

Summary Report for Project Alternatives Analysis

Date: November 19, 2019

To: Honorable Mayor and Members of City Council

From: Steve Potter, City Manager

Prepared by: Nancy Weiss, Executive Project Manager

RECOMMENDED ACTION:

1. Provide direction to the City Manager to proceed with gathering public and City staff input regarding specific Project Alternatives for a proposed Public Safety and City Hall Facilities Project (outlined in this administrative report).
2. Authorize the City Manager to execute Amendment No. 2 to Agreement No. C2018-044 with Laura Blake Architect for project design services in the increased amount of \$15,000 for a total agreement of \$265,000.

DISCUSSION:

EXECUTIVE SUMMARY

At the direction of City Council, staff have analyzed various alternatives regarding the renewal of the City's Public Safety and City Hall facilities, currently dispersed in 8 locations throughout the city. In coordination with outside architects & other professionals, staff have outlined 5 representative project alternatives. These alternatives vary in their ability to achieve project goals, in upfront cost, and in ongoing cost to operate and maintain. Input from the public and City employees regarding these project alternatives will be gathered through an engagement process, such that City Council will have as much information as possible in order to select a project direction (anticipated January 21, 2020).

PROJECT BACKGROUND

The fundamental goal of the proposed Public Safety and City Hall Facilities Project ("Project") (previously called the "Civic Center Project") is to replace undersized City offices, meeting spaces, and related facilities that are currently located in buildings that are beyond their useful life, experiencing significant deferred maintenance, and inefficiently spread throughout the City. The proposed Project includes facilities to serve public safety functions (Police Department, Fire Department command and Emergency Operations Center), general government administration (all other non-safety City departments, as well as the City Council Chambers), Fire Station No. 1, and project-related parking.

On December 11, 2018, staff shared an update on the project with City Council, which included changes to the project team, a financial forecast overview, and a discussion of project options. The City Council requested that staff perform a deeper analysis on project options for some version of a Public Safety and City Hall Facilities project and return with these options for review. Council formed an Ad Hoc Committee consisting of Vice Mayor Scott Sedgley and Councilmember Mary Luros to work directly with staff, and also directed staff to prioritize communication with the community and City employees.

On March 5, 2019, staff returned to City Council to review project goals set forth by the City Council when the original project request for proposals was issued in 2017. Council carefully reviewed and affirmed each goal, added two additional goals - which were to increase

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communication and community involvement, and develop a project that is within the City's financial ability to support. Council also unanimously committed to moving forward with implementing a process for evaluating various project alternatives for updating public safety and City Hall facilities.

On July 23, 2019, Staff presented a Summary Report providing information and analysis related to the direction provided at the March 5, 2019 council meeting. In addition to an Updated Project Program, information on communications and financial frameworks, this report included a detailed analysis of 26 sites within Downtown Napa to be considered for the potential Project. Sites were grouped into four "Consolidated Campus Areas" (also "Site Areas") which represented sites that when combined formed areas which were large enough to locate the Project.

In lieu of proceeding directly to the development of Project Alternatives, City Council directed staff to further analyze two site areas: Site Area "A" and Site Area "C" on a comparative basis, such that Council could provide direction on one site area based on additional information. Staff and the project team presented the results of this analysis to City Council on September 17, 2019. Council voted unanimously with the staff recommendation to focus development of project alternatives on Site Area "A", which roughly corresponds to the properties previously under consideration for the Project (the current City Hall, Public Safety, & Fire Station No. 1 site; current Community Services Building site, and the City of Napa Housing Authority building site).

OVERVIEW OF PROJECT ALTERNATIVES ANALYSIS PROCESS

Since the September 17th City Council meeting, staff have focused on the development of potential project alternatives for Site Area "A" in coordination with architects, cost estimators, and real estate development professionals. A broad set of alternatives was created in order to represent the array of options for the Project: from no functional improvements to renovation to all new structures and combinations between. Ultimately, in selecting a Project Alternative, the City is not committing to a design, but rather a functional planning framework to proceed into design.

The work as a part of this step within the Alternatives Analysis phase consists of:

- Development of baseline and renovation Project Alternatives, taking into account the recent third-party Facilities Conditions Assessment as well as new building alternatives
- Diagrammatic representation of each Project Alternative to scale on the site to illustrate the conceptual site utilization and urban planning resulting from the Project Alternative
- Order-of-magnitude project costs implied by the Project Alternative, including potential timing of expenditures related to phasing, and a general sense of correlated debt obligation
- Analysis of key considerations to aid the City in comparing the various Project Alternatives, such as effectiveness toward achieving Project goals and the Project's Updated Program
- Working with City staff to plan and calendar stakeholder engagement activities that will follow the November 17th City Council Meeting in order to gather feedback from community and staff around the options available to the City

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CONDITION OF EXISTING PUBLIC SAFETY & CITY HALL FACILITIES

Existing Facilities / Facilities Conditions Assessment ("FCA")

At the City's request, EMG Group, a professional engineering firm, prepared facility condition assessments ("FCAs") of the City's existing facilities. The FCA is a thorough review of building components and systems, with a detailed identification of repair and replacement needs. The FCA determined each building's Facility Condition Index (FCI, the ratio of the maintenance to replacement cost). The FCIs indicate that all of the buildings in Site Area "A" are near or at the end of their serviceable life and are in need of significant investment should they continue to be used.

The FCA has identified current maintenance repair and replacement needs of \$15.6 million for the Public Safety, Fire Station No. 1, City Hall, Community Services Building and Housing building. It is important to note that this amount reflects repair and replacement needs, does not include investment in bringing the buildings up to current building codes or making functional improvements.

The table following indicates the ten-year FCI and the renewal maintenance needed in the next ten years for each facility:

Facilities Condition Assessment Preliminary Results

Facility	10 year Facility Condition Index (FCI)
Public Safety	41.7%
Fire Station No. 1	32.7%
City Hall	22.3%
Community Services Building	33.2%
Housing	45.7%
Total	

Reference: FCI above 10% indicates long term wear and nearing end of serviceable life; FCI above 30% indicates **end of serviceable life, and renewal is needed*

***The FCA costs include repair and replacement costs of building finishes and systems observed during facility walk throughs. The costs do not include upgrades resulting from any subsequent structural analysis, temporary relocation during certain types of repairs, construction cost escalation, etc.*

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The following is a brief summary of EMG's finding for each building.

City Hall: The City Hall was constructed in 1951 and partially renovated in 1999. Renovation included removal of an elevator shaft and expansion of restrooms. Reportedly, there has been significant seismic activity in recent years. Immediate needs have been identified for the following: the roof, the administration vault, the electrical vault, throughout the site (retaining wall, cast-in concrete), the structural engineering, and the basement. The FCA concluded that the current City Hall facility is in questionable condition.

Public Safety: The office building was built in 1958, and second story was added in the 1970s. In the 1980s, an addition was completed at the west end of the building. There are many immediate areas have been identified in the FCA report, including the roof (needs to be replaced), the basement (walls to be repaired, pipe and fittings to be replaced, distribution panel to be replaced). The effects of major leaks are evident on the second floor, the sanitary piping is old and reaching the end of its life.

