

SUPPLEMENTAL REPORTS & COMMUNICATIONS I
Office of the City Clerk

City Council of the City of Napa
Regular Meeting

September 17, 2019

FOR THE CITY COUNCIL OF THE CITY OF NAPA:

EVENING SESSION:

13. ADMINISTRATIVE REPORTS:

13.A. Workplace Culture and Employee Engagement Training Program Update.

- PowerPoint Presentation by City Staff.

13.B. Public Safety and City Hall Facilities Project, Including Buildings for City Offices, Meeting Spaces, and Related Facilities for Public Safety, General Government Administrative, Fire Station No. 1, and Public Parking.

- PowerPoint Presentation by City Staff.



Workplace Culture and Employee Engagement Training Program Update

09/17/2019

Background



City Council Priority: *Efficient & Stable Organization*

*"Your employee experience **is** your employment brand... what employees experience within an organization can directly impact the ability to hire and retain great talent."*

- Gallup, 2019



HENSON Consulting Group



- ✓ Custom Program Design
- ✓ Facilitate initial 3-day employee E3 Program cohorts
- ✓ Ongoing Coaching & Training



Energized, Empowered, and Engaged Workforce Program

E3 Program

Organization-
wide
engagement

Align vision
and priorities

Helps to
inform future
priorities

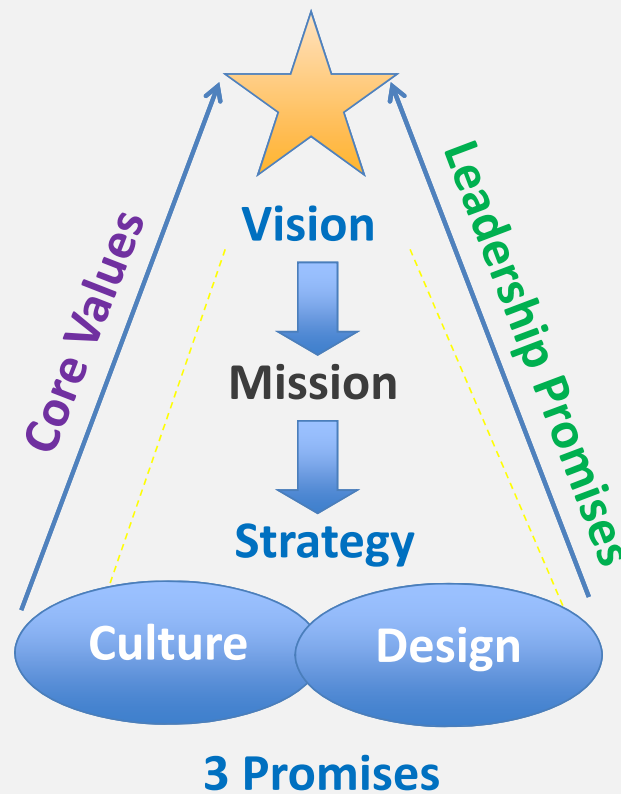
Creates
clarity

Increase
efficiency

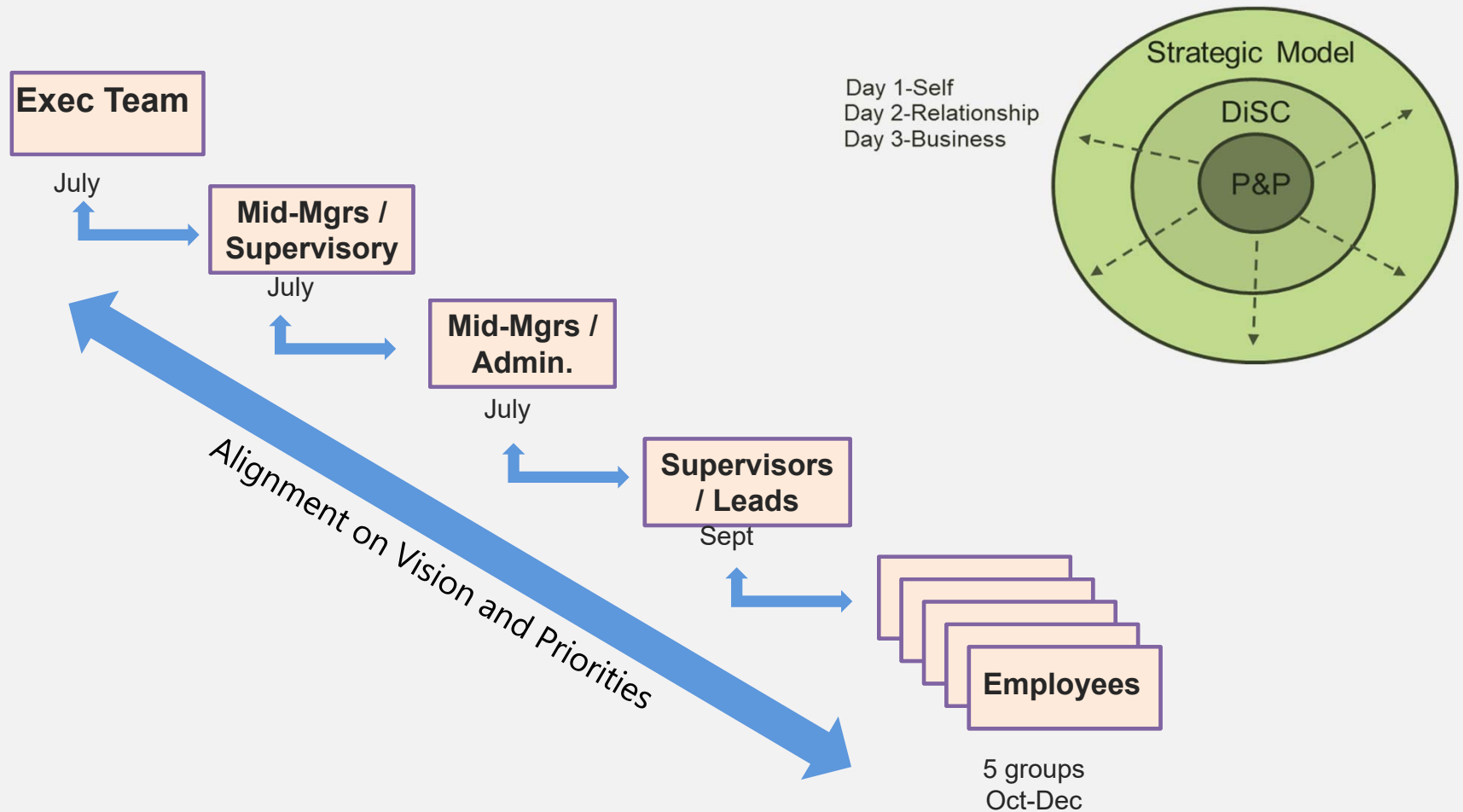
Produce
consistent
results

CEO2 Strategic Model

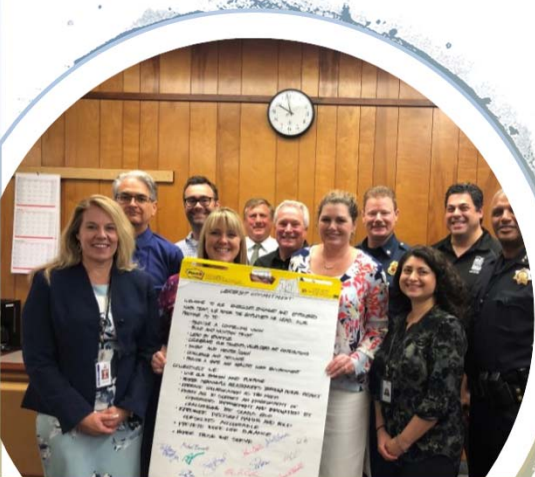
- City Council
- City Manager
- Senior Staff
- Mid-Managers
- Employees



