your Multicultural/Community Wellness Center, on the site of the existing Community Center. We will begin by reviewing the results from Workshop 1's Dot Polling activity and then breakout into a site planning activity.

**DESCRIPCIÓN GENERAL:**

El propósito de esta sesión para las partes interesadas es diseñar juntos la disposición ideal para los elementos programáticos de su Centro de Bienestar Comunitario/Multicultural, en el sitio del Centro Comunitario existente. Comenzaremos revisando los resultados de la actividad de sondeo de puntos del Taller 1 y luego pasaremos a una actividad de planificación del sitio.

<b>6:00 PM</b>	<b>BEGIN WORKSHOP 2 / TALLER 2</b>	
20 Mins Welcome/ Bienvenida	Sign in, receive handout sheets, enjoy refreshments	Regístrese, reciba folletos y disfrute de refrigerios.
10 Mins Rewind/ Recapitulación	<b>Project Recap / Resumen del proyecto</b>	
	Greeting by Marcy Flores & Amy Ramirez	Saludo de Marcy Flores & Amy Ramirez
	Recap of Workshop 1 by Dr. Danny Domínguez & Douglas Thornley	Resumen del Taller 1 por Dr. Danny Domínguez & Douglas Thornley
10 Mins Focus/ Enfoque	<b>Dot Polling Results / Resultados de la encuesta de puntos</b>	
	Review by Haley Mayes, Jin Kim & Karly Behncke	Revisión por Haley Mayes, Jin Kim & Karly Behncke
	Introduction to Site Planning Activity by Jin Kim & Karly Behncke	Introducción a la actividad de planificación de sitio por Jin Kim & Karly Behncke

*This bilingual agenda was handed out to attendees of Visioning Session 2.*



<b>6:40 PM</b> 45 Mins Breakout/ Receso	<b>Site Planning Activity / Actividad de planificación del sitio</b>	
	Split into groups to brainstorm your ideal locations for Multicultural/Community Wellness Center programs.	Dividirse en grupos para pensar en las ubicaciones ideales para los programas del Centro de bienestar comunitario y multicultural.
	Work together to place each program Bubble (e.g. "Ethnobotanical Garden" or "Music Room") in the location on the site plan where you'd most like to have it.	Trabajen juntos para ubicar cada burbuja de programa (por ejemplo, "Jardín etnobotánico" o "Sala de música") en el lugar del plano del sitio donde más les gustaría ubicarla.
<b>7:25 PM</b> 5 Mins Reconvene/ Reunirse	<b>Final Wrap-Up / Resumen final</b>	
	Closing announcements	Anuncios de clausura
<b>7:30 PM</b>	<b>ADJOURN / APLAZAR</b>	

**THANK YOU FOR JOINING US / GRACIAS POR UNIRSE A NOSOTROS**

Stay tuned for more about the future of this project from the Healthcare Foundation of Northern Sonoma County.

Manténgase atento para obtener más información sobre el futuro de este proyecto de la Healthcare Foundation del Norte del Condado de Sonoma.

Appendix E. Visioning Session 1 Imagery

PROGRAM IMAGERY

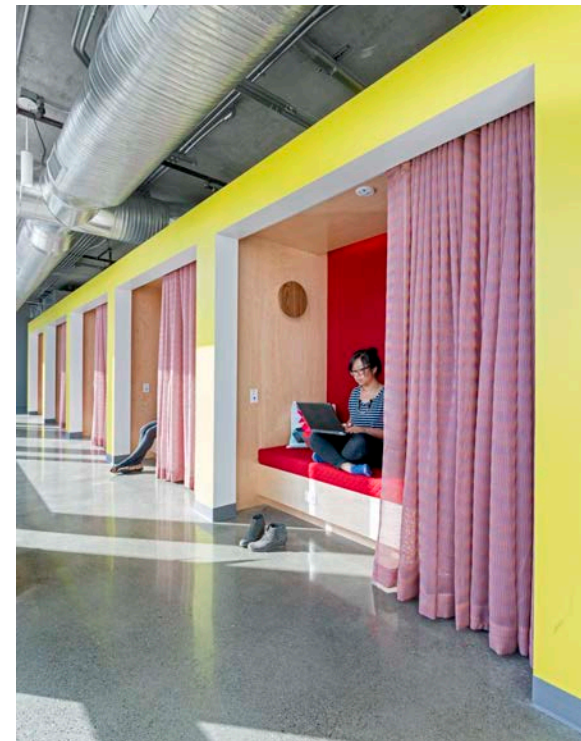
Quiet Study/Reading Spaces | Espacios tranquilos de estudio/lectura



Relates to Design Mandates 4, 7, 10...



Se relaciona con los Mandatos de diseño 4, 7, 10...



PROGRAM IMAGERY | IMÁGENES DEL PROGRAMA

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 07

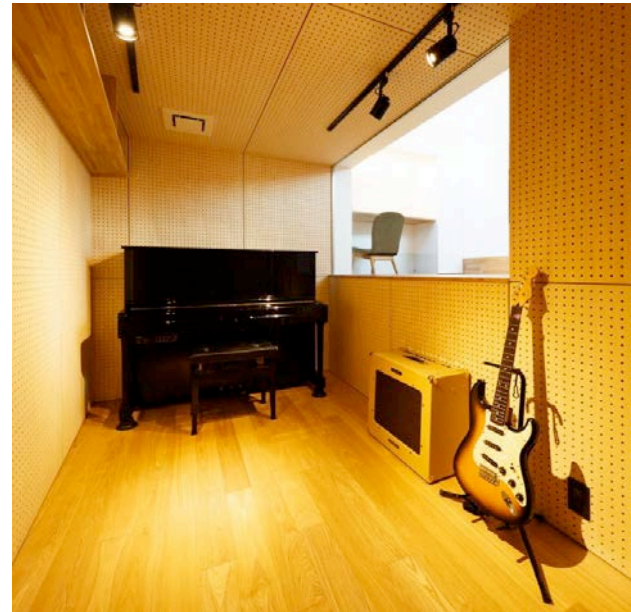
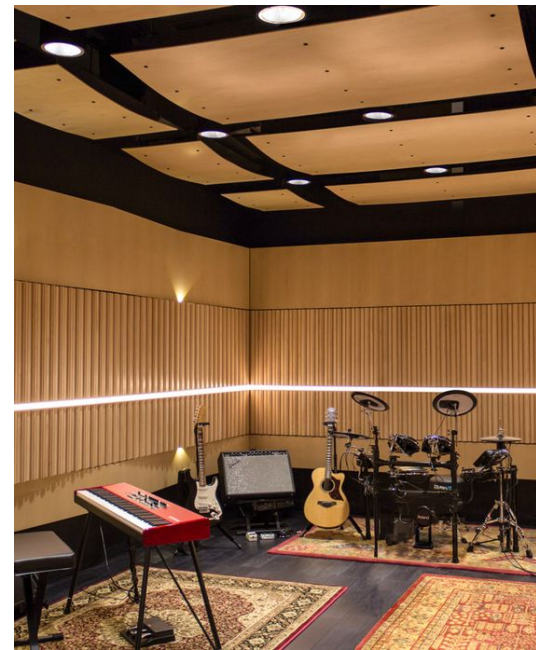
HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



HEALDSBURG MULTICULTURAL CENTER

Music Room | Sala de música



Se relaciona con los Mandatos de diseño 4, 5, 8...

Relates to Design Mandates 4, 5, 8...

PROGRAM IMAGERY | IMÁGENES DEL PROGRAMA

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 08

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



Life Skills/Career Support Spaces | Espacios de apoyo profesional/habilidades para la vida



*Se relaciona con los Mandatos de diseño 7, 9, 10...*



*Relates to Design Mandates 7, 9, 10...*



PROGRAM IMAGERY | IMÁGENES DEL PROGRAMA

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 09

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE

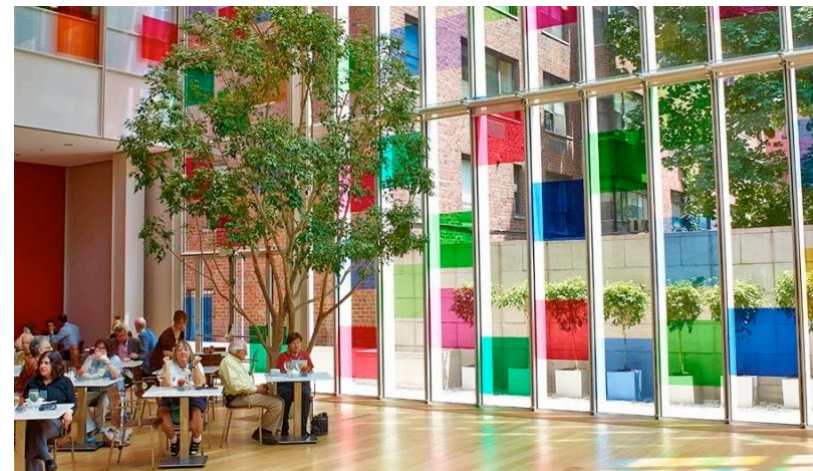


HEALDSBURG MULTICULTURAL CENTER

Multipurpose Room | Salón de Usos Múltiples



Se relaciona con los Mandatos de diseño 1,4,8...



Relates to Design Mandates 1, 4, 8...



PROGRAM IMAGERY | IMÁGENES DEL PROGRAMA

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 10

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



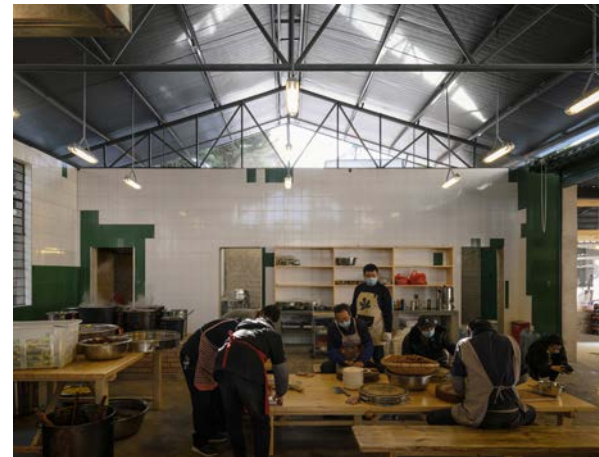
Community Kitchen | Cocina comunitaria



Relates to Design Mandates 2 & 8...



Se relaciona con los Mandatos de diseño 2 & 8...



PROGRAM IMAGERY | IMÁGENES DEL PROGRAMA

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 11

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



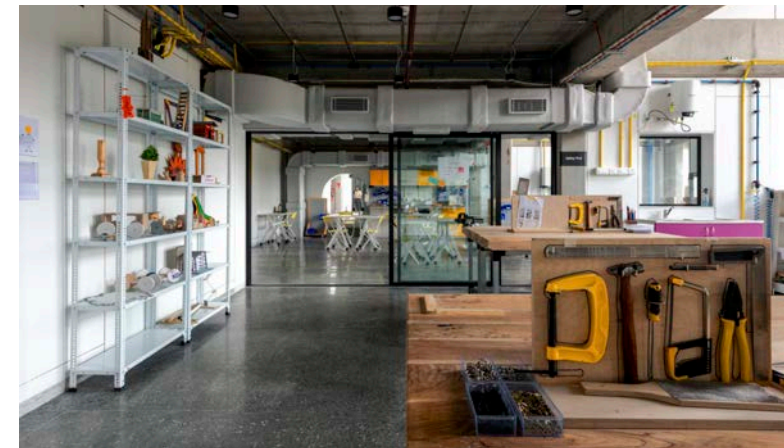
Arts & Crafts Room | Sala de artes y manualidades



*Relates to  
Design  
Mandates  
4, 5, 7...*



*Se relaciona  
con los  
Mandatos  
de diseño  
4, 5, 7...*



PROGRAM IMAGERY | IMÁGENES DEL PROGRAMA

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 12

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



HEALDSBURG MULTICULTURAL CENTER

Study Spaces | Espacios de estudio



Relates to Design Mandates 4, 7, 10...



Se relaciona con los Mandatos de diseño 4, 7, 10..