Fire Station 1: The single-story fire station site was developed and constructed in 1961 and has undergone a seismic retrofit project in 2013. Roofing and some electrical work also completed during this time. There is water damage on the ceiling tiles of the gym and laundry room and several areas of the fascia are damaged due to moisture infiltration at the rear of the building.

CSB: The single-story office building was developed and constructed in 1963 and has undergone a seismic retrofit project in 2013. Roofing and some electrical was also replaced during this time. The building was originally a grocery outlet converted to office space. Most of the roofing was replaced in 2013, however, there were major leaks observed throughout the attic. The gutters and drains require cleaning. Replacement of the roof was cited as an immediate need, as well as repairs to the building exterior on the north-west side, and the loading dock. The ladder to the roof has also been identified as in failed condition.

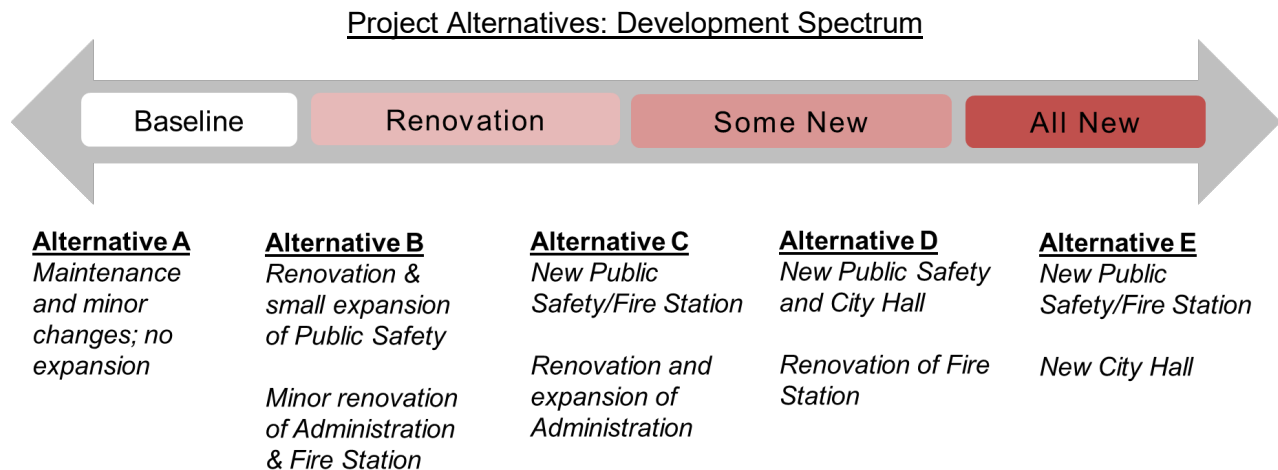
Housing Department: The housing building was renovated in 2002. The original date of construction is unknown. According to a member of the staff, there has been significant seismic activity in recent years. The building was fully renovated in 2002. Interior finishes have since largely been well maintained. However, foundational elements' exposure through the flooring indicates that recent seismic activity may have caused major damage to the building's foundation. The roof leaks across its breadth, causing damage to the interior ceilings. There is evidence of structural damage throughout the building.

Summary Report for Project Alternatives Analysis

PROJECT ALTERNATIVES & ANALYSIS

Overview and Consideration Criteria

The Project Alternatives contained in this report represent a variety of approaches to the Project and exist along a development spectrum. The image below shows how the five alternatives fall on this development spectrum, from baseline (repair and very minor building modifications) to all new facilities.



Using the Project Goals as foundation, staff specified key considerations that demonstrated contrasting outcomes of the various alternatives. The key considerations that were used in the analysis include:




















- improvement of security and community resiliency,
- creation of modern and efficient facilities,
- sufficient square-footage to effectively execute staff responsibilities & engage the public,
- sufficient parking for city staff and visitors,
- enhancement of Downtown Napa,
- creation of future opportunities for additional development due to effective use of City property,
- mitigating temporary relocation (i.e., “swing space”),
- mitigating project phasing, and
- likely funding mechanisms given the amount of investment required.



Summary Report for Project Alternatives Analysis

SUMMARY OF FINDINGS: PROJECT ALTERNATIVES & ANALYSIS

Analysis of the five Project Alternatives took into consideration qualitative and quantitative considerations, based around the Project Goals adopted by City Council. These key considerations are organized into three categories: city facilities, the impact of Downtown, and the project implementation. The table below summarizes the analysis across the key considerations, and the details for each Project Alternative follow thereafter.

Project Alternatives Comparison

Alternative	City Facilities				Downtown		Implementation		
	Security & Community Resiliency	Collocated Modern, Efficient	Sufficient Space	Parking	Downtown Enhancement	Future Development Opportunity	Phases (approx. duration)	Temporary Relocation	Likely Funding Required
A Maintenance and minor changes					None	None	N/A (2 years)	None	Prioritization & Reserves
B Public Safety renovation & expansion					Minor	None	One (3 years)	Public Safety	Prioritization & Reserves
C New Public Safety & Fire. Admin. renovation & expansion					Some	Limited	Two (7 years)	Fire Station & City Hall	Prioritization, Reserves & Add'l Revenue
D New Public Safety & Admin, Fire Renovation					Plaza & City Hall on First St	Yes	One (4 years)	City Hall	Prioritization, Reserves & Add'l Revenue
E New Public Safety, Fire & Admin					Plaza & City Hall on First St	Yes	Two (6 years)	Fire Station	Prioritization, Reserves & Add'l Revenue