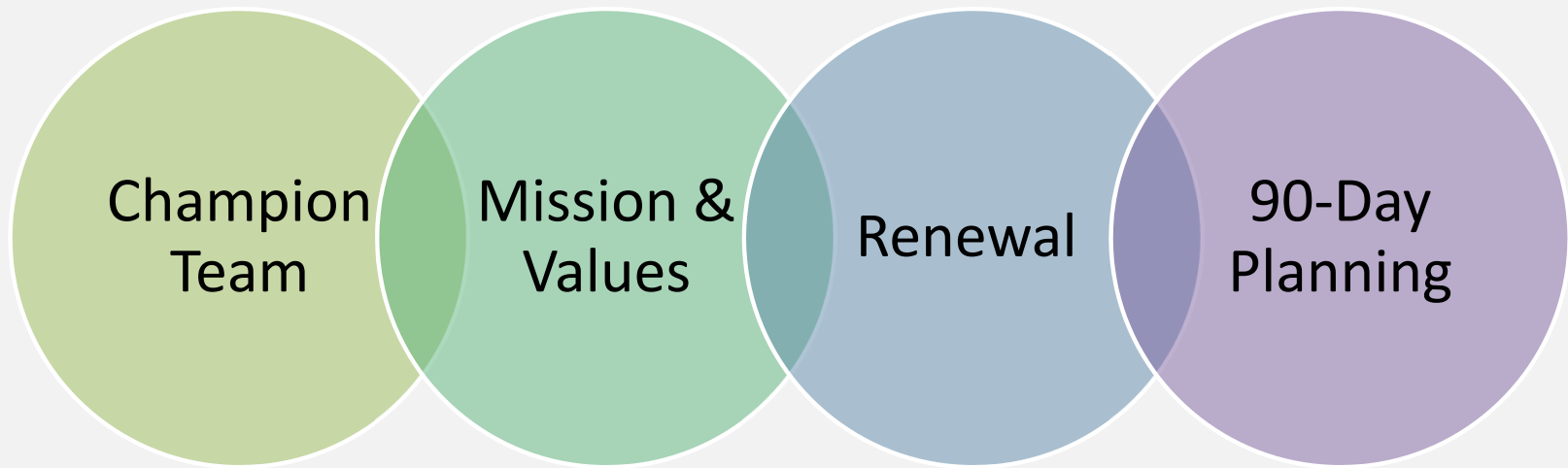
E3 Roll-out & Alignment Plan



2019 Training Cohorts



Employee Engagement



Strategic Planning through E3 Program Engagement

90-Day Action
Plans

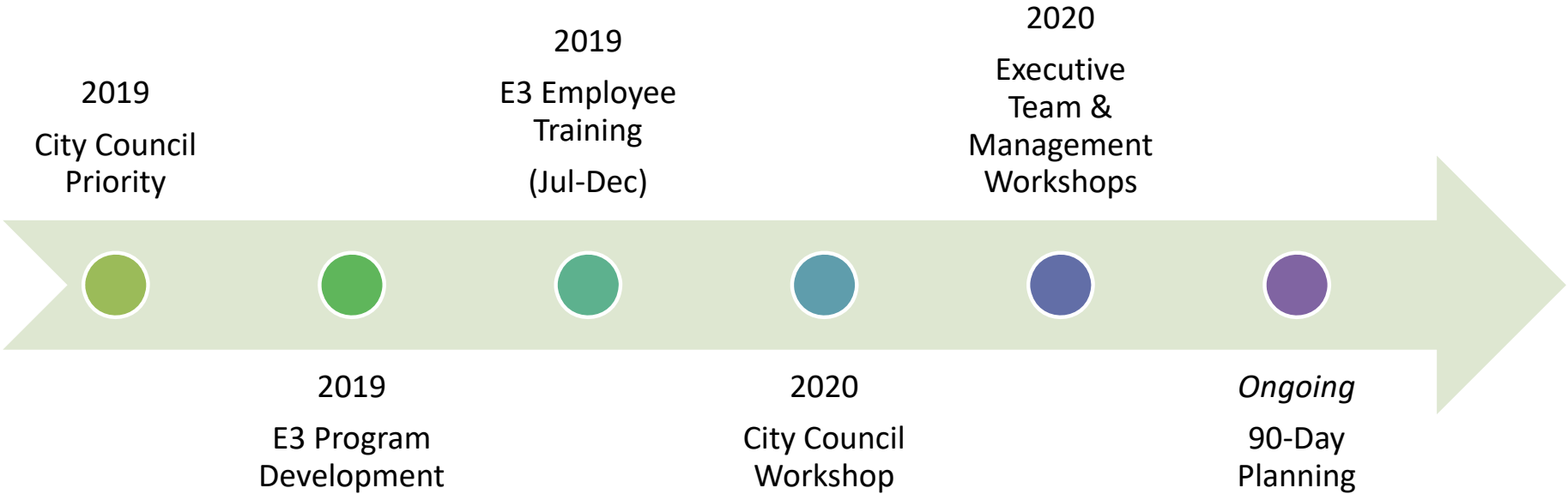


Infrastructure
Assessments
& Special Studies



Long-term
Strategic Planning

Next Steps



Energized



Engaged

Empowered

Questions?



Public Safety and City Hall Facilities Project Update

09/17/2019

Presentation Agenda

- Background
- Analysis and Findings
 - Key Considerations
 - Cost-related
- Staff Recommendations
- Next Steps
- Council Direction



Background

Project Background & Need