PROGRAM IMAGERY | IMÁGENES DEL PROGRAMA

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 13

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



Classrooms | Aulas



*Se relaciona con los Mandatos de diseño 7, 8, 9...*

*Relates to Design Mandates 7, 8, 9...*



PROGRAM IMAGERY | IMÁGENES DEL PROGRAMA

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 14

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



HEALDSBURG MULTICULTURAL CENTER

DESIGN MANDATE  
IMAGERY

01 Multipurpose, Intergenerational Movement Spaces | Espacios Multiusos de Movimiento Intergenerational



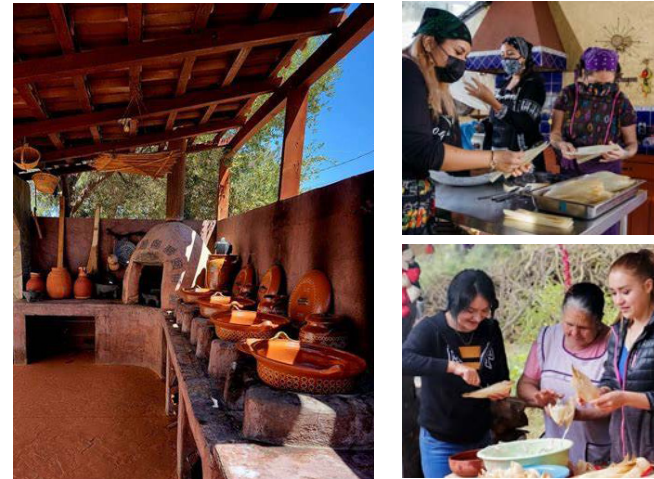
PROGRAM IMAGERY | IMÁGENES DE PROGRAMACIÓN  
SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 15

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER  
1557 HEALDSBURG AVENUE



HEALDSBURG MULTICULTURAL CENTER

02 Community Kitchen and Cafeteria | Cocina y Cafetería Comunitaria



PROGRAM IMAGERY | IMÁGENES DE PROGRAMACIÓN

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 16

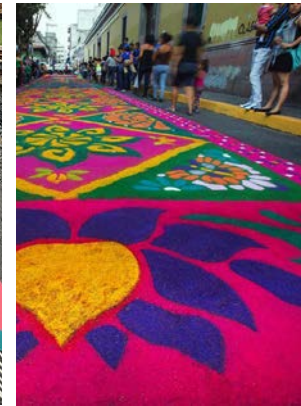
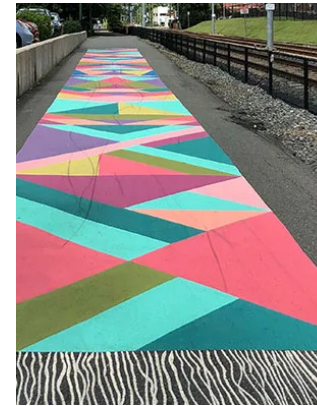
HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



HEALDSBURG MULTICULTURAL CENTER

03 Participatory Mural Design | Diseño Participativo de Murales



PROGRAM IMAGERY | IMÁGENES DE PROGRAMACIÓN

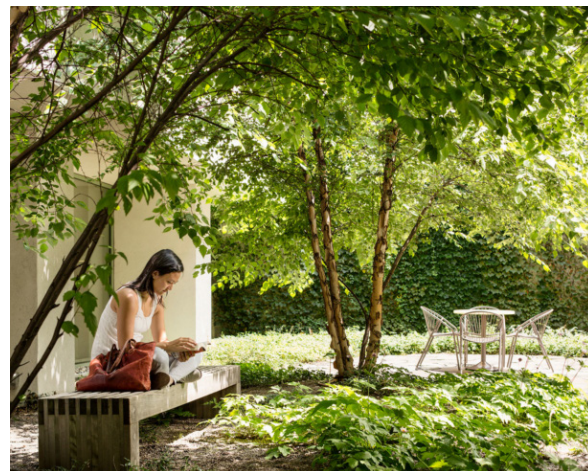
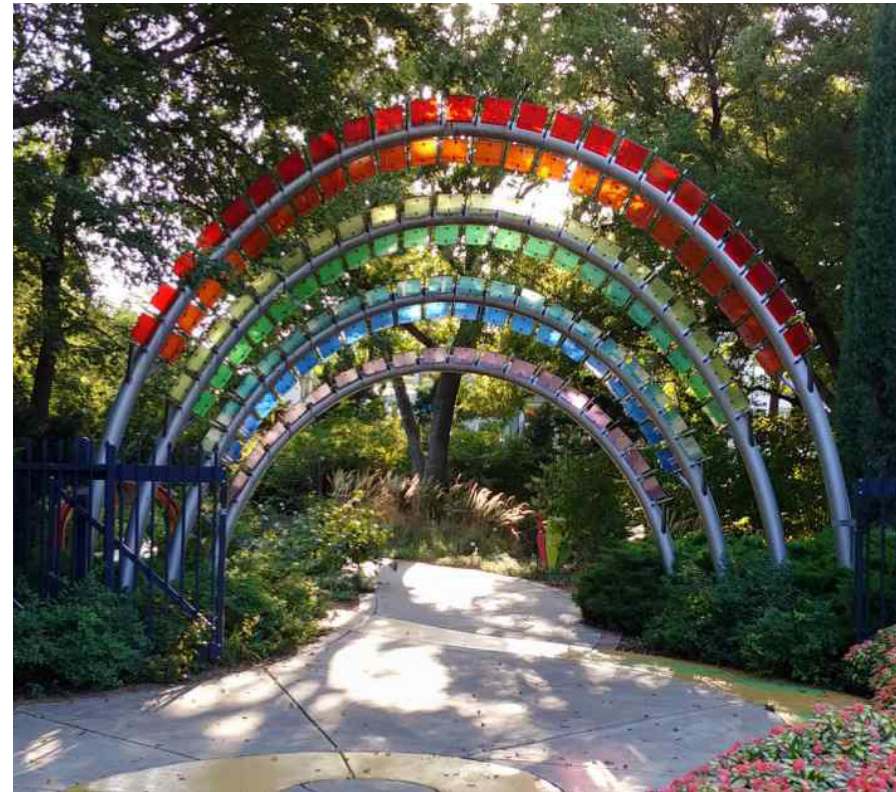
SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 17

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



04 Mixed Sensory Engagement | Estimulación Sensorial Mixta



PROGRAM IMAGERY | IMÁGENES DE PROGRAMACIÓN

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 18

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



HEALDSBURG MULTICULTURAL CENTER

05 Arts, Crafts, Music | Artes, Manualidades, Música



PROGRAM IMAGERY | IMÁGENES DE PROGRAMACIÓN

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 19

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



06 Environmental Justice | Justicia Ambiental



PROGRAM IMAGERY | IMÁGENES DE PROGRAMACIÓN

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 20

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



HEALDSBURG MULTICULTURAL CENTER

07 Multifaceted Educational Support | Apoyo Educativo Multifacético



PROGRAM IMAGERY | IMÁGENES DE PROGRAMACIÓN  
SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 21

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER  
1557 HEALDSBURG AVENUE



HEALDSBURG MULTICULTURAL CENTER

08 Community Building Spaces | Espacios Para el Desarrollo Comunitario



PROGRAM IMAGERY | IMÁGENES DE PROGRAMACIÓN

SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 22

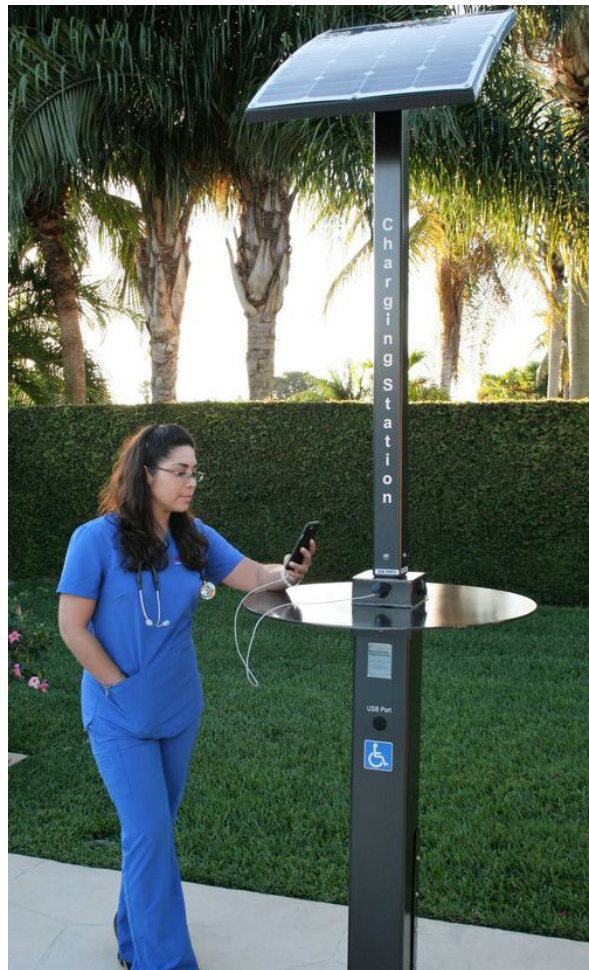
HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



HEALDSBURG MULTICULTURAL CENTER

09 Computer Access and Education | Acceso a la Computadora y Educación



PROGRAM IMAGERY | IMÁGENES DE PROGRAMACIÓN

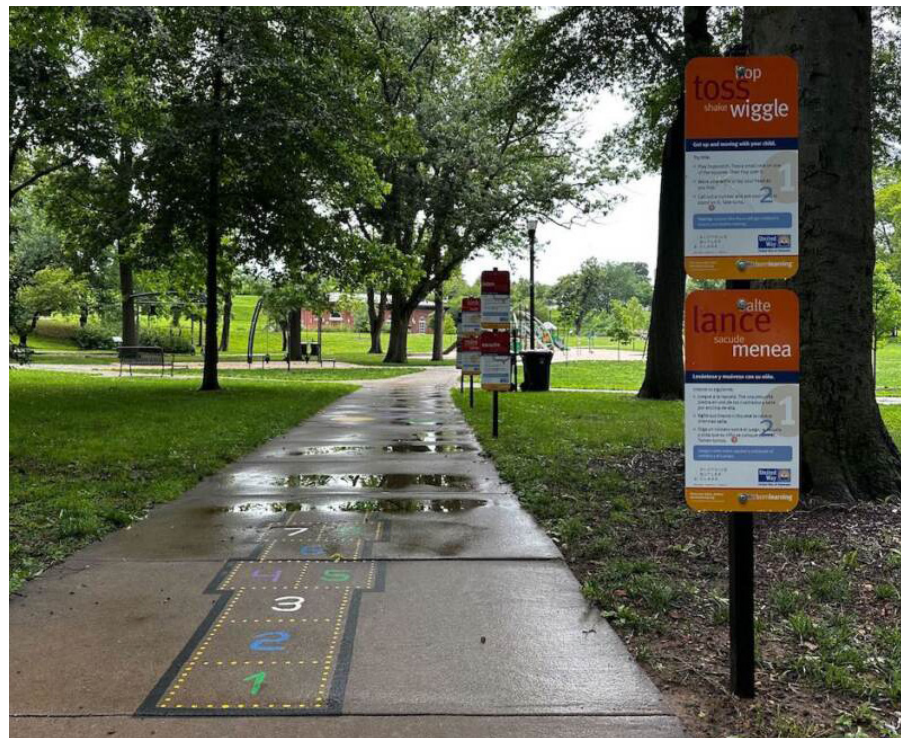
SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 23

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER

1557 HEALDSBURG AVENUE



10 Prioritize Access, Autonomy, Accountability, and Justice | Priorizar el Acceso, la Autonomía, la Responsabilidad y la Justicia



PROGRAM IMAGERY | IMÁGENES DE PROGRAMACIÓN  
SCALE: NTS  
DATE: 10/16/24 WORKSHOP 1  
BOARD NO. 24

HEALDSBURG MULTICULTURAL/  
COMMUNITY WELLNESS CENTER  
1557 HEALDSBURG AVENUE



# ACKNOWLEDGEMENTS & REFERENCES

---

AUTHORS, DEDICATION, FUNDING, LAND ACKNOWLEDGEMENT,  
PARTNERS & SOURCE REFERENCES

**Researchers & Authors — Listening Sessions**

**Daniela G. Domínguez, Psy.D.** is an Associate Professor at the University of San Francisco's Counseling Psychology Department and the founder of On the Margins. She specializes in Latinx mental health, antiracism, migrant justice, and trauma-informed care. Her research focuses on understanding how Latinx communities heal from trauma and access positive health.

She uses critical and political methodologies, grounded in Critical Race Theory, to challenge traditional research, assessment, and evaluation paradigms. She encourages psychologists to move away from Eurocentric epistemologies and towards a critical race epistemology that recognizes knowledge as shaped by interlocking systems of oppression. Her work has earned her numerous professional, academic, and community awards.

**Addison Pickrell** is a Research Associate working at On the Margins and a second-year college student in Mathematics at the University of California, Berkeley. She specializes in text mining methods for social science, systems thinking and theory, and research justice methodology. Her work focuses on envisioning spaces, systemic change, and cultural shifts that uplift and center marginalized communities. Her work builds on participatory and pluralistic democratic structures, and emphasizes economic, racial, social, educational, and healing justice.

**Researchers & Authors — Visioning Sessions**

The founders of **Goring & Straja Architects** set out in 1996, with offices in the San Francisco Bay Area and Milan Italy, to build on their experience working together delivering projects of exceptional quality. They started their careers working for the late William Turnbull in San Francisco and from that grew their passions: creativity, rigor, sustainability, and a commitment to client and community participation. Their expertise ranges from public and other community facilities, hospitality projects and wineries, to retail and higher education. Common threads that weave through their work are a drive to create uplifting, memorable and meaningful designs that are responsive to their clients' needs, an inclusive and open design process, a commitment to leave a positive mark on communities where they

have worked, and to touch the land and the environment as gently and as positively as possible.

**Carducci Associates** combines creative and technical ability in landscape architecture, planning and urban design. They have worked with the City Healdsburg on Giorgi Park, Recreation Park, West Plaza, Saggio Hills Park, and previous planning studies for the Healdsburg Community Center. They focus on clients' needs, creating opportunities for connections between people and nature. They design landscapes that express an artistry and sensitivity to the interaction of social and natural systems, are purposeful, buildable and sustainable.

**Partners**

The Healdsburg Multicultural Center Project (HMCP) is the result of a dynamic coalition between diverse organizations committed to community development, healthcare access, and justice. Coalition partners include Goring & Straja Architects, Carducci Associates, the Healthcare Foundation Northern Sonoma County, Alliance Medical Center, Corazón Healdsburg, and On the Margins. Photography in this report is from Will Bucquoy.



## Dedication

This report is dedicated to the residents of Healdsburg, whose generous contributions of time, talent, and diverse experiences made the Healdsburg Multicultural Center Project possible.

## Funding



This transformative project would not have been possible without the generous support and commitment of Providence Health. Their dedication to improving community health and well-being is evident in their attention to and significant investment in the Healdsburg Multicultural Center Project.

## Acknowledgment

Healdsburg is located on the unceded ancestral lands of the Southern Pomo people. We acknowledge their enduring presence and profound connection to this place, recognizing them as the original stewards of the land. We are committed to honoring their legacy and supporting their inherent sovereignty. This commitment necessitates actively dismantling the ongoing legacies of colonization and systemic oppression, including settler colonialism, patriarchy, and white supremacy – forces that continue to perpetuate injustice.

## References — Listening Sessions

DEI Plan (2023). <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.ci.healdsburg.ca.us/DocumentCenter/View/17293/Final-ALLP-DEI-Report-SPA-101023>

American Institute of Architects. (1982). Healdsburg R/UDAT. Regional/Urban Design Assistance Team. [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.brikbases.org/sites/default/files/dat\\_1982\\_Healdsburg\\_compressed.pdf](chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.brikbases.org/sites/default/files/dat_1982_Healdsburg_compressed.pdf)

Dominguez, D., & Pickrell, A. C. (2023). Nuestra Comunidad Sana.

Lewis, K. (2021). A portrait of Sonoma County: 2021 update. Measure of America, Social Science Research Council.