Achievement  Poor  Fair  Good

Summary Report for Project Alternatives Analysis

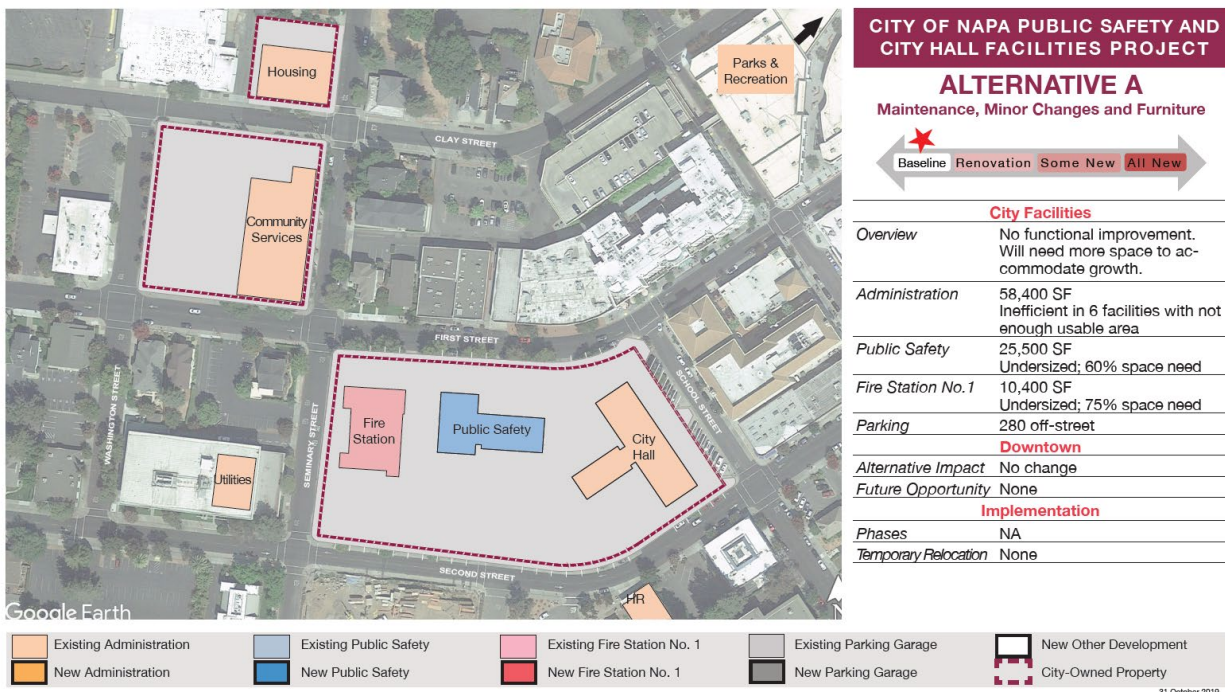
Alternative A - Baseline

Alternative A, the baseline alternative, where the capital investment is limited to renewal maintenance repairs and replacement outlined in the Facilities Conditions Assessment, routine maintenance, and very minor modifications to the existing facilities owned by the City. The City would continue to lease space at various locations in Napa (and in order to accommodate for future growth, the City would have to lease additional space, which adds to the cost) and would have higher costs associated with operating and maintaining disparate facilities. Ultimately, this would not accomplish the Project Goals - it would not meet the Project's program.

The current city hall and public safety facilities are not built to modern codes and standards and thus this alternative does not improve buildings' security or seismic and communications resiliency to support emergency operations. This alternative also does not provide any room for growth.

This alternative does not provide future development opportunity since city-owned facilities will remain in their current locations. This alternative also does not anticipate any enhancement related to First Street or downtown Napa.

Costs: The capital cost is \$31.7M inclusive of indirect costs related to execution of the repairs and minor updates. Comparatively, this alternative has the lowest upfront cost, but higher ongoing costs (leases, operations & maintenance). This alternative does require budget prioritization and additional budget allocation. Cumulative expenditure over the next 35 years, inclusive of operating and maintenance costs and the continuation of existing leased space is estimated at approximately \$197M.



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Alternative B - Renovation

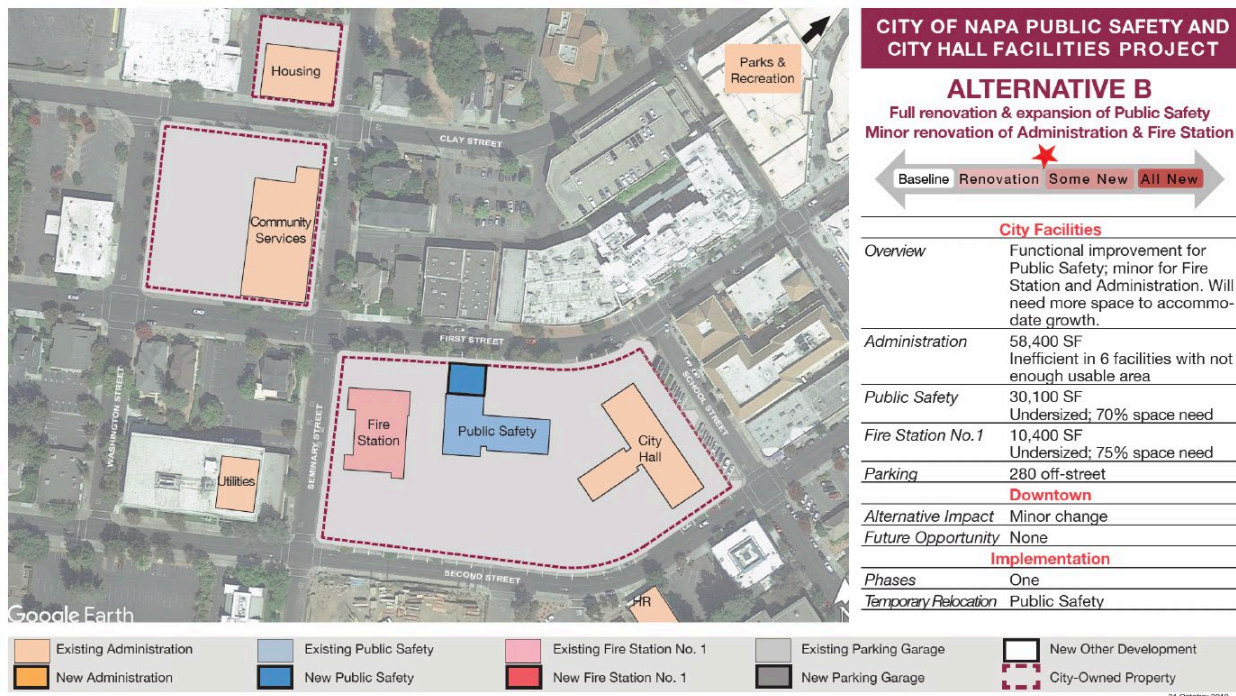
Alternative B is a full renovation and expansion of the Public Safety Building and a minor renovation of the administration and fire station buildings. There would be some functional improvement for public safety, with relatively minor improvements for Administration and Fire. This alternative would require public safety operations to temporarily relocate while their facilities are renovated and expanded. Public Safety and Fire Station No. 1 would remain undersized, and City administration facilities and operations undersized and inefficient with functions remain spread out across six locations. As such, this would also require the City to continue leasing space.

Ultimately, this alternative would only partially achieve the Project Goals by partially incorporating the Project's program in the renovated and expanded the Public Safety building. This alternative would require significant additional budget allocation in order to pay for the capital costs.

This alternative does provide some improvement to the public safety buildings' security and resiliency to aid in an emergency. This alternative does not provide any room for growth, however.

Similar to Alternative A, this alternative does not create future development opportunity since all City-owned facilities will remain in their current locations. This alternative also does not anticipate any major enhancement related to First Street or downtown Napa, except for a visual impact of the Public Safety building expansion on First Street.

Cost: This alternative has a capital cost of \$59.7M, which includes the temporary relocation ("swing space") cost for Public Safety Building. This alternative has relatively high ongoing O&M and lease costs. Cumulative expenditure over the next 35 years, inclusive of operating and maintenance costs and the continuation of existing leased space is estimated at approximately \$220M. This alternative does require budget prioritization and significant additional budgetary allocation.