Current City buildings for public safety and administration:

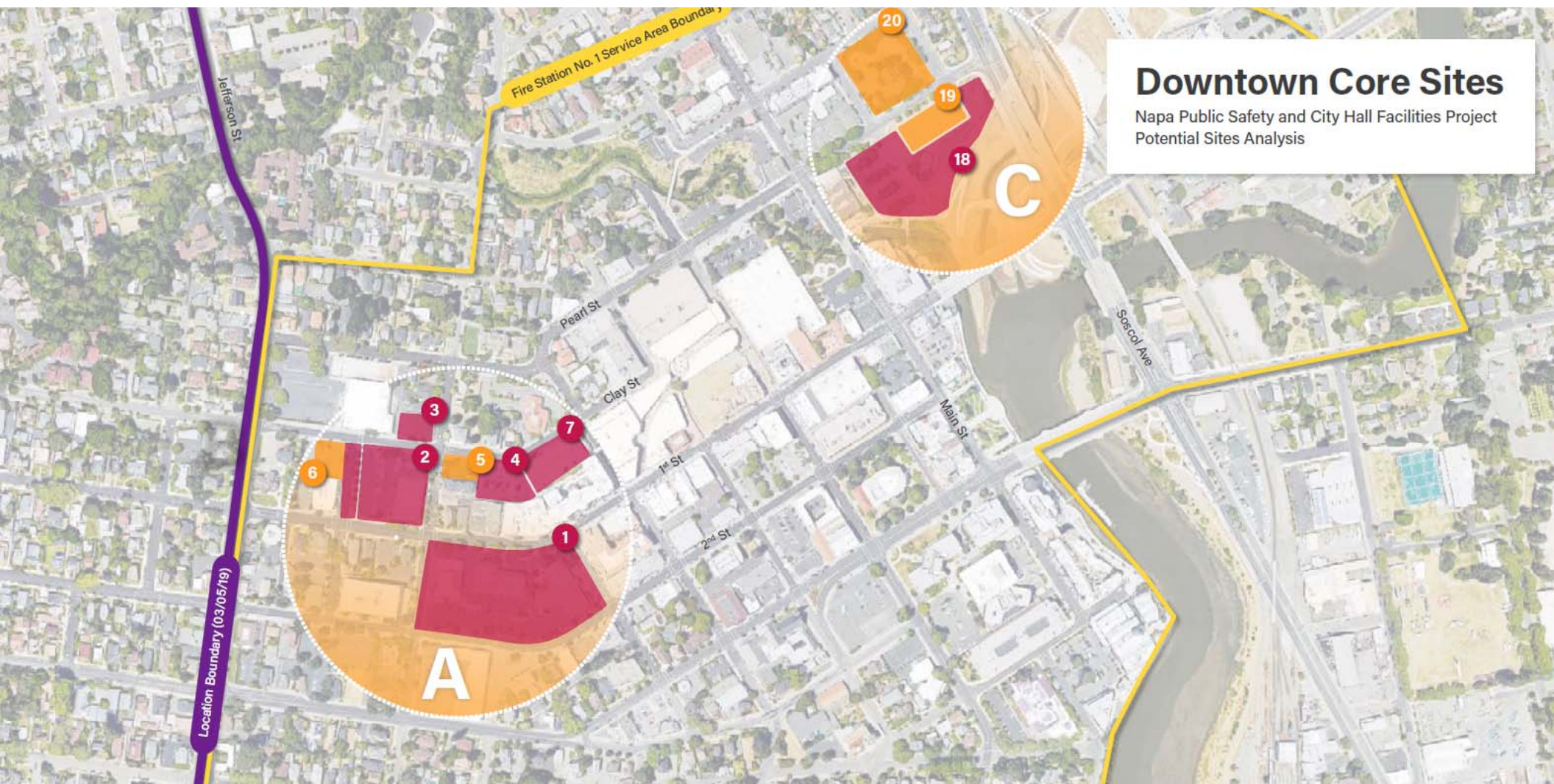
- ***Undersized and Inefficient:***
 - Continuing need to lease additional space
 - Ill-suited to City needs and **spread out** over multiple sites – impacting **day-to-day operations and customer service**
- ***Poor Resiliency and Increasing Operating Cost:***
 - City owned facilities do not meet **modern building codes** and lack seismic resiliency needed for **disaster response and recovery**
 - **Increasing cost** to operate, repair, maintain at **public expense**
 - Lack technology and **energy efficiency**