U.S. Census Bureau, U.S. Department of Commerce. American Community Survey, ACS 1-Year Supplemental Estimates, 2022, <https://data.census.gov/table?q=Healdsburg&y=2022>.

TMO Guide. (2019, May 26). WE1S. <https://we1s.ucsb.edu/research/we1s-tools-and-software/topic-model-observatory/tmo-guide/>

**PUBLISHED JANUARY 2025**



# DIVERSITY, EQUITY & INCLUSION IN HEALDSBURG, CA



OCTOBER  
2023



**Authors:**

Curtis Acosta, Orlando Carreón, Deyanira Nevarez Martinez

**Principle Investigators:**

Curtis Acosta, PhD, Lead Researcher

Orlando Carreón, PhD, Associate Researcher

Deyanira Nevarez Martinez, PhD, Associate Researcher

# Definition of Terms

## **Ableism**

Discrimination in favor of able-bodied people.

## **Ageism**

Prejudice or discrimination on the grounds of a person's age.

## **Classism**

Prejudice against or in favor of people belonging to a particular social class.

## **Disparity**

A noticeable and usually significant difference or dissimilarity.

## **Dignity**

The principle of dignity in organizing, engagement, and equity work refers to the intrinsic value and worth of every human being, and to words, actions, or conditions that either affirm human dignity or violate it. In schools, workplaces, and communities, dignity can be affirmed when the value of a person is recognized, validated, and honored, for example, or it can be violated when people experience indignities that undermine feelings of self-worth, when they feel patronized or stereotyped, when their identity or culture is denigrated, or when they live or work in conditions that are humiliating, degrading, or dehumanizing. (Hicks, as cited by Organizing Element)

## **Diversity**

Diversity is the presence of differences between individuals at the workplace. Examples of diversity may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religion, and/or political perspectives.

## **Equity**

Equity is ensuring that access to resources and opportunities are provided to everyone. Including, and especially, to those who are underrepresented and have been historically disadvantaged.

## **Inclusion**

Inclusion is a culture that is welcoming to all people regardless of race, ethnicity, sex, gender identity, age, abilities, and religion. In this culture everyone is valued, respected and able to reach their full potential.

## **Latine**

Latine is a contemporary form of the term "Latino" which replaces the "o" with a non-binary "e" at the end in order to be more inclusive and to move past historical gender power dynamics.

## **Racism**

Prejudice, discrimination, or antagonism directed against a person or people on the basis of their membership in a particular racial or ethnic group, typically one that is a minority or marginalized.

## **Sexism**

Prejudice, stereotyping, or discrimination, typically against women, on the basis of sex.

## **White Supremacy**

The belief that the white race is inherently superior to other races and that white people should have control over people of other races; the social, economic, and political systems that collectively enable white people to maintain power over people of other races.

# Executive Summary

In 2020, as Covid-19 spread across the country and following George Floyd's killing in Minneapolis, MN the community in the city of Healdsburg began a dialogue that led to a robust discussion between the city and its residents about whether and how Black, Indigenous, and People of Color (BIPOC) are marginalized from city and community life. These discussions led to a request for proposals (RFP) aimed at creating a process that would transform the community and move the city towards implementing a DEI Action Plan that prioritized recommendations on strategies that, among other things, engaged the city government, the community and key stakeholders to examine and improve DEI overall.

Accordingly, this report focuses on reviewing, improving, and establishing community equity programming both within city government and throughout the greater Healdsburg community. Using qualitative data collected over a one year time period during 2022, the Acosta Latino Learning Partnership (ALLP) team established a set of recommendations aimed at accomplishing these goals. We use the metaphor of a tree to distinguish between three levels: roots and soil, tree trunk and lower branches, and higher branches and blooms. The root level describes those themes, reflections, and recommendations that require immediate attention. The trunk and lower branches refer to the institutional and policy changes needed to produce healthy outcomes in Healdsburg. The higher branches and blooms section refers to DEI aspirations that may take longer to blossom.

The recommendations within this report focus on a variety of issues affecting the everyday lives of Healdsburgers. They include low wages, housing affordability, youth engagement, and city staff and employee buy-in, among others. Ultimately, the goal of this work is to provide the context that Healdsburgers need to cultivating the soil and roots of Healdsburg that leads to a strong structure and beautiful blossoms for the seven generations to follow.



# Summary of Acosta Latino Learning Partnership DEI Phases

Below is a summary of the events and activities that the Acosta Latino Learning Partnership (ALLP) consulting firm initiated in the city of Healdsburg from **August 2022 through June 2023.**



# Phase 1

Our initial phase of our diversity, equity, and inclusion (DEI) assessment with the city of Healdsburg began with Community Encuentros (Spanish for “gathering”), which were our version of listening sessions with community members. We scheduled five encuentros from August–November 2022, including an additional youth encuentro at Healdsburg High School in partnership with Healdsburg Unified School District (HUSD). Most of our encuentros were targeted towards specific subgroups of Healdsburg, while also including one that was geared towards a general audience of Healdsburg residents.

It is important to note that in the request for proposal for this DEI assessment only two such engagements were required, one being specifically for monolingual Spanish speakers.

However, we believed that this expectation would not allow our team to get the full breadth and depth of the DEI issues that Healdsburg residents are facing, nor would it sufficiently engage the diversity of the local population. Thus, we designed the following encuentros to increase our reach into the community:

- Spanish Language Cafécito at Healdsburg Community Center
- Bilingual Community Encuentro at Healdsburg Library
- Youth and Family Encuentro at Healdsburg Community Center
- Youth Encuentro at Healdsburg High School
- HHS Youth Encuentro at Healdsburg High School



Approximately 150 people participated in the Community Encuentro process. To gather community input, we used various methods, including interpretation services when needed, sitting in circles to create a sense of community, note-taking, collecting participant ideas directly on poster paper, and audio recording whenever possible. Consistent themes emerged from the five encuentros which guided our work in Phase 2 (described further in this report) of community sharing and learning, as well as directly impacted the recommendations in this final report.



Simultaneous with the Community Encuentro listening process, ALLP conducted a DEI survey for City of Healdsburg employees regarding DEI issues and needs such as hiring, retention, and training. At the inception of this work, it was important to establish a baseline of where current city staff stand on these issues to measure current buy-in and potential opportunities for growth and education. As part of these efforts, ALLP staff drafted and implemented a survey that went out to all eligible City staff in a form approved by the City Manager's office.

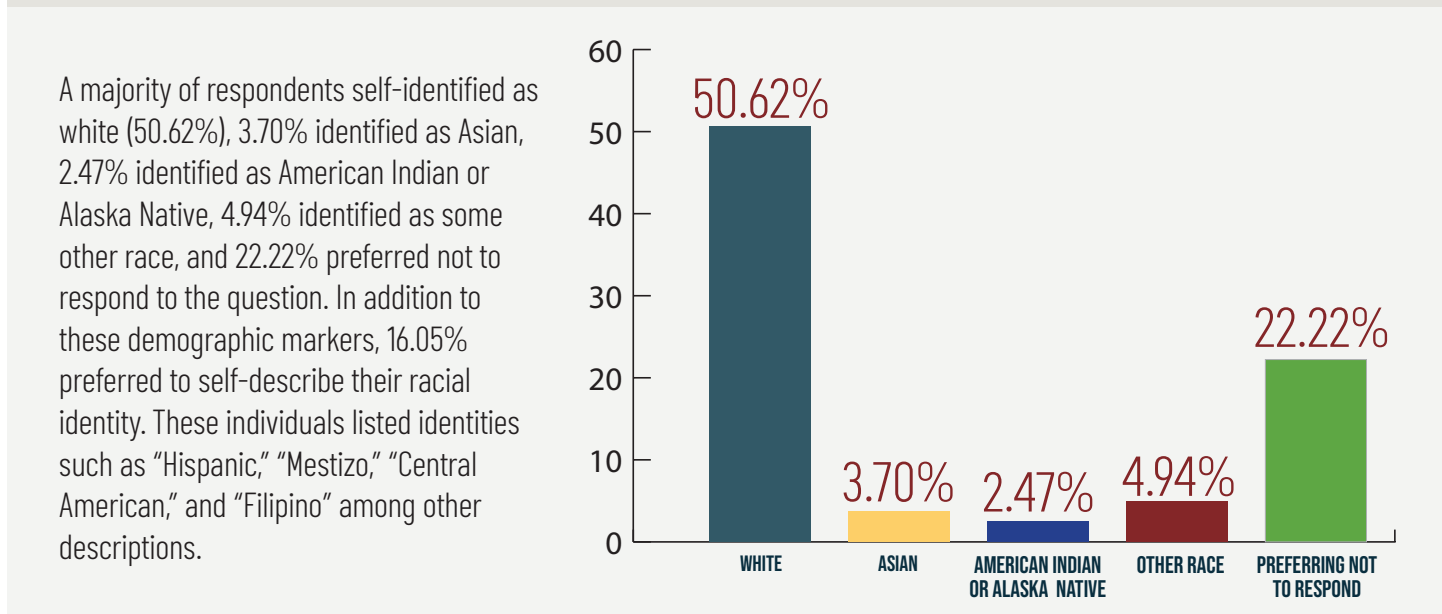
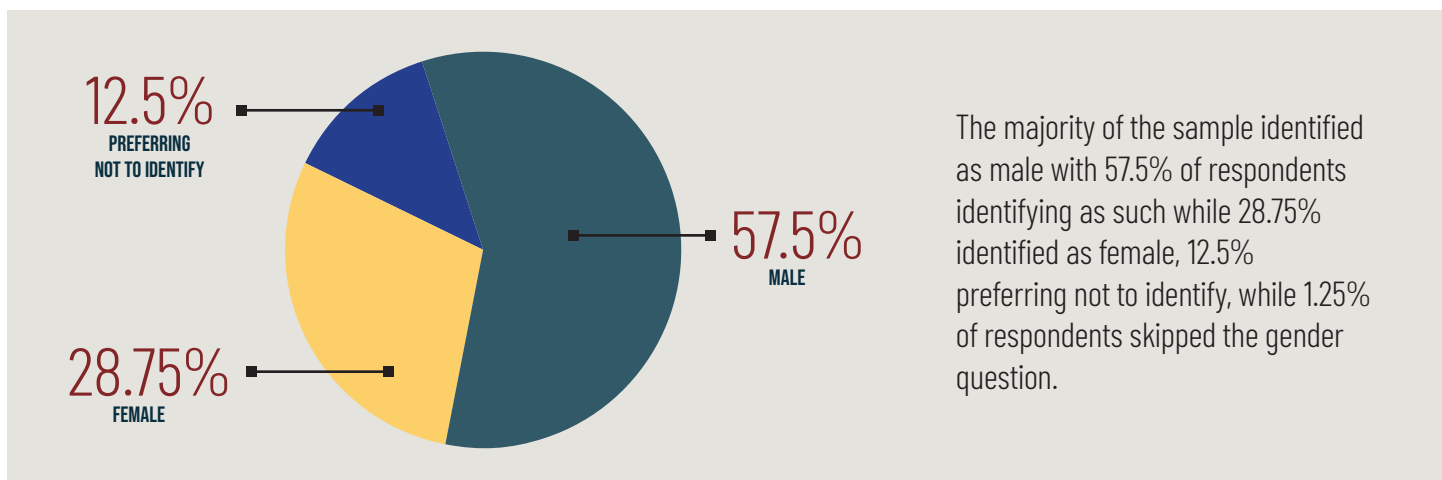
**The survey consisted of a total of 57 questions separated into three sections. The sections were:**

1. Diversity, Equity and Inclusion in the Workplace

2. Diversity, Equity and Inclusion in Services to the Public

3. Demographic Information

The survey was available from September 19, 2022, to October 9, 2022 (21 days) and was completed by 92 staff members across all departments out of a total 138 full time city employees. This is a response rate of 66.67%, a response rate higher than the average employee survey which typically garners a response rate of 52.7% (Baruch and Holtom, 2008).



The survey had a completion rate of 90% (calculated by the number of surveys filled out and submitted divided by the number of surveys started by respondents) and took an average of 20 minutes to complete. There was a very low rate of skips per question, thus the majority of respondents answered most questions. An incentive was offered for participation and employees who completed the survey were able to opt-into a drawing for two \$50 gift cards to a local grocery store.

# Phase 2

The second phase of our DEI inquiry for the City of Healdsburg included the continuation of our encuentro community gatherings. Internally, we named these Equity Encuentros, as opposed to the Community Encuentros in phase 1, since we shifted our focus to learning and listening together communally. The objective of the Equity Encuentros was to create a different democratic space to learn deeply about specific community members who suffered from lack of visibility and representation in Healdsburg. In addition, we aimed to dive deeper into topical issues that were consistently prevalent in the previous Community Encuentros. The following Equity Encuentros were facilitated by our team in collaboration with the city staff, and Corazón Healdsburg.



- Indigenous Voices of Healdsburg: Going Beyond Land Acknowledgments
- Is the Dream Alive and Well in Healdsburg?: Contemporary and Historical Experiences of the African American Community in Healdsburg and Sonoma County
- Living Together: Housing and Planning for a Better Future
- Labor Days: Migrant and Service Community Experiences in Healdsburg
- Contemporary and Historical Experiences of the Asian American & Pacific Islander Community in Healdsburg and Sonoma County

Our phase 2 Equity Encuentros had much more engagement than the Community Encuentros in our phase one. We believe a number of factors contributed to the increased participation. First, the learning curve of what we were trying to accomplish, who we were, and how we interacted and engaged community members had already been established. Residents, and other interested Healdsburg and Sonoma County visitors, were becoming more accustomed to this form of community learning and democratic participation. Our coordination and publicity of the Equity Encuentros with city staff was also continuing to develop and improve. By the end of the process, it was clear that these gatherings were successful in not only outreach, but by the candid participation of Healdsburg residents.

The panel of experts and participants at each Encuentro illustrated the amount of precious and beautiful knowledge that is in abundance in Healdsburg and the region. The dialogue that was created at the meetings allowed us to explore the themes and issues that were the most pressing for Healdsburg residents and laborers. We were able to record each session and take copious notes during the Equity Encuentros that have been critical evidence for composing this report and corresponding recommendations.