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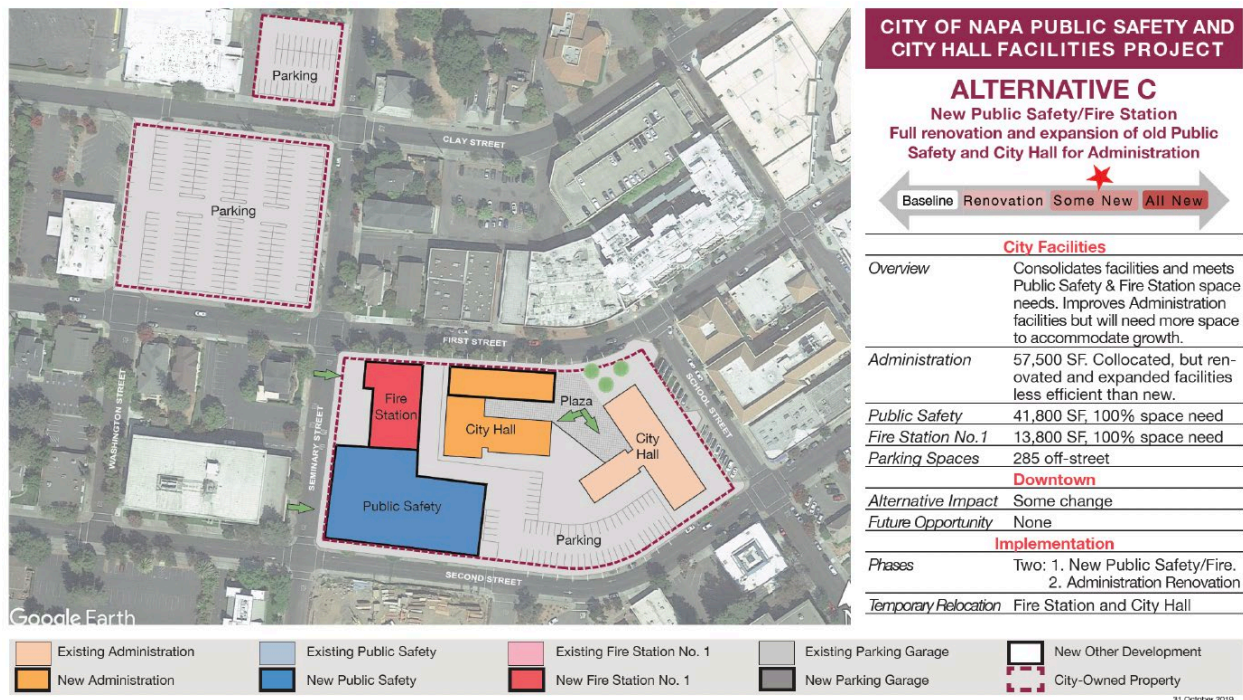
Alternative C - Renovation & Expansion

Alternative C comprises of new public safety and fire station building, and a full renovation and expansion of the old public safety building and city hall to create a city hall complex in order to consolidate city functions into a campus. This would be done in two phases, beginning with the temporary relocation of Fire Station No. 1 operations and construction of a new Public Safety and Fire Station building. Once the new Public Safety and Fire Station building is complete, police and fire would move into the new facilities, the city hall operations would be temporarily relocated and the old public safety building and city hall would be renovated and expanded to house city administration functions. Some programmatic compromises in the city hall complex would be required because the buildings are smaller than the program area and because renovating existing buildings has inherent spatial inefficiencies. Housing and CSB sites would be used as surface parking.

This alternative would provide for some enhancement of downtown Napa – potentially a plaza on First Street between the two city hall buildings, along with a new building frontage along First Street.

This alternative has a capital cost of \$108.1M. This has high capital and ongoing maintenance costs, provides a new public safety building and fire station, and improves administration with renovated and expanded space. This includes fire station swing space costs.

Cumulative expenditure over the next 35 years, inclusive of operating and maintenance costs (and the continuation of existing leased space until construction is complete) is estimated at approximately \$268M. This alternative requires budget prioritization, additional budget allocation, and perhaps additional revenue to cover the implied debt service.



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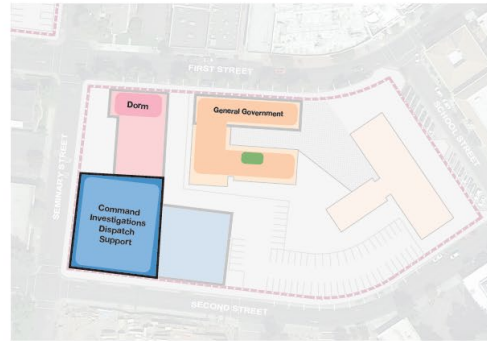
CONCEPTUAL STACKING PLAN

CITY OF NAPA PUBLIC SAFETY AND CITY HALL FACILITIES PROJECT

ALTERNATIVE C New Public Safety/Fire Station Full renovation and expansion of old Public Safety and City Hall for Administration



First Floor



Second Floor

New Public Safety and Fire Station Building on Seminary St. Renovated City Hall Complex on First Street. Most public services including counters and meeting spaces are located on the first floors. Public Safety fleet and night staff parking on large block and staff parking on the former Community Services block.

Existing Administration	Existing Public Safety	Existing Fire Station No. 1	Existing Parking Garage	New Other Development
New Administration	New Public Safety	New Fire Station No. 1	New Parking Garage	City-Owned Property

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CONCEPTUAL PHASING PLAN

CITY OF NAPA PUBLIC SAFETY AND CITY HALL FACILITIES PROJECT

ALTERNATIVE C New Public Safety/Fire Station Full renovation and expansion of old Public Safety and City Hall for Administration



Phase 1

Temporarily relocate Fire Station operations and build new Public Safety & Fire Station Building.



Phase 2

Temporarily relocate City Hall operations. Fully renovate and expand old Public Safety & City Hall for Administration, and expand parking.

Existing Administration	Existing Public Safety	Existing Fire Station No. 1	Existing Parking Garage	New Other Development
New Administration	New Public Safety	New Fire Station No. 1	New Parking Garage	City-Owned Property

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Alternative D – Some New and Renovation