Project Goals

Confirmed / Approved by City Council on March 5, 2019

1. Provide *modern and efficient* Public Safety facilities.
2. *Co-locate* City functions for operational, energy and cost efficiencies.
3. Provide spaces designed for *collaboration and engagement* with the public.
4. Provide *customer-oriented* service counters and space.
5. Provide a modern City Council Chamber and new *public meeting* and reception space.
6. Achieve workflow efficiencies and allow *flexible design* layouts.
7. Fully *integrate technology* in work areas.
8. *Avoid expensive maintenance* and renewal work required to maintain current facilities.
9. *Promote stakeholder involvement and communication (employees and the community) throughout project planning process.**
10. *Develop a project that is within the City's financial capacity to support.**

*Added March 5, 2019



Downtown Core Sites

Napa Public Safety and City Hall Facilities Project
Potential Sites Analysis



- Identified Site: City Owned
- Identified Site: Non-City Owned
- Potential Consolidated Campus Areas

Methodology for Analysis on Site Area A and C

- In order to conduct an apples-to-apples comparison between the two site areas, the following assumptions were used:
 - The Project includes the three general uses (police, fire, and city services, along with related parking) consistent with the Updated Program
- The following criteria were analyzed:

Key Considerations:

- Flood considerations
- Time-Until-Open
- New Buildings Requirement
- Access/Egress/Traffic
- Parking

Cost-related:

- Estimated Site Preparation Costs
- Estimated Acquisition Costs
- Estimated Surplus Asset Offset
- Estimated Swing Space costs

Analysis & Findings

Comparison of Considerations for Site Areas "A" and "C"

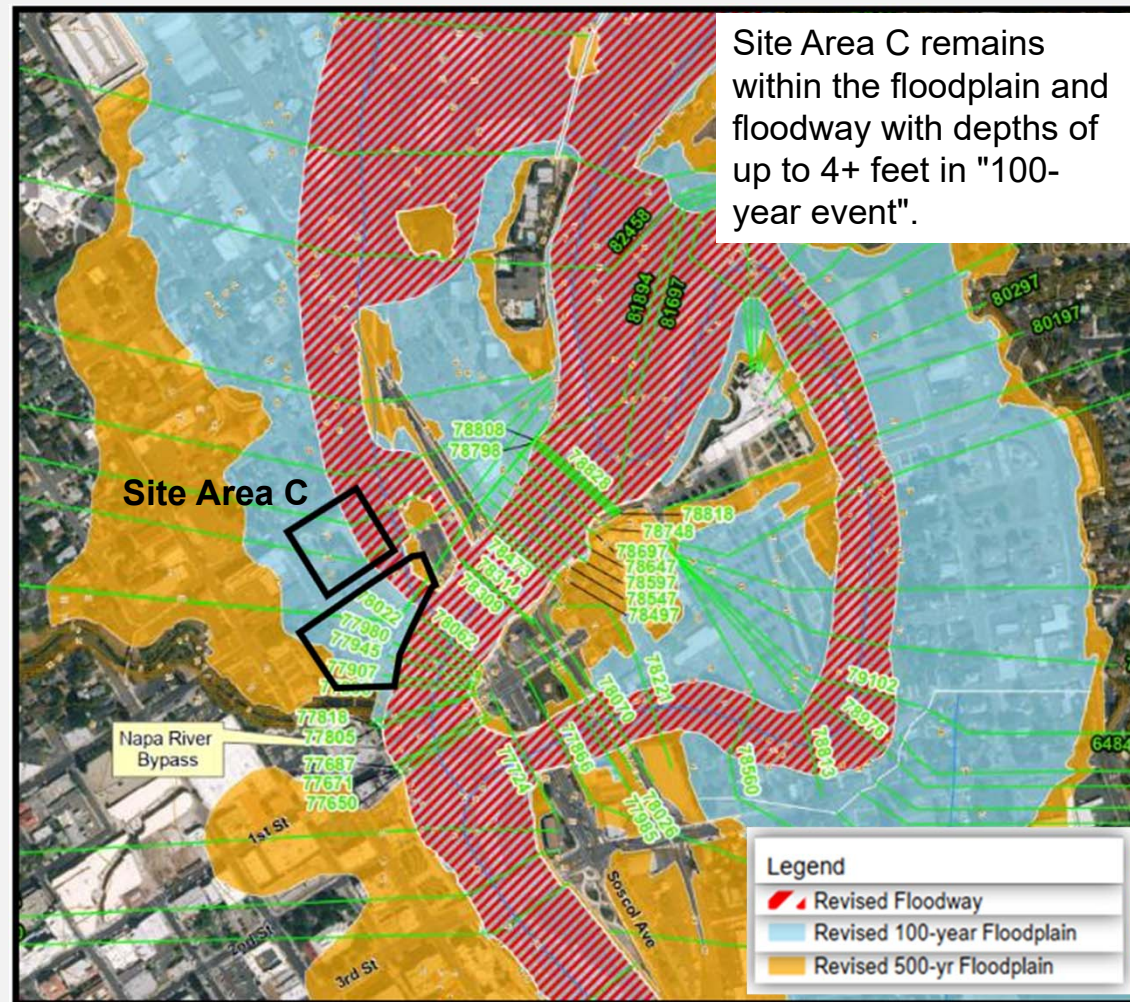
Analysis Criteria	Site Area A	Site Area C
Flood Considerations	None	Significant access issues during major flood event (with and without investment in additional flood controls)
Estimated Site Preparation Costs	(\$200k to \$300k)	(\$8m - \$30m+)
Estimated Acquisition Costs	\$0	(\$6m to \$7m) (inclusive of potential price reduction for demolition & fill)
Estimated Surplus Asset Offset	TBD	\$20m to \$24m

Comparison of Considerations for Site Areas "A" and "C"