# Phase 3

The final phase of our plan centered on a move from our public interactions to more private meetings with specific groups. In late April, we were able to work collaboratively with the Healdsburg Chamber of Commerce leadership and staff to create a focus group of business leaders and non-profit organizations regarding DEI issues that they felt were the most critical for themselves and their networks. Representatives from the wine and hospitality industry were able to attend for a two hour conversation. Earlier in our timeline, we were also able to meet with representatives from the city, HUSD, and Corazón Healdsburg to discuss how these organizations could align and work more effectively together instead of replicating services and programs for the community.

We were also able to follow up our survey of City of Healdsburg employees with individual interviews with three members of the city staff during the final month of our study.

These were semi-structured in-depth interviews that lasted approximately an hour each. The interviews were meant to give additional insight into findings from the survey in order to give additional context to the findings. During the interviews employees discussed topics such as their personal understanding of DEI, buy-in and willingness to participate in DEI initiatives, as well as their perceptions of ongoing efforts



## Narration of Recommendations

*“For all the people of the earth, the Creator has planted a Sacred Tree under which they may gather, and there find healing, power, wisdom and security. The roots of this tree spread deep into the body of Mother Earth. Its branches reach upward like hands praying to Father Sky. The fruits of this tree are the good things the Creator has given to the people: teachings that show the path to love, compassion, generosity, patience, wisdom, justice, courage, respect, humility and many other wonderful gifts”*

(Lane, Brown, Bopp, Bopp, and Elders, 2020).

*“The best time to plant a tree was 20 years ago. The next best time is now.”*

-Chinese Proverb

When we think of a healthy and thriving Healdsburg, we think of a tree. As noted in the quote above, the tree carries the wisdom and teachings of those that came before us and provides us guidance for moving forward in a good way. We extend the metaphor to the city of Healdsburg. During our time facilitating, documenting, and researching issues of diversity, equity, and inclusion (DEI) in Healdsburg, California, over the past year, consistent themes immediately emerged. We use the metaphor of the tree to distinguish between three levels: roots and soil, tree trunk and lower branches, and higher branches and blooms. The root level describes those themes, reflections, and recommendations that require immediate attention. The trunk and lower branches refer to the institutional and policy changes needed to produce healthy outcomes in Healdsburg. The higher branches and blooms section refers to DEI aspirations that may take longer to blossom. The higher branches and bloom section will require visionary and aspirational leadership so that the next generation of Healdsburgers experience a more equitable Healdsburg. As stated in the quote above, for Healdsburg to blossom to its fullest potential, it will require a concerted investment in the values of “love, compassion, generosity, patience, wisdom, justice, courage, respect and humility” that can strengthen its existing root system and produce the fruit needed for the Healdsburg community to thrive.

# The Roots and Soil - Living and Nurturing the Shared Values of Healdsburg

Throughout the months of engagement with different segments of the community, we were struck by the deep affection that residents have for their town, and the aspirations to make Healdsburg a place where everyone belongs. We noted areas where the values mentioned above are producing healthy fruit and areas that require attention. For example, we heard many inspiring and affirming stories regarding why folks love Healdsburg. The characteristics of a small, California farm town were often cited by residents such as the city being safe and clean. People spoke to us about their children loving Healdsburg and having many friends and that they felt at home in Healdsburg. The annual Healdsburg Future Farmers Country Fair & Twilight Parade was seen by numerous Healdsburg residents as an event that brings the best parts of the town together, and lauded as a favorite event by diverse groups in regard to ethnicity and socio-economics. It is an event that encapsulates various traditions unique to Healdsburg while simultaneously acknowledging the demographic changes and contemporary economic drivers of the town through the connection of farming, and the vast wine industry that is pivotal in the lives of many residents and laborers.

Similar feelings of belonging were expressed toward the Healdsburg Public Library and its programming. Families of young children named it as another bright spot that built a sense of community and inclusion. This was also the case with Healdsburg Unified School District (HUSD) librarians and community outreach personnel who were consistently singled out as individuals who have created spaces where students were honored for their identities and cultural backgrounds, while also being able to learn about their peers and neighbors. Healdsburg residents were effusive in their praise of how important it was that these events were bilingual in English and Spanish, and how the HUSD librarians and community outreach personnel were able to cultivate authentic experiences for monolingual Spanish and English speakers without sacrificing the community learning. In fact, these events gave Healdsburg families a celebratory feeling of pride toward their school and community.

Celebrations in the plaza were also seen as a positive part of how the city functions by an overwhelming majority of Healdsburgers. People cited the 4th of July, Día de los Muertos, and the aforementioned Healdsburg Future Farmers Country Fair & Twilight Parade as events that bring Healdsburg together.



# Encouraging DEI Movement Within the City Employees

Over the past year, the city of Healdsburg employees and leadership have embraced our DEI work. We have learned from our interviews and interactions with city employees that attention and action to DEI issues predate our direct involvement in Healdsburg. It has been shared with us that a DEI lens has been developing internally toward the vision, responsibilities, and actions required to best serve Healdsburg residents. More intentionality has produced changes such as the following:

## **Parks and Recreation**

- Implemented \$1 pool days to expand access to the Healdsburg Swim Center.
- Deeper discounts for all children's athletic programs to expand access to all members of the community.

## **Increased Access for Authentic Civic Engagement**

- Spanish interpretation at city meetings.
- Transcription in multiple languages through Zoom.
- Transcription in multiple languages available for commission meetings.
- Council agendas published with Spanish translation.

## **Recruitment to Diversify City Personnel**

- Began engaging diverse professional associations when recruiting for job openings.
- Joined Los Cien.

## **Financial Equity**

- Created a financial hardship waiver for people receiving a citation who want to appeal but cannot afford the appeal fee.
- Opening infant care and childcare facility at city facility to offer subsidized childcare options to families.
- Received grant funding and increased focus on infrastructure in the Ward Street neighborhood.

## **Housing**

- Established a Housing Complaint Form to receive and handle claims regarding housing issues.
- Adopted new City Housing Element focusing on meeting Regional Housing Needs Allocation (RHNA).

We are encouraged by the attitudes, energy, actions, and support of city personnel and leadership toward equity throughout our time working with Healdsburg residents. Some of the actions listed were to be a part of our recommendations in this very report, and we applaud the city for initiating these actions organically. We believe that this spirit is a key asset when developing a more intentional plan moving forward in addressing the myriad of complicated issues at the root of many of the equity issues in the city. In the structural changes sections, we include a deeper analysis of some of the gaps that remain for city staff and personnel when it comes to their comfort and confidence in developing their own DEI vision and application within their specific departments, roles, and

responsibilities. However, we are encouraged that many of our recommendations will be received well by city of Healdsburg leadership since there is evidence of a growing DEI lens already taking place.

Equally, we have been encouraged by the manner in which city business with the City Council is conducted. We have observed a genuine collegiality between City council members with one another and in our DEI efforts. Although interest and personal involvement varied, we see this as a foundation for more strategic and intentional changes aligned with the small, California farm town values, our DEI recommendations in this report, and further goal setting around DEI issues in the future.

# Challenges and Obstacles to Healthy Soil and Roots

*“I’m trying to move from asking people to be an ally to being in kinship with me. To be in kinship with the land. To be in kinship with each other. To understand what it means to be a relative. If your goal this evening is to include Indigenous people, then we must become visible to you.”*

--Indigenous Voices of Healdsburg Encuentro, Community Participant

There are many challenges that obstruct the ideals of Healdsburg from becoming an actuality. Residents told stories of discriminatory actions and inhospitable interactions from store owners and visitors in and around the plaza area. Residents also shared how there are pockets of Healdsburg that are welcoming and feel like home, but the plaza area was seen by many as a space that is not for Healdsburg residents. There is a tension between the burgeoning tourists and hospitality industry that has increased dramatically over the last decade and local’s desire to hold onto small town values. This leaves generational residents and new residents alike asking questions about who Healdsburg actually serves.

Events in the plaza, such as the “Tuesday in the Plaza” summer concert series, were not seen as inclusive to many residents. People commented that the music itself did not match the ethnic diversity of the community. Some members of the local Latine community shared that they had enjoyed the cumbia/banda grupo that had performed, but others shared that it was still difficult for them to attend due to the practice of residents reserving spots with their lawn chairs during the workday. The difficulty in attending the summer concerts at the plaza due to this practice was shared by other residents, as well.

There was also evidence of de facto segregation in some of the celebratory events on the plaza. The ethnic diversity of Healdsburg was not represented in either the 4th of July Kids Parade and Duck Dash, nor the Community Posada and Hannukah Celebration, although both events were well attended. We also heard from residents who said that they did not attend the Día de los Muertos event, citing a lack of personal connection to the holiday. Similar comments were made about the Equity Encuentros that we facilitated for the city of Healdsburg during our DEI assessment project. Although Healdsburg residents consistently stated that they honor diversity and community, there was a lack of European American participation in events that explored racially minoritized communities such as the Black and African American and Asian American and Pacific Islander focused encuentros. It is important to note that the Indigenous/Native Encuentro was well-attended and diverse in regard to ethnicity and age.

Of course, all events may not resonate with all people. However, it is important to illustrate the gap between the values and ideals that the city of Healdsburg purports to have with what was uncovered through our work this past year. It is essential to name these issues in order to effectively and intentionally address them in future actions by the city.

## Authenticity & Visibility

*“So what we find ourselves asking is, a people that have been here, and have been pushed to the back, and pretty much have been made invisible... is how do we take that next step? Where do we go from here? What I am hearing is, it still seems like there’s nothing here that substantiates and solidifies our presence here... There’s no buildings named for us, there’s no streets named for us, there’s no schools named for us, there’s no parks named for us.”*

–Indigenous Voices of Healdsburg Encuentro, Community Participant

*“There are Indigenous people to the area and they must be listened to first... You reach first to the local people, reach first to the local tribal leaders... I think it’s really important that the tribal leaders in this area need to be invited, be visible, and be a part of it.”*

–Indigenous Voices of Healdsburg Encuentro, Community Participant

Authenticity and lack of visibility of certain populations were mentioned as a barrier in participating in city events, as well as an absence of events for members of the community who are often mentioned as vital to the lifeblood of Healdsburg. Some members criticized the celebratory events as being inauthentic such as Día de los Muertos, or that they were not interested in cultural events that were not necessarily a part of their own heritage and family history. Although these opinions were not in abundance, it is important to name the contradiction to the idea of being a tight knit community. We witnessed this disconnect at our encuentros, as well. The majority of which were well attended with an audience of multigenerational Latine residents, as well as older European Americans. However, our programming did not attract European American families with school-age children or young professionals.

The challenge that remains for the city of Healdsburg moving

forward is how to live up to the small, California farm town values of living and learning about your neighbors and their experiences. Equally as important, is understanding the very history of the land and valuing the original stewards of the land, namely the Dry Creek Pomo and other regional tribes. Lifting up the history and storytelling of Dry Creek Pomo elders and tribal elders from Sonoma County is essential to living the shared values of Healdsburg. At our Indigenous Voices Encuentro, the lack of visibility, acknowledgement, and representation of the Dry Creek Pomo and other Indigenous peoples were raised by the panelists, and our Encuentro was embraced as a starting point for the correction of generations of invisibility and removal. We recommend that the City of Healdsburg go beyond proclamations and strive to address the dehumanizing history of the past by authentically lifting the visibility of the Dry Creek Pomo and establishing regular meetings to discuss further collaboration and shared power.

**Dignity Defined:** *The principle of dignity in organizing, engagement, and equity work refers to the intrinsic value and worth of every human being, and to words, actions, or conditions that either affirm human dignity or violate it. In schools, workplaces, and communities, dignity can be affirmed when the value of a person is recognized, validated, and honored, for example, or it can be violated when people experience indignities that undermine feelings of self-worth, when they feel patronized or stereotyped, when their identity or culture is denigrated, or when they live or work in conditions that are humiliating, degrading, or dehumanizing. ([Hicks, as cited by Organizing Element](#))*

*For Black and Indigenous people, dignity is the actionable affirmation of a person’s inviolable and sacred personhood—a quintessential value for oppressed people who have experienced centuries of dehumanization and discrimination ([Davis, 2021, as cited by Stanford Social Innovation Review](#)).*

The issue of dignity was a common theme throughout all of our encuentros. Dignity is a critical component of any equity work as it is how people embody equity or a lack of equity. When people experience a lack of dignity, for example, it affects the relationships and trust they develop with themselves, peers, leaders, and community. While a lack of dignity can be experienced at the individual level, it can also be understood at the institutional level in the form of social dignity (e.g., racism), economic dignity (e.g., low wages, unaffordable housing), political dignity (e.g., disempowerment), and legal dignity (e.g., absence of legal protection) ([Hicks, as cited by Organizing Element](#)).

In Healdsburg we saw many of these aforementioned dignity classifications simultaneously overlap as Healdsburg residents experienced the effects of low wages and unaffordable housing by a majority of Latine and indigenous Healdsburg residents. One particular Latine mother explained her frustrations in the following manner:

*“One of my kids just graduated high school and my other kid is beginning high school. My biggest dream is for my kids to have their own room. Their whole lives they have been sharing a room. When they were little it was easier but they are older and it is very difficult.. My husband works 3 jobs and I have 1 job. I have never been able to take my kids to vacation. When will we leave poverty? ... My dream is for my kids to be viewed and treated like their [city and government officials’] kids.”*

–Spanish Language Cafecito, Healdsburg, Community Participant

At one of our Youth and Family encuentros, we saw a young resident shed tears due to the continuous microaggressions experienced from people not saying his name correctly. At one point he mentioned that it was too difficult and painful to ask people to say his name correctly and resorted to anglicizing his own name. Another young person recalled her experiences going to high school and witnessing “Confederate Wednesdays” where some high schoolers would wear confederate clothing/attire and drive up and down one of the main arteries of Healdsburg (from Big John’s market to Healdsburg High School) flying the confederate flag. At another Encuentro a community member recalled her experiences working for the city of Healdsburg and painfully disclosed many of the microaggressions she experienced as a leader of color in Healdsburg, including finding a noose in her car. One of the many things that stood out from her testimony was a critique about how leaders of color are often not trusted to lead in Healdsburg, ***“You have to actually believe that people of color can lead effectively.”***

The overlapping lack of indignities (i.e., economic, racial, social, etc.) experienced by Healdsburg is a cause of concern. Many residents shed tears describing these social aggressions, a sign that repair, healing, and trust building trust was needed in Healdsburg. Yet, the critique also points to where repair is needed and where there are opportunities for growth. For Healdsburg to grow in a healthy manner, these indignities need to be acknowledged and addressed as they are central to not only the city’s DEI aspirations, but the citywide aspiration of being a small tight community. Furthermore, it is important to recognize what it means to be a leader of color in Healdsburg. Leaders of color in Healdsburg are experiencing overlapping hardships that include racialized historical trauma, high cost of living, daily stress, in addition to fulfilling their occupational duties. To borrow an example from another field, oftentimes students that experienced hardships have the capacity to be the brightest leaders as their equity sensibilities are sharp (Duncan-Andrade, 2022).