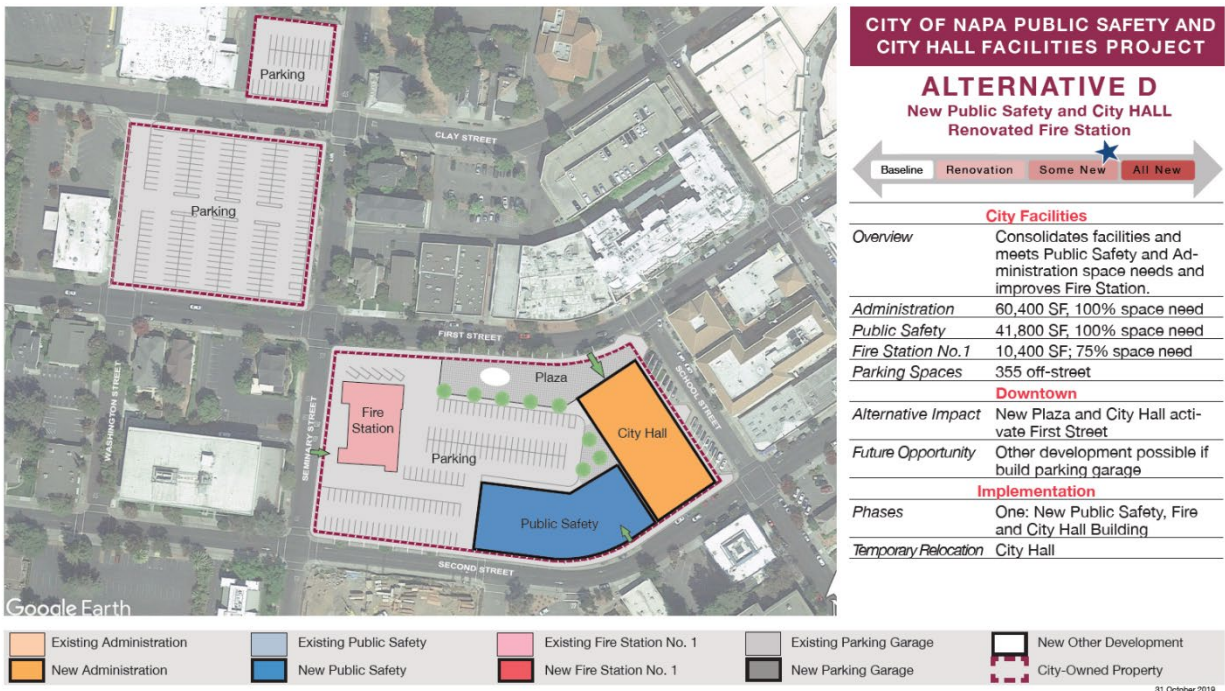
Alternative D would provide new Public Safety and City Hall facilities and renovate Fire Station No. 1. This could be achieved in a single phase, with functions at the existing city hall temporarily relocated during construction of the new facilities. The facilities can be constructed at the same time, cutting down the construction time and costs. This alternative would bring administrative functions under one roof, achieve a consolidated campus, and provide modern efficient, secure and resilient public safety and city hall facilities designed to the program. Renovating the fire station would also provide improvement the facility. Further structural analysis will be needed to determine if seismic strengthening is required in addition to routine maintenance and renewal repairs and functional improvements.

Building the new facilities along School and Second Streets allows for construction to occur while the Public Safety Building is still occupied. Further, after the removal of the current Public Safety Building, an opportunity exists to create some programmed public space along First Street, such as a small plaza with food and/or other activities. Parking would be expanded on the large block, as well as the Housing and CSB sites.

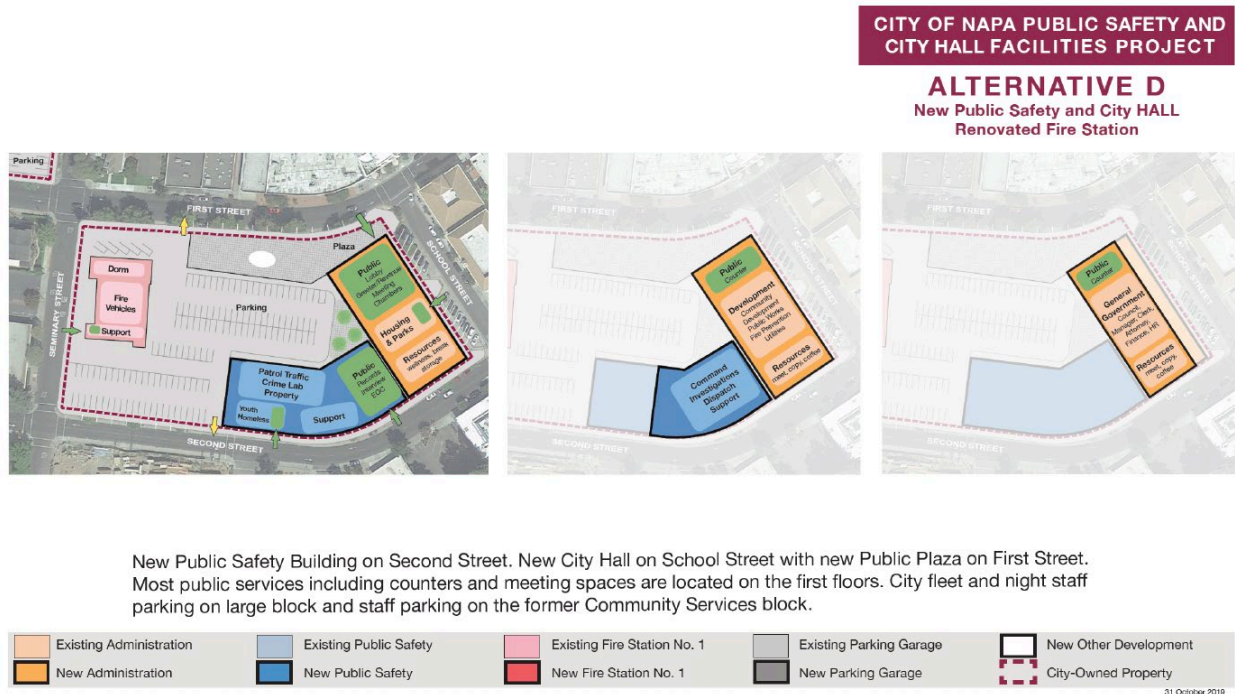
Additionally, this configuration provides additional future development opportunity if surface parking were to be consolidated at a future time. As diagrammed below, one option would be to build a new fire station and a parking garage to free up land at the CSB block for other development. The fire station could be located on the large block (or elsewhere) and the parking garage on either the current Housing or CSB site. The second option would be to build a new fire station on the current Housing site and build a parking garage on the large block, freeing up the current CSB site for a future development.

Cost: The capital cost of Alternative D is estimated at \$113.8M which includes the temporary relocation (“swing space”) cost of City Hall; this option would capture more operational cost efficiency than Alternatives A, B, & C. Cumulative expenditure over the next 35 years, inclusive of operating and maintenance costs (and the continuation of existing leased space until construction is complete) is estimated at approximately \$244M. This alternative requires budget prioritization, additional budget allocation, and perhaps additional revenue to cover the implied debt service.

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CONCEPTUAL STACKING PLAN

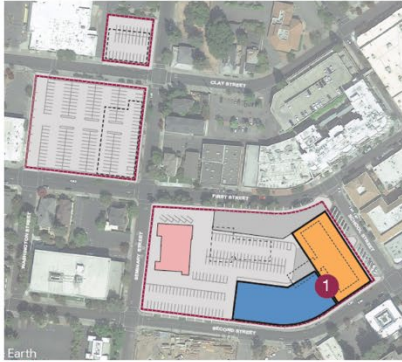


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CONCEPTUAL PHASING PLAN

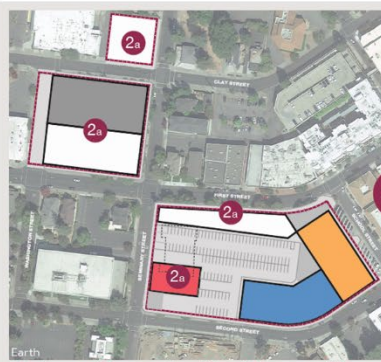
CITY OF NAPA PUBLIC SAFETY AND CITY HALL FACILITIES PROJECT

ALTERNATIVE D New Public Safety and City HALL Renovated Fire Station



Phase 1

Temporarily relocate City Hall and build new Public Safety & City Hall, renovate Fire Station, and expand parking.