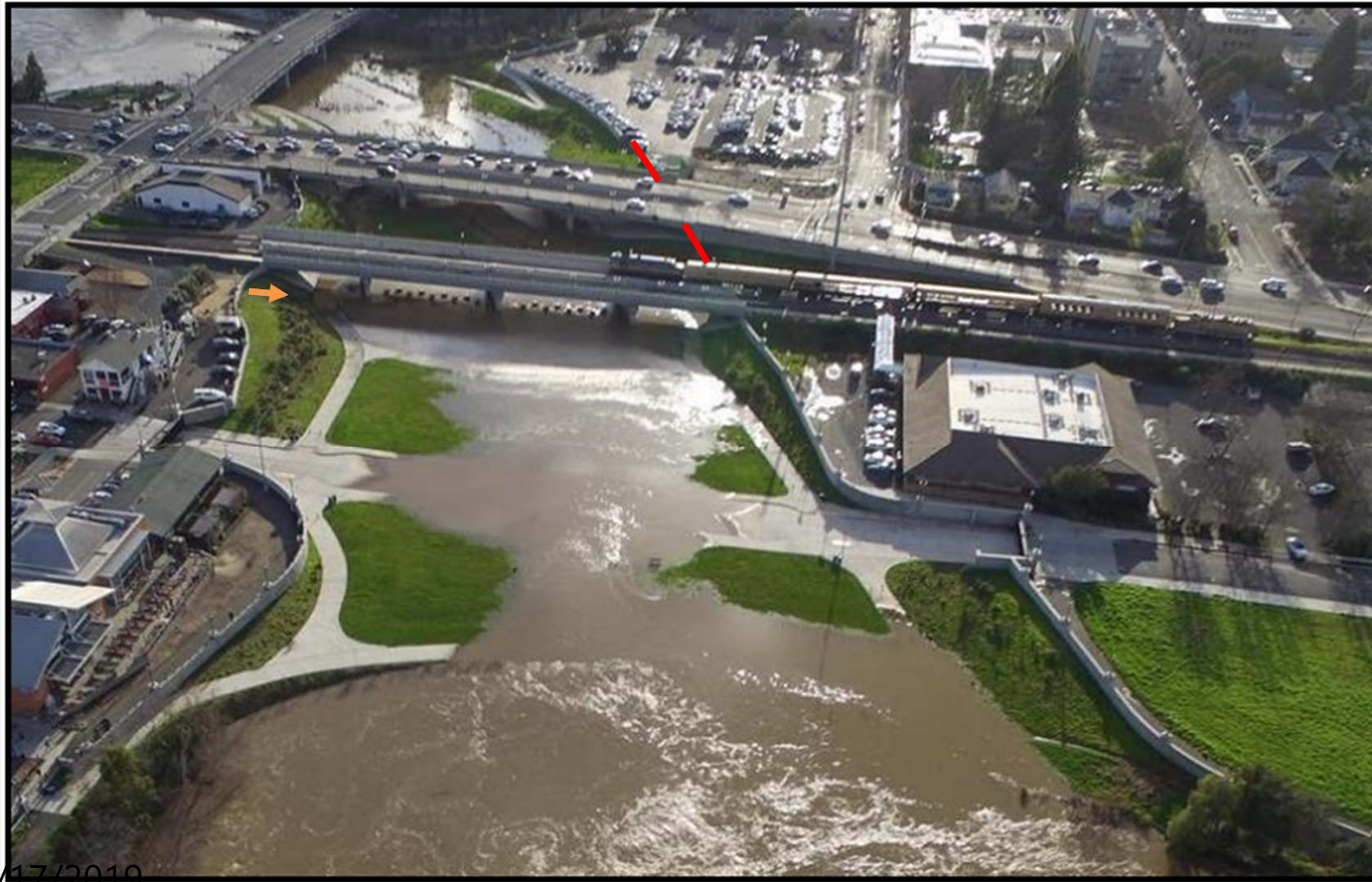
Analysis Criteria	Site Area A	Site Area C
Estimated Swing Space Costs	(\$0 - \$7.2m)	\$0
Time-Until-Open	~3 years	~5-10 years+
Requires all new buildings	No: could include some renovations	Yes
Access/Egress/Traffic	Accessible to public and to police beats	Accessible to public and to police beats
Parking	450 parking spaces	450-800 parking spaces

Flood Considerations for Site Area C

- Flood Mitigation - Public Safety & EOC vs. Private Developments
- Current Conditions – the Bypass Construction
- Future Flood Project Work –
 - North of Oxbow Floodwalls (River Flooding)
 - Potential for Soscol Pump Station (Interior Drainage Flooding)