## How can we harness the hardships experienced by Healdsburgers in a way that creates leadership opportunities in service of DEI?



# Lack of Affordability and Low Wages

Item 5.a

*“I did not return to the field (grape fields) because the salary is very low. And another thing, I’m old now, unfortunately for older people there isn’t much work anymore. It’s the first thing they notice that you’re old... They say ‘you are no longer of service.’ But I was of service for a very long time. I served plenty. I left all my youth in those lines. Those tractors with so much smoke...they gave us on the nights that we were working. I did serve. But now they say I am no longer of service.”*

—Labor Days Encuentro: Migrant and Service Community Experiences in Healdsburg, Community Participant

*“My husband works in construction. He has worked many jobs...We all work in the hotels, we clean their houses, and we prepare the food for their table, we all cooperate. We all need a dignant life, because we are paying the price to live here. We love Healdsburg but it is very expensive. We can’t pay the rent.*

—Labor Days Encuentro: Migrant and Service Community Experiences in Healdsburg, Community Participant

Stemming from multiple encuentros and our focus group hosted by the Healdsburg Chamber of Commerce, a huge obstacle raised by Healdsburg residents is the affordability of living in Healdsburg. At the top of the list is housing, which we will elaborate further throughout this report, but shopping and other living expenses were also emphasized as stressors for residents. Community members across race and class lines articulated how the down-

town area near the plaza does not have many places where working class and middle class residents can shop or dine, and that most of the spaces near the plaza are focused on serving tourists of Healdsburg. Residents spoke that there is a lack of balance between shops and restaurants serving locals and those serving visitors, and the disappearance of diverse wares that were once prevalent in Healdsburg like many other small cities and towns of its size.

The issues related to labor are linked to the issues of housing. Healdsburg is experiencing a vortex of low wages and high cost of living creating deep seeded frustrations for its residents. In all of our encuentros the issue of housing and labor were prevalent. Many of the participants described their frustration as a lack of dignity. The lack of dignity for working class or non-working residents is a prevalent equity issue in Healdsburg that needs to be addressed. While this section will focus on the labor issues, they also affect the housing issues in Healdsburg.



**We recommend that the city of Healdsburg hold job fairs and forums where Healdsburg business owners and residents can gather to:**

- De-mystify seasonal job opportunities.
- Offer training and network opportunities.
- Discuss union job opportunities.
- Provide safety protocols.
- Disseminate job opportunities.
- Connect skill sets to job opportunities.
- Hold labor forums.

We recommend that the City Of Healdsburg create a mission statement that clearly articulates that the values of diversity, equity, and inclusion are central to the core values of the Healdsburg community. Economic/labor inclusivity and housing inclusivity will continue to be relevant in the foreseeable future. The city of Healdsburg would benefit from placing these issues front and center of their aspirations. Addressing and alleviating the problems created by housing and labor is critical as it is where residents are most likely to experience the fruit of dignity.



*“Good evening.. I would like to make a comment about this housing proposal because I think it’s fabulous to think that all human beings can have a decent home to live in...mainly because, well, we have children here for the future we are people who work for Healdsburg to grow but sadly I say this because we are people from the community who are involved here and sadly we come to speak to the City we come to speak with our hearts we come knocking on doors and we are the first people who get told “there is nothing for you” ...”it is not possible” ...they tell me there is no longer a place, there is no opportunity. I feel sad to have to move to another place. What can I do? How can I have the opportunity to even just rent an apartment?”*

– Living Together: Housing and Planning for a Better Future Encuentro, Community Participant

*“We’ve lived in Healdsburg most of our lives...our children were born and raised here... and now that they have finished college and they are professionals and they’d like to come back... and for example one of them wants to teach in Healdsburg but he can’t afford to... so he’s looking for a job somewhere else...Why? because he just can’t afford to live in Healdsburg even at a teachers starting wage at the high school. He can’t afford it. So, I think that, yes, definitely we need to keep it extra low-income, low-income, middle-income, but let’s keep in mind those young professionals that want to help Healdsburg keep progressing and keep growing.”*

–Living Together: Housing and Planning for a Better Future Encuentro, Community Participant

*“I was born and raised in Healdsburg but all my friends live in Santa Rosa and Windsor because unless you inherited or have a lot of money you can’t have a home here.”*

– City of Healdsburg Employee, Interview

The City of Healdsburg is a highly sought destination for tourists. It has a vibrant economy fueled by retail, highly rated restaurants and luxury lodging that contributes to the tax base which ensures that the city can provide high quality municipal services to its residents but increases home values and makes the community unaffordable for long-term residents. Since the inception of ALLP’s DEI efforts in the community, it became apparent very quickly that housing was a major point of contention in the community. The Healdsburg housing market is such that it is not only inaccessible to the area’s agricultural workers who are amongst the most vulnerable individuals in the community but also to middle class individuals like city workers, teachers, and first responders who are forced to travel into Healdsburg to work and travel out to go home.

The city has been working diligently with community members and consultants on their updated Housing Element which provides up-to-date information on local housing issues, identifies housing needs, articulates a Citywide housing vision, and develops a strategy to provide a range of housing types that meet the needs of a wide variety of people living in, and looking to live in, Healdsburg. This section seeks to complement the Housing Element update by addressing housing from an equity perspective in order to assist the City’s in advancing their expressed goal of addressing the housing needs of low-and moderate-income families especially communities of color. We do this by showcasing the community’s view regarding the issue in the context of the overall work performed by LPPI as part of the DEI plan. In addition, we provide recommendations that stem directly from conversations with community members.

# Recommendations:

1. We recommend that the city of Healdsburg support the building of additional units of housing meant to house agricultural workers as part of their affordable housing strategy. If the housing is to be city owned and operated, the city should apply for state funding through project-based programs such as the Joe Serna, Jr. Farmworker Housing Grant (FHWG) program which provides financing for farmworker housing.
2. We recommend that the city of Healdsburg encourage employer owned and provided housing. The city should assist the agricultural employers with the process of permitting and certifying their units with the appropriate state agency.
3. We recommend that the city of Healdsburg promote affordable rent and homeownership through community land trusts. This strategy can assist individuals at all levels of the income scale. It can help young professionals access entry level homeownership opportunities to purchase townhomes, duplexes, fourplexes, and other such building types. In addition, affordable multi-family housing can also be provided.
4. We recommend that the city of Healdsburg explore the potential of shared housing models. For example, by promoting a program where elderly homeowners in the community can share their home with a young professional working in Healdsburg. They would share utilities, food expenses, and the younger person would help the elderly person with transportation and other needs.
5. We recommend that the city of Healdsburg continue to protect individuals from substandard housing by enforcing codes. However, we suggest that the city invest in providing assistance to individuals displaced through these enforcement actions to other units at similar price point and place.
6. We recommend that the city of Healdsburg increase their ability to help the monolingual Spanish speaking community with administrative processes related to housing. For example, provide assistance to apply for housing assistance programs like tenant-based voucher programs, etc.
7. We recommend that the city of Healdsburg expand the staff in their Housing department in order to accommodate these recommendations with special focus on recruiting additional Spanish speaking staff.
8. We recommend that the city of Healdsburg repeal the Growth Management Ordinance (GMO) (Measure H, 2020) as it is a barrier to construction of additional housing in the community.
9. We recommend that the city of Healdsburg work with the community to identify potential sources of funding for a sweat equity program. This could include the Mutual Self-Help Housing Technical Assistance Grant program which identifies Healdsburg as an eligible rural site. According to the agency, the program “[p]rovides grants to qualified organizations to help them carry out local self-help housing construction projects. Grant recipients supervise groups of very-low- and low-income individuals and families as they construct their own homes in rural areas. The group members provide most of the construction labor on each other’s homes, with technical assistance from the organization overseeing the project” (US Department of Agriculture, n.d.). While the cost of land in a constrained market like California can make such programs cost prohibitive we encourage the city to seek agricultural partners who may be amenable to donating land within (or outside) city jurisdiction for labor force housing. We contend that if the land is within Sonoma County the city could partner with them to make the program happen as it is still well within Healdsburg’s sphere of influence.

# Interest Convergence Theme

Item 5.a

*“If we are talking about In Lak’ech (i.e., You are my other me) we have to negotiate again the question of what labor is. Because right now...work is difficult because it is exploited, but the work itself, the human being, does not have to be exploited. Work can be something beautiful, something that gives us life, something that helps the community and the society when it is not exploited.”*

–Labor Days: Migrant and Service Community Experiences in Healdsburg, Community Participant

*“A lot people in this room really talked about home ownership and being part of the community. In the late 70s and 80s...We build a lot of sweat equity homes. Where people were proud of their work, after work, and on the weekends and visualize their future being built one step at a time, one board at a time.”*

–Labor Days: Migrant and Service Community Experiences in Healdsburg, Community Participant

In addition to the challenges posed by the vortex of low wages and high cost of housing, we also heard examples of where the interests of one sector could create opportunities in another sector to benefit residents. For example, the creation of sweat equity homes came up in various encuentros as an opportunity for interest convergence. Sweat equity homes refer to a community partnership where the community partners with future homeowners to build an affordable home.

Another example of interest convergence was between the labor and environmental sectors. A panelist participant brought up the example of a partnership in the Russian River where labor workers were paid higher wages to dig up highly flammable trees, thus creating job opportunities for workers while addressing environmental concerns specific to Sonoma County. Similarly, the issue of disaster pay was brought up as an opportunity to pay workers on the front lines to be compensated for working through natural disasters or to be compensated when they cannot work. The labor conversations were challenging, but they revealed the nature of the wounds experienced by Healdsburgers.

- We recommend that the city of Healdsburg focus on creating interest convergence opportunities where the city staff partners with residents to address local issues collectively.
- We recommend that the city of Healdsburg create housing equity opportunities where the city can partner with future homeowners to build their own homes through sweat equity projects.
- We recommend that the city of Healdsburg partners with a Latine based organization such as Corazón Healdsburg and its clients to commission a muralist that can paint the experiences of laborers in Healdsburg (see example below; artist info found here). While artistic representation does not solve the issues experienced by laborers, it does create visibility and recognition of the hard work and value that the laborers bring to Healdsburg.



## Labor Days - Celebrations of Workers

The need to celebrate the laborers of Healdsburg was a passionate sentiment generated from the Youth Encuentro. Healdsburg youth specifically asserted that farm workers and hospitality workers were not recognized for their labor, and that the city of Healdsburg has many celebrations, but none for those who contribute to such a vital part of the economic lifeblood of Healdsburg. Thus, we recommend that the City of Healdsburg add seasonal celebrations for different labor groups who are often overlooked and unrecognized. These celebrations can also dovetail with our recommendations for seasonal job fairs, suggestions that were generated from our Labor Encuentro and focus groups.

## Eliminating Silos

A high priority area for the city to lead in terms of DEI work is toward addressing and eliminating the silos that have naturally developed over time with organizations and community groups who have a natural affinity and relationship with many of the DEI recommendations that follow in this report. Healdsburg is a small town and we believe that should work to its advantage by looping together groups who have a connection to specific DEI goals that will be generated from this report. A strategic effort to increase fluidity and cohesion between groups such as the rotary clubs, local schools, youth development organizations, faith-based organizations, local non-profits, and businesses would increase the impact and effectiveness of the city towards their DEI goals. Like most people in our current American culture, Healdsburgers are incredibly busy with work, family life, volunteering, and more. However, we believe that focused meetings that highlight the intersection between Healdsburg community serving groups and specific DEI goals will be appreciated by those groups. The city may even consider ways to incentivize groups in coming together in order to increase collaboration and participation.

Our attempt to work with youth of HUSD in regards to this DEI project was unsuccessful and illustrated the difficulty in breaking through the barriers of institutional silos. There was a willingness to meet and discuss such collaborations, but it was difficult to put into place new ways of being and relating to one another in the short time that we had to do so. The traditional roles, responsibilities, and expectations seemed to be too much to overcome, which returned us back to the status quo and silos.

We also saw a lack of consistent collaboration and participation from schools throughout the Encuentro process, regardless of the outreach and interconnectedness of the content of the Encuentro with the educational goals, mission, and vision of the institutions.

# Outreach and Increasing Democratization

Building off the idea of increased communication and collaboration toward specific DEI goals, we also recommend a targeted effort to increase outreach and democratization toward DEI goals. City Council meetings and committee structures are traditional methods for civic engagement, however, new methods are required for an ever evolving community.

Our first Community Encuentro was a cafecito format that we held for the Spanish speaking community of Healdsburg. Due to the successful methods utilized and authentic relationship forged by Corazón Healdsburg staff, our cafecito was the best attended Community Encuentro by far. In addition, the benefits of the cafecito were seen later during Phase 2 of our time in Healdsburg as the Spanish speaking Latine community consistently participated in our Equity Encuentros. It is evident to our team that the alternate community forum space that we help

create in partnership with the city of Healdsburg and Corazón Healdsburg has potential of increasing democratic participation that could lead to more authentic and impactful solutions for achieving DEI goals, as well as being responsive to community needs as they evolve.