Future Opportunity (Phase 2)

Build new Fire Station and Parking Garage to free up land for other development. Fire Station could be located on large block and Parking Garage on other block or Fire Station could be located on an alternate site and Parking Garage on large block.



Existing Administration	Existing Public Safety	Existing Fire Station No. 1	Existing Parking Garage	New Other Development
New Administration	New Public Safety	New Fire Station No. 1	New Parking Garage	City-Owned Property

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Alternative E – All New

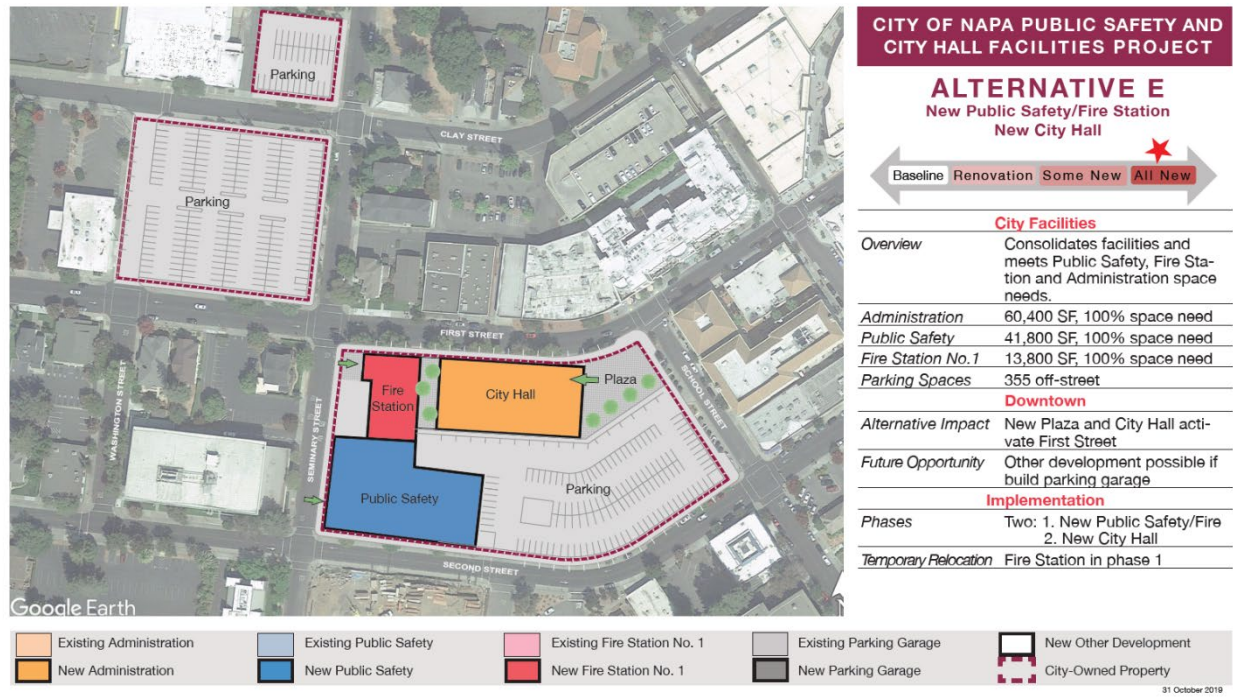
Alternative E represents an 'all new' scenario, where City Hall, Public Safety, and Fire Station No. 1 would be all new facilities consolidated onto a single site. To minimize temporary relocation ("swing space"), this could be done in two phases; first, Fire Station No. 1 operations would temporarily relocate in order to construct a new Fire Station and Public Safety building on the eastern side of the block. After these buildings are occupied, the second phase would be to remove the current Public Safety Building and build a new City Hall fronting First Street that consolidates administrative functions from six locations, including three leased, into a single City Hall facility. Parking would be expanded on the large block, as well as the Housing and CSB sites. The configuration also allows space for a public plaza at the entrance of the new City Hall (at First & School Streets), as well as smaller open spaces at other locations on the block.

This alternative also provides opportunity for a future development; as diagrammed below, a potential parking garage on the current CSB site creates opportunity can free up space for potential development at 1) southeast corner of the large block, 2) the current CSB site along First Street, and 3) the current City of Napa Housing Authority site.

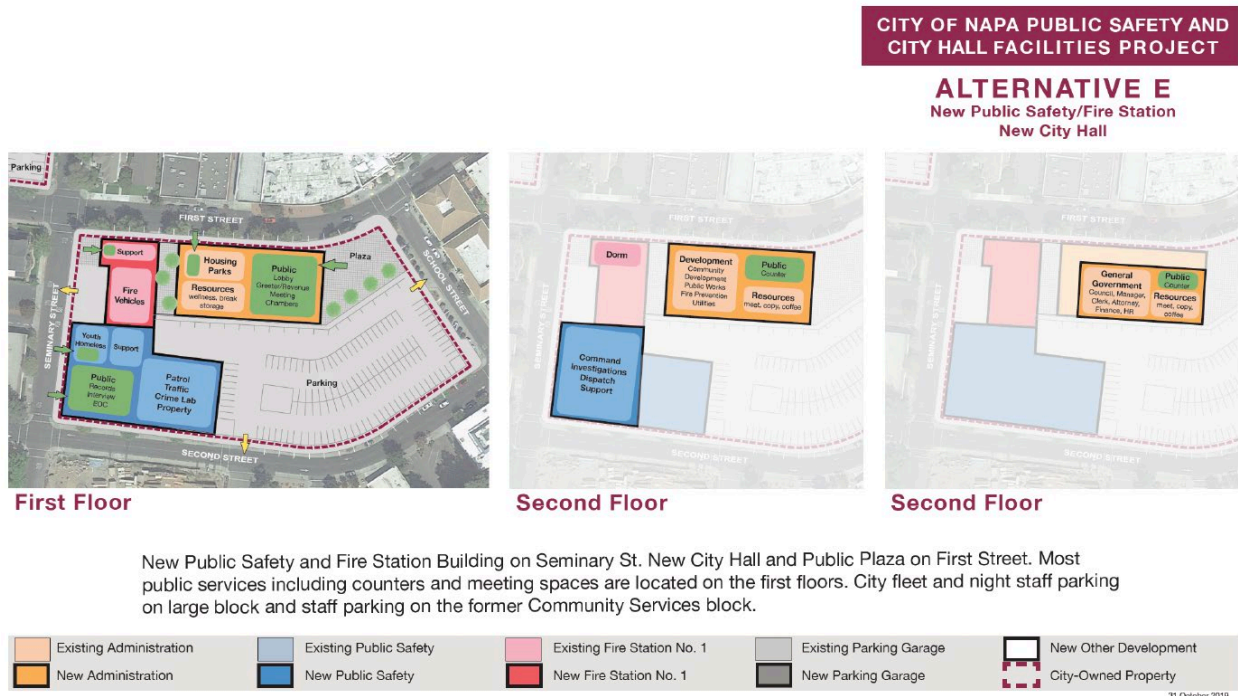
With all functions in new facilities on one block, the City would fully accomplish its goal of a consolidated campus, operate in modern, efficient, and resilient facilities; provide adequate parking; create future development opportunity downtown; and a create a community-serving plaza or open space as part of an overall enhancement contribution to downtown Napa.