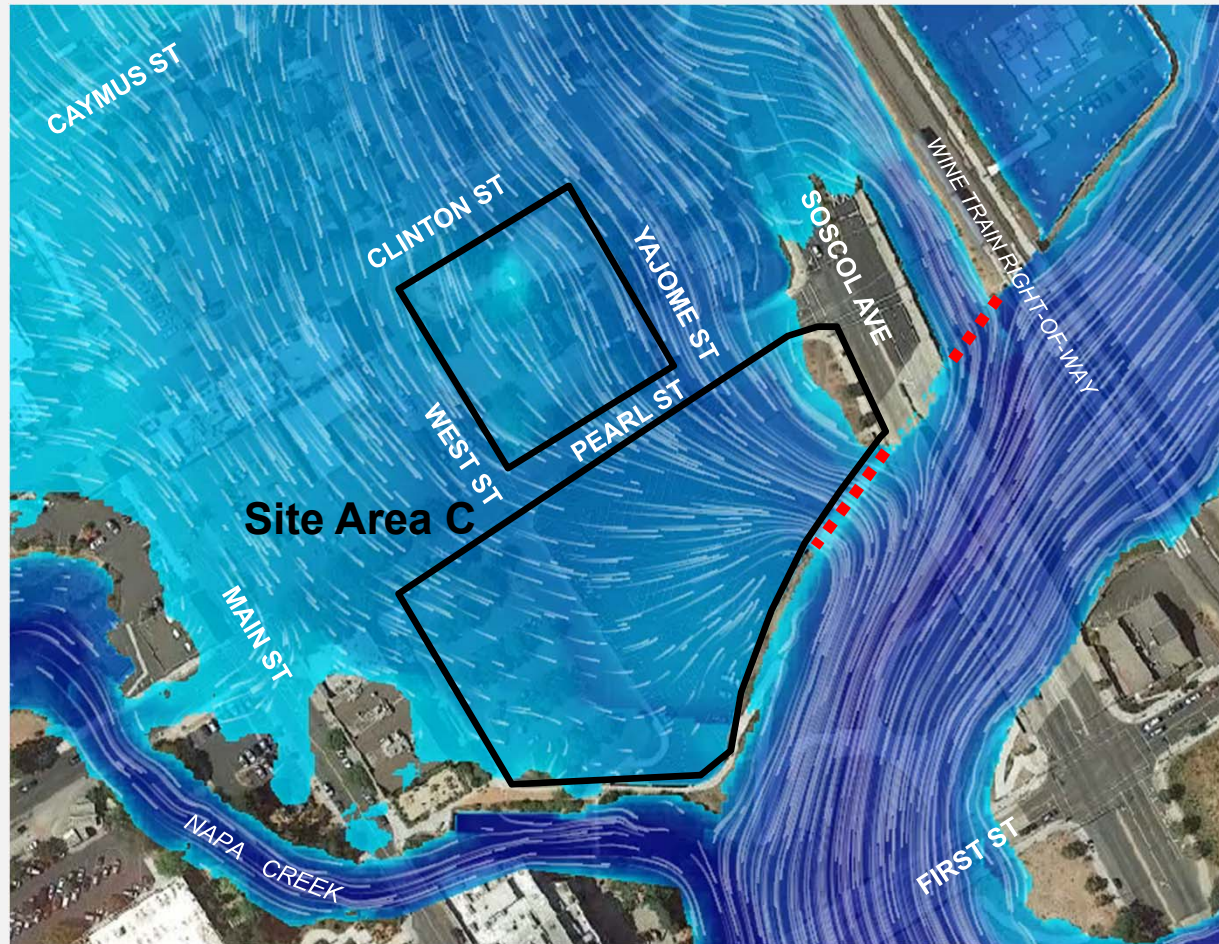


Flood Considerations for Site Area C



9/17/2019

Flood Considerations for Site Area C



Flood Considerations for Site Area C

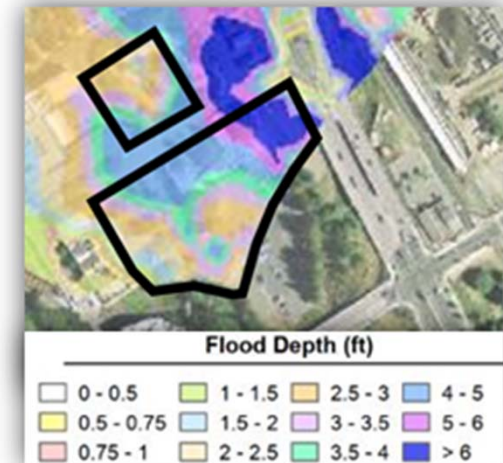
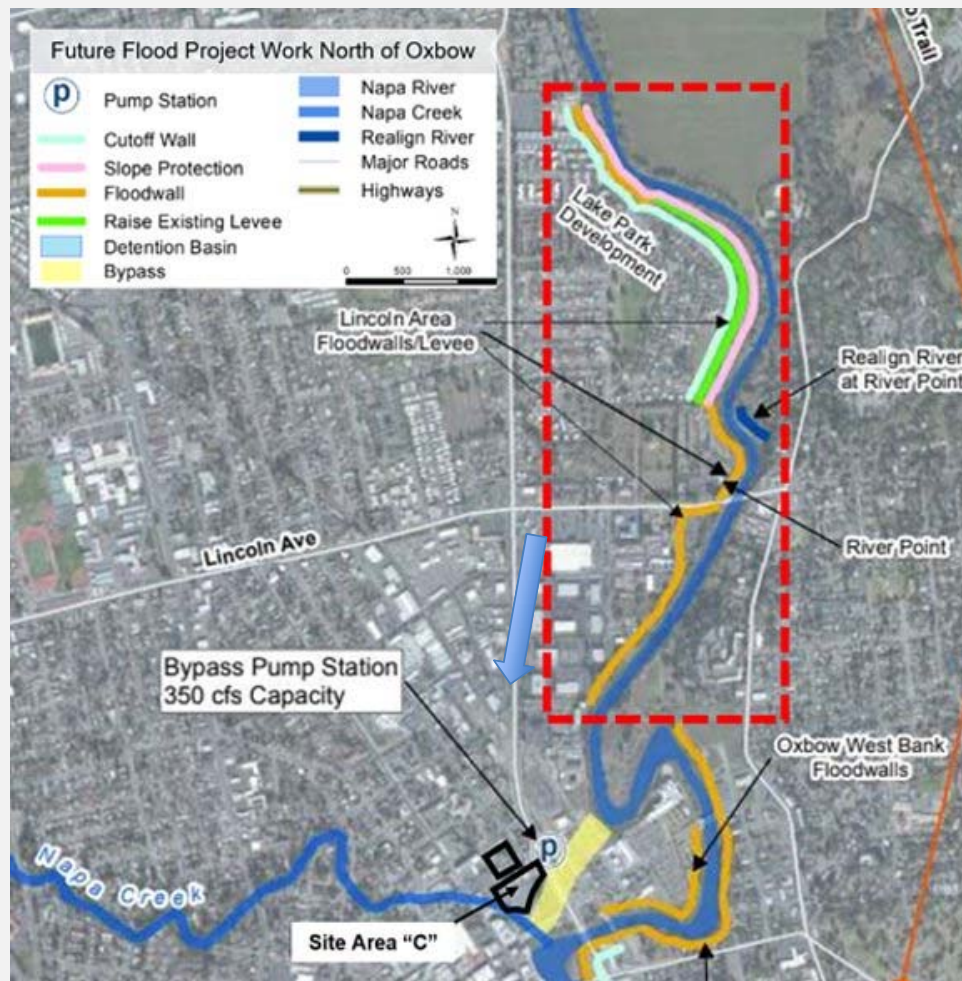
Flood Project Status

Next Project Priority:
Floodwall and
Levee North of Oxbow

Pursuing Federal
Funding-
approximately \$40M
(timing uncertain)

5 years to
complete design,
permitting, construction
(once funding obtained)

Drainage Pump Station-
timing and funding
uncertain



Interior Drainage: During extreme storm events after the floodwall north of the Oxbow is completed, drainage will be blocked by high water in the river and the floodwall. A drainage pump station is needed to prevent substantial flooding at Site Area C (\$6M to \$27M cost estimate, uncertain funding and schedule).