We would also recommend working collaboratively with local schools to replicate the cafecito model, especially during morning drop off or early dismissals. Our encuentros did not attract many parents of young children outside of the Latine community. However, in conversations with Healdsburg Unified School District and The Healdsburg School personnel, we believe that community outreach towards DEI goals at schools would be received well with the partnership of educational institutions. We also believe that cafecitos could be replicated at the Healdsburg Senior Center to increase accessibility and civic engagement for seniors.

## Abandoning Hierarchical Relationships for Collaborative Approaches

We have been encouraged by the DEI actions implemented by the city of Healdsburg over the past year. This illustrates that there is tremendous potential to transform how the city staff and leadership can best meet the needs of Healdsburg residents. To that end, we recommend a commitment to work more collaboratively in all aspects of city work.

Although flow charts of leadership and work structures exist to help organizations function, hierarchical relationships and culture stand in direct opposition to equity and inclusion. During our time working with different parts of the city and community, we heard city council members say that the city staff work for them. We have seen evidence from the survey that we administered to city personnel that there are significant equity gaps in

how employees feel appreciated for additional labor for DEI purposes, as well as an opportunity to increase sentiments of safety to express their opinions about DEI issues in the workplace. Employees perceive a disconnect between city leadership and the rest of the workforce as it pertains to DEI. There is a feeling that the city's efforts in this realm are very top down and the ordinary employee is not considered or included.

In order to be a driving force to make Healdsburg a model community in terms of diversity, equity, and inclusion, we feel that investing in building a collaborative and transparent culture is essential. Thus, we recommend hiring external consultants who can lead in that work for all city staff and city council members alike.

# The Tree Trunk & Lower Branches

## Creating and Strengthening DEI Structures and Practices in Healdsburg

Simultaneously to nurturing and cultivating the soil of equity in Healdsburg, it is critical that structures and practices be put into place by the city in order to achieve the aspirational goals of a community that values one another. As stated earlier, there are significant gaps in how the city has functioned that must be addressed by using an equity lens. We were also able to recognize the work that has already begun towards being more in-

clusive civil servants for the residents of Healdsburg. City employees themselves recognize that DEI issues and barriers exist and are eager to address them in order to be more impactful for all members of the community.

In this section, we outline the path forward in creating structural change that will help Healdsburg elevate towards its lofty goals as a community where everyone belongs.



# The Creation of City of Healdsburg Staff Positions

For Healdsburg to commit to its values, a Director of Equity and Community Outreach (DECO) along with a specific budget for DEI priorities and goals will be essential, as well as the establishment of a Multicultural Center with staff. The city has relied on external partnerships such as Corazón Healdsburg, as well as other non-profit organizations, as a stop gap measure when working with specific populations in the community. Throughout our work in the community the past year, we consistently heard a conflation and confusion coming from Latine residents regarding Corazón Healdsburg. When asked about city events or services that they participated in or found helpful for their family, Latine residents named events and services that were established or provided by Corazón Healdsburg. A similar conflation happened during our Equity Encuentros. Some residents thought we were city employees when they interacted with us during the events.

We saw extensive examples of how the Corazón staff effectively and authentically built trusting relationships with the Latine community through direct outreach, being able to speak Spanish, and a keen cultural understanding of those whom they serve. The positive impact on the lives of many Latine families by Corazón Healdsburg is a model for how the city of Healdsburg could move forward in providing services for a rising demographic in the city and region.

Thus, it is critical to establish permanent staff positions and a physical center that is designed to cultivate authentic relationships with Healdsburg residents who have felt alienated or disengaged from interacting with city personnel who are there to serve them. Hiring staff with qualifications and sensibilities such as the Corazón staff can help the city of Healdsburg have a more direct understanding of the pulse of the Latine community. In addition, hiring Latine/bilingual/bicultural staff can align communication between the city of Healdsburg and its under-represented sectors, help disseminate information, and help diversify city staff. Finally, when thinking about hiring bilingual and bicultural staff, it is important to create “cluster hires” (4-5 simultaneous hires) so that new bilingual/bicultural staff feel supported and encouraged to enact the recommendations in this report.



# Director of Equity and Community Outreach

The Director of Equity and Community Outreach (DECO) will serve a dual role that will address both internal DEI issues and goals for city of Healdsburg employees and external community outreach. It was apparent from the data that city of Healdsburg employees desire training (see below) when it comes to DEI issues. The DECO will oversee the prioritization and implementation of training for staff. In addition, there is a need to establish DEI initiatives and goals in collaboration with all departments in order for equity gaps to be identified and addressed with intentionality.

The DECO will also need to develop a plan for recruitment and retention of staff that mirrors the diversity of the community and region. This includes creating new hiring criteria that reflects lived experience in Healdsburg and working with the diverse racial, ethnic, and vast socioeconomic range found within Healdsburg. In addition, the DECO will oversee the creation of taskforces that includes members of the Healdsburg City Council, relevant city personnel, and community members to establish equity criteria for new businesses to Healdsburg, as well as an additional task force for establishing DEI criteria for naming and dedication of future city projects that reflect the historical impact and representation of community members who have been systemically underrepresented.

We imagine that this new position can work closely with the Sonoma County Director of Equity to ensure fidelity and alignment with DEI county policies and emerging issues that impact Healdsburg residents.

## Center for Multicultural Services and Staff

In order to have a more effective and efficient way of communicating with the large Spanish speaking community in Healdsburg, and other emerging cultures and languages, we believe the city of Healdsburg should develop a multicultural center that is housed within the Community Services/Parks and Recreation department. During our time speaking with community members, communication in Spanish about local events and services provided by the city was consistently shared as a need for many Healdsburg families. We also consistently heard the need for a common calendar of different local organizations for events in the city during our Community Encuentros. Although we are aware the city of Healdsburg does have such a calendar, the issue is more about how that information is shared with the community. The creation of a multicultural center with a director and staff, will be a clear signal to the community where events, activities, and information exist in multiple languages.

We also recommend that the director and staff of the

multicultural center be bilingual in English and Spanish as a starting point with the potential of adding other cultural and linguistic representation as the center and the community evolves. The multicultural center does not necessarily need to be in its own building at the start, however, we would encourage it to be housed in space that is easy to access for residents who would utilize the services provided. We would also recommend that transportation be provided for those who may have accessibility issues. In addition, we recommend that the Center for Multicultural Services dedicate a family space where young people and their families can buy affordable food and clothes. We have found that this is not necessarily the case, we believe the multicultural center would be a clear action by the city to address the misinformation, misperceptions, and miscommunication. In essence, it could be a clearinghouse space for information, while simultaneously being a collaborative space for planning across systems and organizations within the community.

## Center for Multicultural Services Director

The Corazón Healdsburg staff has proven to have a model for how to engage and serve the growing Latine population in Healdsburg, and we believe that the existing partnership that the city has with this organization will support the development of the center, director, and staff. We also suggest some specific equity targets and priorities for the center staff beyond connecting with Healdsburg residents regarding services, events, and activities. Parents in HUSD have been effusive in their praise towards the community outreach coordinators, and we believe that the city could tap into something similar in order to authentically connect with young families, especially Latine families and other community members of color.

The multicultural services director should have the responsibility and task to organize non-profit organizations, organizations that provide services to youth, families, and the elderly who work and serve Healdsburg residents. There are many different groups working with families, youth, and the elderly but there is no centralized space for information to be gathered and shared beyond online or social media. Thus, there is a perception that there is no coordination between organizations and the city, and although we



## City Staff/Employees

*“I wish this wasn’t just a report that the city was doing to check the box because the work you did to get people there [encuentros] seemed genuine but the city didn’t seem genuine.”*

– City of Healdsburg Employee, Interview

*“I grew up in Healdsburg and I’m brown so I know I can’t be myself 100 percent or I won’t get promoted.”*

– City of Healdsburg Employee, Interview

During phase one of our efforts a survey was administered to city staff. Initial findings from the survey were presented to the Mayor and Council during the December 5, 2022 council meeting. There we highlighted several themes that emerged as a result of initial analysis of survey findings. During the final phase of the study we also reached out to staff members that indicated that they would be amenable to a potential interview and/or focus group with ALLP as part of the DEI initiative. These interviews were meant to round out context and supplement the information gathered in our baseline survey. It is of note that while there were several employees that indicated a potential willingness to participate in an interview when filling out the survey only three staff members actually sat down for interviews. Multiple efforts were made to engage them with city management sending out multiple emails on our behalf. In addition, personal follow-up emails were sent to all those who indicated interest. It became apparent very soon that employees were concerned about the potential consequences of their participation in the study.

While the survey provided more evident anonymity a one-on-one interview felt much more exposing to them. Two of the three participants were home for their interview with one of them atesting that they had gone home for their interview because of a fear of retaliation for their involvement.

Several issues became clear themes of the interviews. First, as with the survey, issues around Spanish language translation were revealed. The city of Healdsburg provides a stipend to those employees that can sit for and pass a Spanish assessment. Howev-

er, not all employees receiving the stipend get relied upon for their services equally. There is variability in the abilities of the individuals that can pass the assessment, and while some can navigate a conversation with a resident seeking services, they are not able to read or write. Therefore, when there is a need for a document translation not all employees receiving the stipend get this extra workload. One of the interviewees shared that there is an employee in another department that they can “call 24/7” to help with translations. This individual does not work in their department, yet they care deeply about the work carried out by the interviewee. This employee probably receives the bilingual stipend offered to employees, however, they are receiving more requests for assistance than other employees who also receive the stipend creating inequity in the very system meant to create equity. All three employees expressed various levels of optimism that this effort would bring about meaningful change. One respondent stated that they were optimistic that the community had pushed for these efforts and that they appreciated the current window of opportunity but that they were concerned that “... not taking advantage of the opportunity of this moment will cause it to pass and then nothing come of it” another respondent was much more skeptical stating “I don’t have faith...I think they’ll shelve it [the report].” Finally, employees were happy that this effort was born from the bottom up. Two of the three expressed gratitude for organizations like Corazón Healdsburg for pushing the city in a direction where an effort like this would be possible. They expressed feeling supported as city employees and felt that they personally benefited from Corazón’s advocacy in the broader community.

# DEI Training for City Staff/Employees

The survey showed that a potential meaningful way to get employees more involved in DEI and increase understanding is through training and other professional development opportunities. According to the survey, city of Healdsburg employees are interested in all of the training categories presented to them in the survey, these include; “age equity in the workplace,” “class equity in the workplace,” “(dis)ability equity in the workplace,” “gender equity in the workplace,” “race equity in the workplace,” “ethnic/cultural equity in the workplace,” and “implicit bias in the workplace.” However, “race equity in the workplace,” “ethnic/cultural equity in the workplace,” and “implicit bias training” received an overwhelming majority of the interest from employees. There was a subset of employees that were not interested in DEI training. This subset constituted a minority of respondents and there is a potential that the answer is tied to the time component referenced previously. In order to address this issue, the city might implement incentives for completing training and incorporate it into the potential for growth and promotion structure.

The interviews also highlighted training and professional development as a potential opportunity. One employee suggested that training would be welcome but that everyone had to be included. It was their view that training is useless if the city will only include directors and middle management and not individuals working in jobs like maintenance and other lower-level jobs.

## Recommendations:

1. We recommend that the city of Healdsburg provide staff with quarterly DEI related training.
2. We recommend that the city of Healdsburg provide monetary incentives (stipend) for employees who attend DEI related training.
3. We recommend that the city of Healdsburg incorporate DEI training into the potential for growth and promotion structure.
4. We recommend that the city of Healdsburg provide additional stipends to employees who are repeatedly tasked with translating documents and other materials for the city.

## City Staff Hiring Practices

The survey, interviews, and community input highlighted several potential strategies that the city could implement to be more inclusive in their hiring practices within City Hall. DEI is an important consideration when it comes to service delivery and policy decisions that are made at all levels. They are also critical to recruiting, retaining and engaging an effective local workforce.

## Recommendations:

1. We recommend that the city of Healdsburg take into account experiential learning (lived experience) as valuable in hiring practices.
2. We recommend that the city of Healdsburg work to remove barriers to entry into their workforce for historically marginalized groups (e.g. provide virtual interviews, remote working opportunities, create partnerships with local community colleges to recruit your workforce).
3. We recommend that the city of Healdsburg support and encourage the formation of affinity groups within their workforce.
4. We recommend that the city of Healdsburg support employee leaders and other residents of color need to be supported through cluster hires so that they are not working in cultural isolation.

# Mentoring Programs for Youth

*“We need to get a mentor program going. We really need to connect people with our lower income minorities even upper income. We need to mentor our youth to know what is possible...If you look who we attract here it’s because we are a good city and we have good services. If we can just attach that to our youth...This is something we can do.” -*

-Is the Dream Alive in Healdsburg? Contemporary and Historical Experiences of the African American Community in Healdsburg, Community Participant.

We recommend that the City of Healdsburg invest further towards a mentoring partnership between the city of Healdsburg, the business community, and Healdsburg Unified School District. The mentorship program can help young people demystify what it takes to be a small business owner or hold a city position for example. Here is another interest convergence opportunity. The city of Healdsburg could benefit from increasing its bilingual personnel in all the various city sectors. Mentoring young bilingual candidates into a mentorship program would tap into the rich diversity and linguistic diversity that Healdsburg already possesses. We also encourage the city to facilitate, or find outside facilitators, to engage the youth of Healdsburg regarding the type of mentoring programs that they believe would be the most beneficial to their futures.

# DEI Workshops for Youth

We believe the city should continue to develop relationships with school systems and youth-oriented organizations by hosting events that will cultivate youth voice, agency, and civic engagement. The new established Director of Equity and Community Outreach will oversee the implementation and facilitation of DEI and civic engagement workshops, programming, and projects, which should include but not be limited to, local history provided by Healdsburg elders, experts in youth participatory action research, as well as diversity, equity, and inclusion. Working with local schools and youth organizations is also encouraged.



# Encuentros - Community Education and Increased Democratic Participation

One of the objectives for establishing a series of Equity Encuentros was to gauge the community interest regarding issues of diversity, inclusion, and belonging. We were encouraged by the response to the five spring encuentros and believe this type of community learning to be essential in fostering Healdsburg community values. However, there were some glaring gaps that were evident regarding who attended the encuentros.