Cost: The capital cost of Alternative E is \$123.7M, representing the highest upfront cost of the five alternatives due to the investment in three new buildings; however, this also provides for lower ongoing operations & maintenance costs. Cumulative expenditure over the next 35 years, inclusive of operating and maintenance costs (and the continuation of existing leased space until construction is complete) is estimated at approximately \$267M. This alternative requires budget prioritization, additional budget allocation, and perhaps additional revenue to cover the implied debt service.

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CONCEPTUAL STACKING PLAN

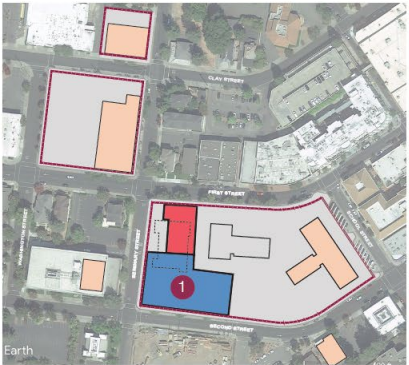


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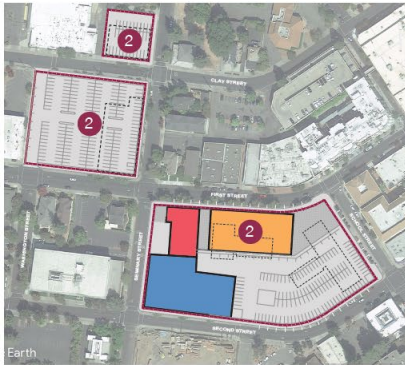
CONCEPTUAL PHASING PLAN

CITY OF NAPA PUBLIC SAFETY AND CITY HALL FACILITIES PROJECT

ALTERNATIVE E New Public Safety/Fire Station New City Hall



Phase 1
Temporarily relocate Fire Station operations, and build new Public Safety & Fire Station Building.



Phase 2
Build new City Hall and expand parking.



Future Opportunity (Phase 3)
Build new Parking Garage to free up land for other development.

Existing Administration	Existing Public Safety	Existing Fire Station No. 1	Existing Parking Garage	New Other Development
New Administration	New Public Safety	New Fire Station No. 1	New Parking Garage	City-Owned Property






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PROJECT ALTERNATIVES AND FINANCIAL COST SUMMARY

The table below summarizes the cost summary for all five alternatives. As outlined above, Alternatives A and B, though they do require significant investment, do not meaningfully address the City's facility needs or the Project goals adopted by City Council. Alternative C's costs are comparable to development of new facilities (Alternatives D and E); however, significant inefficiencies would remain. Alternatives D and E address the Project goals, meaningfully improving City's ability to respond to emergencies; operate in modern, efficient facilities; provide adequate parking; and create future development opportunities downtown. However, Alternatives D & E require the most financial commitment in order to fund.

Project Alternatives Cost Summary

Alt	Capital Cost	Annual Representative Debt Service	Sample Year Total Expenditure (Year 8)	Total Cumulative Expenditure Years 1-35	Outcome	Cost Analysis
A	\$31.7M	\$1.8M	\$4.6M	\$197M	 Maintenance only	Lowest capital cost Requires additional budget allocation
B	\$59.7M	\$3.4M	\$6.5M	\$220M	 Improved Public Safety	Requires additional budget allocation
C	\$108.1M	\$6.2M	\$8.4M	\$268M	 New Public Safety Improved Administration & Fire Station	High capital and ongoing costs Requires additional budget allocation and revenue
D	\$113.8M	\$6.5M	\$8.3M	\$244M	 New Public Safety & Administration Improves Fire Station	Requires additional budget allocation and revenue
E	\$123.7M	\$7.1M	\$8.9M	\$267M	 All new facilities	Highest capital cost Requires additional budget allocation and revenue

Capital Cost – Project costs including construction, FF&E and temporary relocation

O&M – Utilities, janitorial, & maintenance repairs

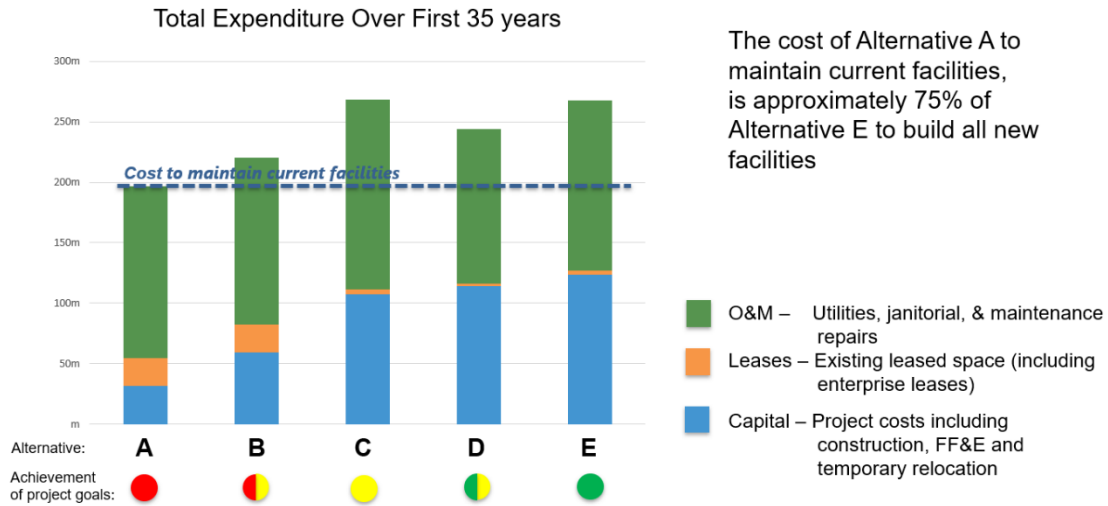
Note: Total cumulative expenditure includes debt service, lease costs, and operations and maintenance costs over years 1-35.