FEMA Fact Sheet

**FEMA**
Federal Insurance and Mitigation Administration

Fact Sheet
Critical Facilities and Higher Standards

Even a slight chance of flooding can pose too great a threat to the delivery of services offered by the maintenance and operation of a community's critical facilities. Special consideration when formulating higher regulatory standards and floodplain management plans needs to occur when critical facilities are involved.

Identifying Critical Facilities

A critical facility provides services and functions essential to a community, especially during and after a disaster. Examples of critical facilities requiring special consideration include:

- Police stations, fire stations, critical vehicle and equipment storage facilities, and emergency operations centers needed for flood response activities before, during, and after a flood
- Medical facilities, including hospitals, nursing homes, blood banks, and health care facilities (including those storing vital medical records) likely to have occupants who may not be sufficiently mobile to avoid injury or death during a flood
- Schools and day care centers, especially if designated as shelters or evacuation centers (see Figure 1 for an example of an elevated school)
- Power generating stations and other public and private utility facilities vital to maintaining or restoring normal services to flooded areas before, during, and after a flood
- Drinking water and wastewater treatment plants
- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials

Protecting Critical Facilities

For a critical facility to function, building systems and equipment must remain operational. Furthermore, it must be supplied with essential utilities (typically power, water, waste disposal, and communications, but occasionally natural gas and steam). The loss of municipal utilities has prevented some critical facilities from functioning during and immediately after major floods, and in some cases, loss of municipal water and



Figure 1: School elevated on columns

waste disposal has prevented facilities from operating for weeks after an event.

If at all possible, critical facilities should be located outside all high-risk flood hazard areas, including Zones V and A. Some communities do not permit critical or hazardous facilities or uses in the Coastal High Hazard Area (Zone V), the entire Special Flood Hazard Area (SFHA), or 1-percent-annual-chance flood hazard area, or the 0.2-percent-annual-chance flood hazard area (see Figure 2). If a critical facility must be located in a high-risk flood hazard area, it should be designed to higher protection standards and have flood evacuation plans.

Fire prevention, evacuation, and rescue operations are common emergency response activities associated with flooding. The effectiveness and success of these efforts depend on readily available access for emergency vehicles. However, streets and roads are usually the first to be inundated in the event of a flood.

What is Freeboard?
"Freeboard" is a factor of safety usually expressed in feet above a certain flood level, and is often applied to critical facilities. Freeboard (commonly 1-3 additional feet) compensates for the many unknown factors that could contribute to how high flood waters can rise, such as wave action, constricted bridge openings, and the hydrological effect of urbanization in the watershed.

*FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards."

- "Even a slight chance of flooding can pose too great a threat to the delivery of services offered by the maintenance and operation of a community's critical facilities. **Special consideration** when formulating higher regulatory standards and floodplain management plans needs to occur when critical facilities are involved."
- "If at all possible, **critical facilities should be located outside all high-risk flood areas.**"
- "Fire prevention, evacuation, and rescue operations are common **emergency response activities** associated with flooding. The effectiveness and success of these efforts depend on the readily available access for emergency vehicles. However, **streets and roads are usually the first to be inundated in the event of a flood.**"

https://www.fema.gov/media-library-data/1436818953164-4f8f6c191d26a924f67911c5eaa6848/FPM_1_Page_CriticalFacilities.pdf