Further community learning events should continue to be sponsored by the city of Healdsburg in partnership with local organizations, schools, community groups, and businesses in order to increase the representation of European American families with young children. We also believe that participation for community learning events will increase by having the city personnel and local groups organizing, facilitating, and producing these opportunities for Healdsburg residents and neighbors rather than an external consultation firm that is not local. We also believe that this work should be consistent throughout the year and in conjunction with local holidays and celebrations, as well as intentional forums around DEI goals and other critical community issues that would benefit from more democratic

participation. Finally, these events should be streamed online as much as possible for the purposes of outreach and equity for residents and neighbors who may not be able to attend in person for a variety of reasons.

In addition to encuentros, we recommend that the city of Healdsburg provide authentic learning experiences for youth, as well as professional development learning opportunities for educators. These events should be hosted in partnership with local education and youth development organizations, and center local Indigenous, Latine, Black/African-American, Asian American/Pacific Islander elders, educators, residents, and scholars. This would include but not be limited to Healdsburg Unified School District, St. John's the Baptist Catholic School, The Healdsburg School, The Boys and Girl Club in Healdsburg, and Corazón Healdsburg. We imagine that these learning sessions could be co-constructed between city of Healdsburg personnel and the local groups.

Our recommendation is that the responsibility for organizing encuentros/community learning events be the responsibility of the director and staff for the new Center for Multicultural Services.

---

## City of Healdsburg Personnel Recruitment and Retention

We believe that recruiting and retaining a diverse workforce for the city of Healdsburg will be buoyed by a robust and progressive DEI plan. Prioritizing and operationalizing these recommendations will contribute to creating a space where people of color feel safe, appreciated, and included. A full time Director of Equity and Community Outreach, along with establishing a Center for Multicultural Services and staff will allow Healdsburg to compete with Santa Rosa and other cities in Sonoma County who have traditionally had more linguistic, cultural, and racial diversity in their public service departments, especially at the leadership level.

Furthermore, we believe that some of our recommendations for youth such as DEI programming, mentorship, and educational programs will serve as a pathway for Healdsburg youth to find careers as city employees.

# The Higher Branches & Blooms

## Aspirational DEI Goals in Healdsburg

This section is focused on the long-term goals and planning that will be needed for Healdsburg to be a leader in California in regards to truly being a place where everyone belongs.

The branches and blooms of the tree are directly impacted by the foundational and structural work that is outlined earlier in this report. Fore-

casting this far out is not a science, it is aspirational.

We expect that the ideas in this section will evolve with time, community input, and shifting priorities. However, we believe that the following ideas can help shape the policies and vision for Healdsburg in five years time.



# Old Town Healdsburg Arts and Cultural Center

Item 5.a

One of our most aspirational recommendations is for the city to acquire land near or adjacent to the plaza that can be developed into a space to celebrate the small, California farm town history and values that nearly all of the people we interacted with during our DEI work, identified as a key part of what they love about living in Healdsburg.

A majority of Healdsburg residents that we spoke to throughout this process described a tension between being a city that is attractive to tourists while remaining a place that serves and centers the local residents. Furthermore, concerns were raised that the plaza area is on a trajectory that caters only to tourists given that the shops, restaurants, and other businesses are quite expensive. We believe that developing a cultural and arts center that is connected to the history and culture of Healdsburg would be a step towards bringing balance to the downtown area in terms of local and tourist activity and engagement. The Old Town Healdsburg Arts and Cultural Center could also be a permanent home for the Center for Multicultural Services if needed. We imagine that “old town” Healdsburg can be represented by rotating local farmers and farmworker vendors selling locally grown produce and other fare such as homemade tortillas, tamales, pies, cobblers, etc. Residents have voiced frustration and concerns with accessibility and inclusion within the current structure of the Healdsburg farmer’s market. Indigenous communities have expressed a desire to make and sell their artifacts given that they felt excluded and outpriced in the current farmer’s market structure. Thus, a space that is permanent where seasonal workers can have an opportunity to earn income, while promoting one of the most foundational elements of Healdsburg would be an excellent opportunity for creating a balance between what serves locals and what serves visitors.

In addition, we recommend that a space be created in the cultural and arts center that encapsulates the indigenous roots and culture of Healdsburg and other historically marginalized and racially minoritized groups, in collaboration with the Healdsburg

Museum and Historical Society. At our encuentros, the lived experiences and history of racially minoritized groups such as the Native and Indigenous, Black and African American, and Asian American communities were highlighted. Local experts and residents alike expressed that these forums were the first time that such a spotlight had been given to these groups. Furthermore, at the Indigenous Voices Encuentro, a lack of visibility and permanence in Healdsburg spaces was emphasized. This was shared by Latine community members who were consistent participants at the encuentros. A cultural and arts center that tells both the history of people of color in Healdsburg, as well as a space to emphasize the contemporary experiences is critical to the values and roots of the city. Exhibits that center the Dry Creek Pomo history, culture, and knowledge are particularly important since the city is on their original land. Educational spaces for community learning events and encuentros could also be valuable in breaking down structural barriers between different demographic groups as a part of the work for the center.

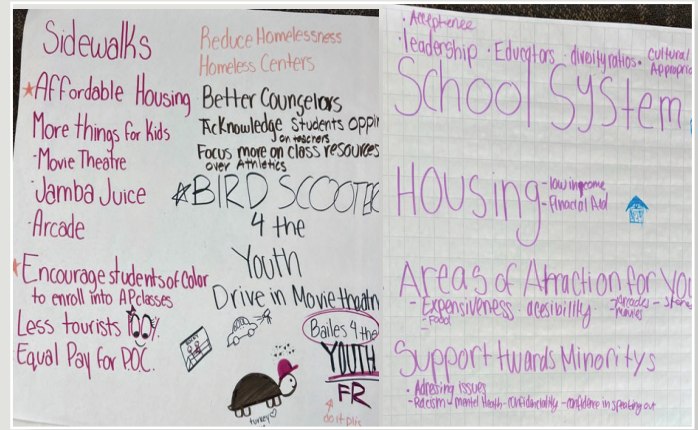
We also imagine an arts space that centers on local youth artists, as a critical component to the project. At our youth Encuentro at Healdsburg High School, local youth expressed their frustration in finding anything in the city that is accessible or engages them. The lack of affordability in terms of shopping and entertainment, not only in the plaza area, but throughout Healdsburg was an overwhelming issue. Healdsburg youth expressed the lack of affordability to do simple things like shop for clothes, buy food, enjoy an ice cream, and be a kid. Creating a vibrant art and cultural center with activities for youth would be a step towards addressing the alienation that many youth feel when walking through their hometown. Small performance and gallery spaces for shows that center youth culture could be a way to engage more youth. Local theater productions, poetry slams/readings, musical performances, graffiti art exhibitions and classes, are just a few potential ways the arts and cultural center can be used.

## Investment As Opposed to Charity

There is an abundance of philanthropy in the North Bay and a spirit of giving with many folks we spoke to during our time embedded in Healdsburg. As Healdsburg becomes more authentically integrated in the future, there is a possibility to grow partnerships between businesses and the city to directly invest in city DEI priorities. This may include incentives to create a collaborative environment where skills, food, goods, and other resources can be exchanged in lieu of strictly financial donations. A robust mentorship and jobs program could be the benefit of this type of collaboration. Community bonds and relationships would also thicken by having more direct connections between city services, Healdsburg businesses, and residents.

# Healdsburg Youth

It is important to make explicit that young people bring an abundance of wisdom and creative energy that if organized, can help the city identify equity gaps. Moreover, tapping into the creative expertise of young Healdsburgers can help the city “see” into the future for what is needed to help young people thrive in Healdsburg. In almost all of the poster boards we collected at our Youth Encuentro, the Housing issue was a top priority for youth. Here we see how the issues that parents are dealing with are also front and center of young people’s stressors. Yet in spite of the difficult issues that young people brought up, they produced a wealth of ideas that serve as inspiration for our recommendations.



## Mentoring Programs for Youth

*“We need to get a mentor program going. We really need to connect people with our lower income minorities even upper income. We need to mentor our youth to know what is possible... If you look who we attract here it’s because we are a good city, we have good services. If we can just attach that to our youth... This is something we can do.”*

—Is the Dream Alive in Healdsburg? Contemporary and Historical Experiences of the African American Community in Healdsburg, Community Participant.

We recommend that the City of Healdsburg invest in a mentoring partnership between the City of Healdsburg, the business community, and Healdsburg Unified School District. The mentorship program can help young people demystify what it takes to be a small business owner or hold a city position for exam-

ple. Here is another interest convergence opportunity. The City of Healdsburg could benefit from increasing its bilingual personnel in all the various city sectors. Mentoring young bilingual candidates into a mentorship program would tap into the rich ethnic and linguistic diversity that Healdsburg has.





## Activities and Sports Programs for Youth

We also recommend that the City of Healdsburg eliminate the fees for young people to participate in city sports and activities. Many students and families reported that it is cost prohibitive for more than one family member to play sports.

- We recommend that the city of Healdsburg explore partnering with local entrepreneurs to establish a movie theater that shows current movies, bowling alley, and arcade.
- We recommend that the city of Healdsburg invest in recreational fields and parks. Many youth mentioned the need to fix existing parks and the need to update infrastructure such as adding lights to parks.

## Bilingual Community School

Youth wellness is of critical importance to any thriving community. During our time embedded in the community, we heard youth, parents, and community members share with us aspirations for how to better serve the youth and families of Healdsburg. For example, the need for a dual immersion bilingual (or multilingual) school that honors the linguistic diversity of Healdsburg was a common theme in many of our encuentros. We also heard how important it is for the organizations who serve youth to come together in order to share information, plan, and collaborate with one another in a way that is intentional, strategic, and maximizes the resources, gifts, and talents in the community.

We recommend that the city of Healdsburg create a partnership with HUSD to promote the creation of a dual immersion multilingual community school. Community schools have been utilized throughout the nation as impactful ways to address specific needs for youth and families. According to

Dr. Pedro Noguera (2016),

Each community school partnership is a network of school faculty and staff, parents, and organizations within the community, working together to assess and respond to the various needs of the school's students through social services, physical and mental health services, extended-day educational services and adult education programs.

Community schools are not bound by the traditional school day parameters, and can be spaces for whole family learning, job training, and mentorship programs that can be directly aligned with the DEI goals of the city and our earlier recommendations. With decreasing student enrollment figures in small towns in north Sonoma County, reimagining how school sites can serve the entire community beyond the weekday time window of 8am-4pm could be a key development for transforming Healdsburg into a more equitable city.

### Some areas that can be addressed with a community school approach include:

- Parent Advocacy Groups
- Youth Advocacy Groups
- Establishing a Bilingual/Multilingual Culture in Healdsburg
- Indigenous Language Support
- Indigenous Language Teaching
- Indigenous Workshops (we recognized a strong indigenous artisan community)
- Bicultural/Bilingual Programming
- Community Asset Sharing between various demographic groups in Healdsburg
- Arts Programming (e.g. Ballet Folklorico, Mariachi, Indigenous Dancing)
- Hub for Community Collaborations

While the creation of a dual immersion community school may, on the surface, seem outside the scope of a city's duties, the creation of dual immersion bilingual school is central to the city's DEI initiatives and overall cultural wellness. Here is another example of interest convergence. The city of Healdsburg needs culturally responsive bilingual teachers and leaders to help address the growing demographic shifts and DEI aspirations within Healdsburg. The city of Healdsburg is fortunate to have a large demographic of Latine bilingual youth with the linguistic and cultural assets needed to help the city thrive. Healdsburg's aspirational goals depend on its capacity to invest in the cultural wealth of its youth and community. Achieving this aspiration will not be easy, but we are reminded of the seventh-generation principle that asks leaders to think about how their decisions today will affect communities seven generations into the future. We recommend City officials partner with Healdsburg Unified School District and other lo-

cal educational institutions to create and sustain a formidable conversation around dual language immersion until a dual language school comes to fruition.

Creating a multilingual community school could alter how Healdsburg interacts and supports immigrant families and diverse languages. Bilingual schools create an atmosphere where the language and, thus, the culture of immigrant families are honored and valued. In a dual immersion language immersion program, the cultural gifts that immigrant families bring hold status and are indispensable traits for survival, cultural brokering, and learning an additional language for English-speaking and non-English-speaking children. Creating a dual immersion school can also help create and amplify the dignity factors described earlier in this report. A dual immersion school can support the city's DEI efforts by providing culturally relevant programming and dignity-reifying projects needed in Healdsburg.

---

## Youth Advisory Board for the City Council and City Staff

The city of Healdsburg should establish a Youth Advisory Council that will meet regularly with the Healdsburg City Council and the city managers in regard to DEI issues. The Director of Equity and Community Outreach will work in collaboration with Healdsburg Unified School District, The Healdsburg School, and St. John's the Baptist School to create criteria for youth applications and appointments. This could include, but not be limited to participation in DEI workshops and civic engagement projects hosted by the city.

# Conclusion

*“Authentic help means that all who are involved help each other mutually, growing together in the common effort to understand the reality which they seek to transform. Only through such praxis — in which those who help and those who are being helped help each other simultaneously — can the act of helping become free from the distortion in which the helper dominates the helped (Freire, 2016, p.3).”*

We have been honored to work in the Healdsburg community for the past year. These recommendations have been a process of co-construction that has blended our experience and expertise with the wisdom and lived experiences of so many wonderful people in the greater Healdsburg community. We see much potential for Healdsburg to become a place that does not simply tolerate the many forms of diverse people, cultures, and identities that make up the individuals that work in live the city, but becomes a community that has genuine respect, interest, and compassion for all the uniqueness that makes it such a special place for so many people. We have outlined a plan that begins with shared California farm town values and challenges the city to live up to those values. In order for any of these recommendations to work, it is critical that the city of Healdsburg be committed to transparency and authenticity in how issues and services are communicated, debated, and reconciled.

We have heard enthusiasm toward the work we have done in community with the various groups and people whom we have collaborated with the past year in Healdsburg. However, as we have come to the conclusion of this project, we have also heard doubt, skepticism, and cynicism from generational Healdsburg residents that anything will change. These feelings are well earned by generations of alienation, marginalization, and lack of visibility and representation.