Typically, for projects of this magnitude, cities utilize a combination of financial means in order to accomplish overall project goals. These financial considerations often include the following:

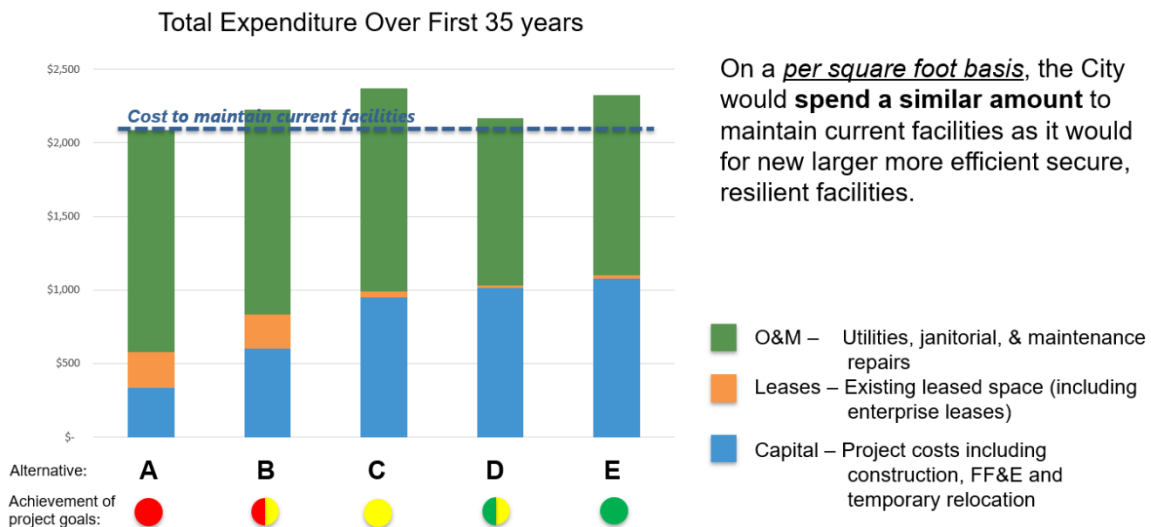
- Priority utilization of surplus
- Facilities Capital Improvement Project (CIP) reserve
- Reduction of other expenditures & reprogramming
- Re-programming of other CIP funds
- Generation of new revenues

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PROJECT ALTERNATIVES TOTAL EXPENDITURE OVER 35 YEARS (NPV)



PROJECT ALTERNATIVES TOTAL EXPENDITURE OVER 35 YEARS (NPV) ON A PER SQUARE FOOT BASIS



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The following table summarizes the pros and the cons of all five alternatives.

Alt	Pros	Cons
A	<ul style="list-style-type: none"> – Corrects deferred maintenance – Lowest cost 	<ul style="list-style-type: none"> – No functional, space or customer service improvements – No seismic or security improvements – No downtown improvements – High ongoing costs for amount of space
B	<ul style="list-style-type: none"> – Improves Public Safety – Lower cost 	<ul style="list-style-type: none"> – Public Safety remains undersized; renovated space less efficient than new – No functional, space or customer service improvements for Administration or Fire Station. – No downtown improvements – High ongoing costs for amount of space
C	<ul style="list-style-type: none"> – New Public Safety & Fire Station – Renovated City Hall complex consolidates functions and improves customer service 	<ul style="list-style-type: none"> – Administration remains undersized; renovated space less efficient than new – Requires two temporary relocations and two phases – High capital and ongoing costs relative to amount and quality of space
D	<ul style="list-style-type: none"> – New Public Safety & City Hall – Opportunity for future downtown development – Lower operating costs 	<ul style="list-style-type: none"> – Fire Station only renovated – No new building on First Street (though can be ameliorated through careful design of plaza) – Requires two phases
E	<ul style="list-style-type: none"> – New Public Safety, Fire Station & City Hall – Improves First Street – Opportunity for future downtown development 	<ul style="list-style-type: none"> – Highest capital cost

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KEY TAKEAWAYS AND CONSIDERATIONS

Based on our detailed analysis over the course of the Project Alternatives phase, the following is a summary of key considerations to assist in future decision making:

- Alternatives **A & B** offer limited functional, security and resiliency improvements, but will not be long-term solutions.
- Alternatives **D & E** offer long-term functional, security and resiliency solutions at a higher capital cost but lower building operating costs.
- Over the next 35 years, the City would **spend at least 75-80% of the cost** of new facilities on maintaining the current ones.
- Achieving **D & E** will **require additional budget prioritization and perhaps revenue**.

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Next Steps

PROPOSED PUBLIC ENGAGEMENT NOVEMBER 2019-JANUARY 2020

The engagement process with the City of Napa staff and the public, leading up to and in response to the above Project Alternatives, is a critical component of this Alternatives Analysis phase. Staff has prepared a robust, transparent communications and engagement strategy that aims to gather input from staff and the public in a variety of ways to best inform Council future decisions.

As part of the communication process, there will be four sessions with City staff on Project Alternatives. The first two are at two times on November 13 ahead of the November 17 City Council meeting. These meetings provide staff an opportunity to preview the presentation to City Council and ask questions regarding the proposed Project Alternatives. The second set sessions with City staff will be held December 11th at 2:00 p.m. and January 9th at 1:30 p.m. (as with the first set, the agenda will be the same for both meetings, the session is being held at two times for the convenience of City staff). The meetings will be held in City Council Chambers and staff will have a chance to discuss the council meeting.

For the general public, there will be four public input sessions following the November 19 City Council presentation. There will be:

- **Two (2)** public presentations on Wednesday, **December 11** at 4:00 p.m. and 5:30 p.m.
- **Two (2)** public presentations on Thursday, **January 9**, at 4:00 p.m. and 5:30 p.m.

All meetings will be in City Council Chambers. There will be a brief presentation at the start of each meeting, followed by a gathering of additional public input.

In addition to the in-person meetings, the Project Alternatives will be on view at in the lobby of City Hall from December 2nd to January 9th. The lobby will be open from 8:00 a.m. to 5:00 p.m. Monday thru Friday. During the course of this five-week period, there will also be a survey for the community that will be distributed and can be accessed via the City's home page on the web (www.cityofnapa.org). All the comments and feedback will be gathered and presented at the next City Council meeting, January 2^{1st}, 2020.

All project information and updates will continue to be publicly available on the City's website, as well as on social media, throughout the process.

PROJECT ALTERNATIVE SELECTION AND ANTICIPATED ACTIONS POST-SELECTION

On January 20th, 2020, City Council will be provided an update on the Project Alternatives inclusive of the additional staff and public input. City Council will then have the opportunity to provide staff direction on how to proceed in regard to the Project. Depending on direction from Council, this may include proceeding into design, public-private partnership considerations, and additional financial due diligence relevant to such direction.

Financial Impacts:

The current Capital Project budget (JL FC15PW02) covers project management, legal and technical advisory services related to the Project and has a current balance of approximately \$5.8M (\$2.9M unencumbered/available balance). To assist with the updated Alternatives Analysis Process, staff recommends Amendment No. 2 to Agreement No. C2018-044 with

Summary Report for Project Alternatives Analysis

Laura Blake Architect in the increased amount of \$15,000; agreement costs will be charged to the project budget (JL FC15PW02). All other costs associated with gathering public and City staff input regarding specific Project Alternatives for a proposed Public Safety and City Hall Facilities Project (as outlined in this administrative report) are included in existing professional services agreements.

CEQA:

The Public Works Director has determined that the Recommended Action described in this Staff Report is not in-and-of-itself a “project” (pursuant to CEQA Guidelines Section 15378) since it does not result in a physical change in the environment.

However, the Recommended Action is a part of a larger “project” that will be subject to environmental review in accordance with CEQA at the “earliest feasible time” prior to “approval” consistent with CEQA Guidelines Sections 15004 and 15352. The larger “project” is “to Design and Build a New Public Safety and City Administration Building as well as to Develop Excess City Land with Private Uses,” and staff plans to bring back a CEQA analysis of that project to Council prior to approval of the Project Agreements that commit the City to construction of the Project.