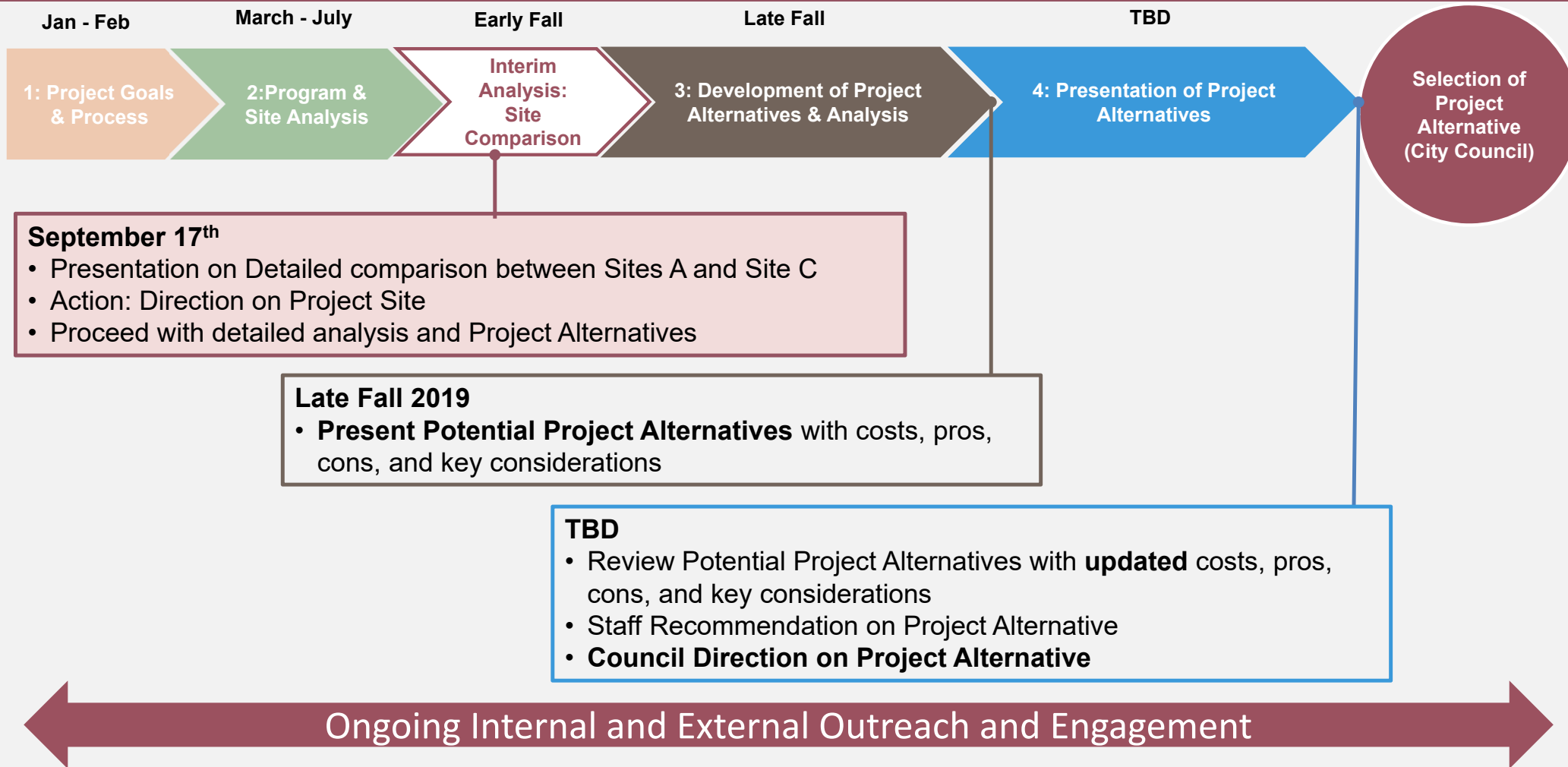
Staff Recommendation

Staff Recommendation

- Staff recommends Site Area A for development of Project Alternatives
 - Site Area C is located in a **high-risk area for flood impact**
 - Site Area C presents significant **additional costs** due to the demolition, fill, structural foundation allowance, and potential flood pump station
 - Site Area C would likely **increase the time of Project delivery** compared to Site Area A due to additional flood and site work required, which may also escalate construction costs tens of millions of dollars
 - The size and configuration of Site Area C is such that **structural parking would be required** in order to fit the Updated Program (Site Area A presents various alternative parking solutions)

Next Steps

Alternatives Analysis Phase: Process



Project Alternatives: Development Spectrum

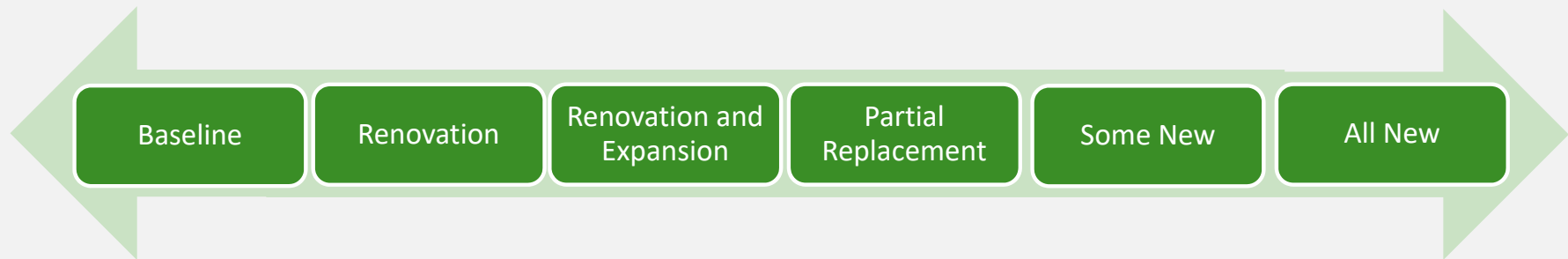
In the next phase Project Alternatives will be developed, analyzed and presented with **pros, cons, and financial implications**.

This will include:

Baseline (or status quo) scenario:

- Continue operating and maintain current facilities per *Facilities Conditions Assessment*
- Continues leasing space, adding more lease space over time

Renovation, expansion and **all new** facility scenarios utilizing the Updated Program and Council direction on Potential Alternative Sites, with comparative financial analyses.



Additionally, Staff will work with stakeholder groups to gather input related to various Project Alternatives

Outreach and Engagement Summary

- Outreach 2019 to date:
 - All-staff and community surveys
 - 32 total TAG & TWG meetings
 - Four (4) all-staff meetings
 - Community Open House
 - Four (4) Community Stakeholder Presentations
 - Website, intranet and local media Updates
- Future 2019/2020 Outreach:
 - All-staff and community surveys
 - Community Stakeholder Presentations
 - All-Staff meetings
 - Community Open House
 - TAG & TWG meetings
 - Website, intranet and local media Updates



Council Action Items

Council Action Items

1. Direction to staff regarding **which Site Area to utilize in the development of Project Alternatives (Site Area “A” vs “C”)**
2. Authorize the City Manager to approve Amendment No. 2 to Agreement No. C2018-331 with Jones Lang LaSalle (JLL)

Contract Amendment Summary

- Based on City's direction to extend the timeline for the Alternatives Analysis and include additional stakeholder engagement, the following contract amendment is proposed:
 - Contractual amendment to span August 2019 through March 2020, for the not-to-exceed amount of \$262,000 inclusive of the following tasks:
 - Additional Site Analysis ("Site Area 'A' vs 'C'")
 - Community Engagement
 - Set up for Project Renegotiation (post City Council selection of Project Alternative)
- Current Project budget is sufficient to fund this amendment

Council Action Items

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