There is still a shadow of fear and chill that envelops Healdsburgers to speak frankly about inequities, segregation, discrimination, and race. We have heard stories from residents of color who have encountered retaliation and alienation in the workplace for speaking freely on these issues. We understand this intimately, since our own interactions and experiences during this process have unearthed unease, discomfort, and microaggressions toward DEI work in contemporary Healdsburg.

In order to truly transform Healdsburg, the initial steps that we have outlined in this report are fundamental. Bold leadership is required for Healdsburg to reconcile with its past and embrace the inequities and inequalities of the present. Critical self-reflection and humility are essential. This includes trusting those in the community to lead in ways where current and traditional leadership have fallen short and bringing segments of the community together in a consistent and intentional way that allow the community and cultural wealth of Healdsburg to flourish. Like most towns, cities, and communities throughout the United States, Healdsburg needs to heal together and build trust to live up to its own aspirations. We sincerely hope that work is shared amongst all the people, and that the difficult process of cultivating the soil and roots of Healdsburg leads to the strong structure, and beautiful blossoms for the seven generations to follow.

# References

Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. *Human relations*, 61(8), 1139-1160.

Davis, A.M. (2026, April). Dignity is the Bedrock for Workplace Belonging. *Stanford Social Innovation Review*.

[https://ssir.org/articles/entry/dignity\\_is\\_the\\_bedrock\\_for\\_workplace\\_belonging#](https://ssir.org/articles/entry/dignity_is_the_bedrock_for_workplace_belonging#)

Duncan-Andrade, J. M. (2022). Equality or equity: Toward a model of community-responsive education. Harvard Education Press.

Freire, P. (2016). *Pedagogy in process: The letters to Guinea-Bissau*. New York: Bloomsbury.

Morgan Mural Studios (2023, June). Mural Celebrating the Farmworkers of Napa Valley. <https://morganmurals.com/mural/grape-pickers-of-napa-valley-mural/>

Organizing Engagement. (2023, July 7, 2023). Dignity. <https://organizingengagement.org/principles/dignity/>



# DEI Recommendations

## Youth



These recommendations are connected to DEI experiences centered on youth.

Recommendation item	Priority Level	Action
DEI Educational Experiences	Short Term	The city of Healdsburg will organize educational events for local youth, in collaboration with educational institutions and youth organizations in Healdsburg, to learn about the diverse history of people of color in Healdsburg from community elders and other local elders who have been gifted with that history and/or lived experiences.
Youth Mentoring Program	Mid Term	We recommend that the City of Healdsburg invest further towards a mentoring partnership between the City of Healdsburg, the business community, and Healdsburg Unified School District. The mentorship program can help young people demystify what it takes to be a small business owner or hold a city position for example. We also encourage the city to work with local youth to discover the type of mentoring program that is most desired.
DEI Workshops for Youth	Mid Term	The city should provide youth workshops and events that are aligned to the DEI goals of the city in order to increase civic engagement and participation.
Eliminating Fees for Youth Activities and Sports	Long Term	The City of Healdsburg should eliminate the fees for young people to participate in city sports and activities. Many students and families reported that it is not affordable to pay for more than one family member to play sports.
Youth Advisory Board for the City Council and City Staff	Long Term	The City of Healdsburg should establish a Youth Advisory Council that will meet regularly with the Healdsburg City Council and the city managers in regard to DEI issues. The Director of Equity and Community Outreach will work in collaboration with Healdsburg Unified School District, The Healdsburg School, and St. John's the Baptist School to create criteria for youth applications and appointments.
Task Force for Bilingual School	Long Term	The city of Healdsburg should create a task force with the local school district to promote the need for a Bilingual School. The Healdsburg community needs bilingual teachers, workers, and leaders. A bilingual school would create capacity for that vision to be a reality.
Youth Programming at Healdsburg Arts and Cultural Center	Long Term	After the creation of the Healdsburg Arts and Cultural Center (see Labor and Community Recommendations for description), the city of Healdsburg can provide youth programming such as youth theater productions, art shows, dance performances, graffiti art shows, poetry slams, and other youth cultural events.

# DEI Recommendations

## Labor & Community



These recommendations center laborers, workers, and community DEI issues.

Recommendation item	Priority Level	Action
Labor Days	Short Term	Create seasonal events at the plaza that honor specific laborers who have historically been invisibilized, such as farmworkers, hospitality workers, hotel workers, home service industry workers, etc.
Seasonal Job Fairs and Forums	Short Term	Collaborate with the Healdsburg Chamber of Commerce and its members to create job fairs and forums for seasonal workers. City sponsored job fairs and forums would create local opportunities to: demystify seasonal jobs, offer training and network, discuss union jobs, provide safety protocols, disseminate job information, connect skill sets to opportunities, discuss labor issues.
Encuentros & Cafecitos	Short Term	Increase democratic participation and civic engagement by continuing the community learning opportunities established in our Equity Encuentros. Continue intentional and targeted listening sessions such as cafecitos at schools, the senior center, places of worship, and other community spaces. The responsibility of organizing and producing encuentros should fall to the new Multicultural Director and Staff. Until those positions are established, the Parks and Recreation department in conjunction with local organizations could be the responsible parties.
Professional Development for Educators	Short Term	The City of Healdsburg will organize professional development events for local educators, in collaboration with educational institutions in Healdsburg, to learn about the diverse history of people of color in Healdsburg from community elders and other local elders who have been gifted with that history and/or lived experiences.
Investment in City Parks Facilities	Short Term	We recommend that the City of Healdsburg invest in recreational fields and parks. Many of the students mentioned the need to fix existing parks and to add lights to parks.
Encuentros	Short Term & Mid Term	Further community learning events should continue to be sponsored by the city of Healdsburg in partnership with local organizations, schools, community groups, and businesses in order to increase the diversity of representation.
Eliminating Silos Between Key Organizations	Mid-Term	Establish regular common interest group meetings with key organizations and institutions that are aligned with DEI goals and priorities.
City Manager and HUSD Leadership	Short Term & Mid Term	The Healdsburg City Manager and Healdsburg Unified School District Superintendent should meet monthly to discuss common interests and build partnerships for the future.
Interest Convergence Strategy with Healdsburg Community	Mid-Term	We recommend that the city of Healdsburg focus on creating interest convergence opportunities where the city staff partners with residents to address local issues collectively.
City Commissioned Art and Murals	Mid-Term	We recommend that the city of Healdsburg, in collaboration with local affinity groups (e.g., Dry Creek Pomo and Corazon Healdsburg), partner together to create murals that honors the history of indigenous people and the experiences of laborers in Healdsburg.
Establishing Family and Youth Centered facilities	Mid-Term	We recommend that the city of Healdsburg explore partnering with local entrepreneurs to establish a movie theater that shows current movies, a bowling alley, and an arcade.

# DEI Recommendations

## Labor & Community



These recommendations center laborers, workers, and community DEI issues.

Recommendation item	Priority Level	Action
Old Town Healdsburg Arts and Cultural Center	Long Term	<ul style="list-style-type: none"> <li>The city of Healdsburg should establish an old town arts and cultural center that represents the story of the land and the original stewards of the land, the Dry Creek Pomo.</li> <li>The cultural center should be home to the communities that have helped build Healdsburg, yet have lacked representation and visibility. Specifically, we believe this should be a place that illustrates the diverse history and contemporary lives of local tribes, as well as the Latine, Black/African-American, Asian-American/Pacific Islanders, and other minoritized, racialized, and marginalized communities.</li> <li>“Old Town” Healdsburg can be represented by rotating local farmers and farmworker vendors selling locally grown produce and other fare such as homemade tortillas, tamales, pies, cobblers, etc.</li> <li>We also recommend establishing an arts space that centers on local youth artists, as a critical component to the project. Creating a vibrant art and cultural center with activities for youth would be a step towards addressing the alienation that many youth feel when walking through their hometown.</li> <li>Small performance and gallery spaces for shows that center youth culture could be a way to engage more youth. Local theater productions, poetry slams/readings, musical performances, graffiti art exhibitions and classes, are just a few potential ways the arts and cultural center can be used.</li> </ul>
Local Investment Strategy	Long Term	<p>Healdsburg should consider the possibility of growing partnerships between businesses and the city to directly invest in city DEI priorities. This may include incentives to create a collaborative environment where skills, food, goods, and other resources can be exchanged in lieu of strictly financial donations.</p>

# DEI Recommendations

## City Staff



These recommendations center city staff, personnel, and structures.

Recommendation item	Priority Level	Action
Eliminate Hierarchical Working Relationships	Short Term	Invest in building a collaborative and transparent culture. We recommend hiring external consultants who can lead in that work for all city staff and city council members alike.
Mission Statement	Short Term	Create a mission statement that clearly articulates how the values of diversity, equity, and inclusion are central to the core values of the Healdsburg community. The mission statement should address local concerns found in this report such as housing and labor inclusivity, including issues of dignity.
Bilingual Stipend	Short Term	We recommend that the city of Healdsburg provide additional stipends to employees who are repeatedly tasked with translating documents and other materials for the city.
DEI Training	Short Term	We recommend that the city of Healdsburg provide staff with quarterly DEI related training.
Training Stipends	Short Term	We recommend that the City of Healdsburg provide monetary incentives (stipend) for employees who attend DEI related training.
Promotion	Short Term	We recommend that the city of Healdsburg incorporate DEI training into the potential for growth and promotion structure.
Director of Equity and Community Outreach	Mid-Term	Create a director position inside the city of Healdsburg that focuses on the internal work of ensuring more equitable practices within city departments, as well as focusing on creating more authentic opportunities for civic engagement and access to services for BIPOC communities and other groups who have been traditionally alienated and marginalized. This new position should also include a budget for city of Healdsburg staff training, equity events, and other essential resources required to meet DEI goals established by the city council and city leadership.
Center for Multicultural Services and Staff	Mid-Term	Establish a multicultural center, housed within the Community Services/Parks and Recreation department, with a director and staff bilingual in Spanish and English. The multicultural center will be a central hub for community events, activities, and information to be provided in multiple languages.
Center for Multicultural Services Director	Mid-Term	<ul style="list-style-type: none"> <li>The director of multicultural services will establish DEI priorities and equity targets for the center with the Director of Community Services and Director of Equity and Community Outreach.</li> <li>They will oversee the staff of the center and establish DEI training for their staff that aligns with the goals of the center.</li> <li>The director will also coordinate and facilitate meetings with non-profit organizations, youth organizations, families, and the elderly who work and serve Healdsburg residents to establish alignment in terms of services provided and DEI goals.</li> </ul>
Affinity Groups	Short Term	We recommend that the city of Healdsburg support and encourage the formation of affinity groups within their workforce.
Lived Experience in Hiring/Promotion	Mid-Term	We recommend that the city of Healdsburg take into account experiential learning (lived experience) as valuable in hiring practices.
Removing Barriers for Entrance to City Workforce	Mid-Term	We recommend that the city of Healdsburg work to remove barriers to entry into their workforce for historically marginalized groups (e.g. provide virtual interviews, remote working opportunities, create partnerships with local community colleges to recruit your workforce).
Cluster Hires	Mid-Term	We recommend that the city of Healdsburg support employee leaders and other residents of color through cluster hires (4-5 simultaneous hires) so that they are not working in cultural isolation.

# DEI Recommendations

## Housing

These recommendations center housing issues in Healdsburg.



Recommendation item	Priority Level	Action
In-Office Administration Housing Assistance	Short Term	We recommend that the city of Healdsburg increase their ability to help the monolingual Spanish speaking community with administrative processes related to housing. For example, provide assistance to apply for housing assistance programs like tenant-based voucher programs, etc.
Shared Housing Models	Short Term	We recommend that the city of Healdsburg explore the potential of shared housing models. For example, by promoting a program where elderly homeowners in the community can share their home with a young professional working in Healdsburg. They would share utilities, food expenses, and the younger person would help the elderly person with transportation and other needs.
Expansion of Housing Department	Mid-Term	We recommend that the city of Healdsburg expand the staff in their Housing department in order to accommodate these recommendations with special focus on recruiting additional Spanish speaking staff.
Repeal of Growth Management Ordinance	Mid-Term	We recommend that the city of Healdsburg expand the staff in their Housing department in order to accommodate these recommendations with special focus on recruiting additional Spanish speaking staff.
Farmworker Housing	Mid-Term	We recommend that the city of Healdsburg support the building of additional units of housing meant to house agricultural workers as part of their affordable housing strategy. If the housing is to be city owned and operated, the city should apply for state funding through project-based programs such as the Joe Serna, Jr. Farmworker Housing Grant (FWHG) program which provides financing for farmworker housing.
Community Land Trust	Mid-Term	We recommend that the city of Healdsburg promote affordable rent and homeownership through community land trusts. This strategy can assist individuals at all levels of the income scale. It can help young professionals access entry level homeownership opportunities to purchase townhomes, duplexes, fourplexes, and other such building types. In addition, affordable multi-family housing can also be provided.
Substandard Housing Code Enforcement Displacement	Mid-Term	We recommend that the city of Healdsburg continue to protect individuals from substandard housing by enforcing codes. However, we suggest that the city invest in providing assistance to individuals displaced through these enforcement actions to other units at similar price point and place.
Employer Provided Farmworker Housing	Long-Term	We recommend that the city of Healdsburg encourage employer owned and provided housing. The city should assist the agricultural employers with the process of permitting and certifying their units with the appropriate state agency.
Sweat Equity/Mutual Aid Housing	Long-Term	We recommend that the city of Healdsburg work with the community to identify potential sources of funding for a sweat equity program. This could include the Mutual Self-Help Housing Technical Assistance Grant program which identifies Healdsburg as an eligible rural site. According to the agency, the program “[p]rovides grants to qualified organizations to help them carry out local self-help housing construction projects. Grant recipients supervise groups of very-low- and low-income individuals and families as they construct their own homes in rural areas. The group members provide most of the construction labor on each other’s homes, with technical assistance from the organization overseeing the project” (US Department of Agriculture, n.d.). While the cost of land in a constrained market like California can make such programs cost prohibitive, we encourage the city to seek agricultural partners who may be amenable to donating land within (or outside) city jurisdiction for labor force housing. We contend that if the land is within Sonoma County the city could partner with them to make the program happen as it is still well within Healdsburg’s sphere of influence.