



# CITY OF NAPA SPECIAL MEETING MINUTES CITY COUNCIL WORKSHOP

*Mayor Jill Techel  
Vice Mayor Doris Gentry  
Councilmember Liz Alessio  
Councilmember Mary Luros  
Councilmember Scott Sedgley*

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January 14, 2020

9:00 AM

Napa Valley College  
2277 Napa-Vallejo Hwy.  
Napa, CA 94558

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## 1. CALL TO ORDER: 9:06 AM

### 1.A ROLL CALL:

Present: 5 – Councilmembers Sedgley, Luros, Alessio, Vice Mayor Gentry, Mayor Techel

## 2. AGENDA REVIEW AND SUPPLEMENTAL REPORTS:

City Clerk Carranza announced that the following supplementals were available for review at the back table:

- Discussion Agenda & handouts from facilitator
- PowerPoint presentation by staff

## 3. PUBLIC COMMENT:

Ron Ruggiero, resident – voiced concerns regarding the growing homeless population.

Philip Sales, Executive Director of the Napa Valley Vine Trail Coalition – spoke regarding the Napa Valley Vine Trails and the need to close a gap in the current trail between Redwood and Solano Avenue. He spoke regarding the funding for the closure and stated the project could be eligible for Measure T funds and requested the City build this project into its Capital Improvement Project (CIP) list.

Chuck Shinnamon, resident – spoke regarding a more bicycle and walking-friendly community. He shared comments regarding the Community Survey and noted that the promotion of a more bicycle and walking-friendly community was at the top of list and encouraged Council to prioritize bicycle and walking safety for future CIP plans.

Carlotta Sainato, Program Coordinator at Napa County Bicycle Coalition – shared information regarding the Safe Routes to School Program. She also noted that the State was reducing funding and hoped that the City could prioritize filling in the funding gap in this area.

Patrick Band, Executive Director of the Napa County Bicycle Coalition –also spoke regarding the Safe Routes to School program and noted that the Coalition was looking to obtain local, dedicated funding to continue and grow the program.

Mike Sobelman, resident - voiced concerns regarding the growing homeless population.

Danny Bernardini, of the of the Napa-Solano Building Trades and on behalf of the Napa Working Families Coalition – spoke in support of a Project Labor Agreements. He said his trade group made a presentation to the American Canyon City Council on this topic and would like to make one to the Napa City Council as well.

Richard Markuson, of the Western Electrical Contractors Association – also spoke regarding Project Labor Agreements. He stated that while there were many benefits to a PLA, he also noted potential issues, and suggested research by the elected officials.

#### 4. SPECIAL SESSION:

##### STRATEGIC SNAPSHOT

Facilitator, Bill Chiat, was introduced and opened the workshop. He noted that no votes would be taken, but that the workshop would provide an opportunity for Council and staff to discuss and express their hopes and dreams for the next 12-18 months and that the afternoon session would allow Council to review governance and how they would want to work together to achieve goals.

##### ***Opening: Path Not Taken***

*“what if...” exercise*

Mr. Chiat invited each Councilmember to reflect on their life - “what if” they didn’t take the path to where they were today, what would they be doing?

Vice Mayor Gentry: would have followed a more analytic career such as an attorney, accountant, or police investigator.

Mayor Techel: shared that she grew up in a generation where most woman who went to college received limited, “helping,” degrees such as teaching or nursing and that was what she was presented. While she would have likely ultimately ended up in a teaching/educational career regardless, she shared she would have liked to pursue further education such as a master’s degree or PHD.

Councilmember Sedgley: archeologist – has always been intrigued by the past and with discovery.

Councilmember Luros: Military career, possibly a JAG officer in the Navy. She shared it was spurred by an interest in law (which she did ultimately pursue) and travel to interesting places.

Councilmember Alessio: shared that she started her family young and opted out of completing college. She stated she would have liked to complete her college education earlier, possibly in law enforcement or another social justice career.

City Manager Potter: would have worked with a worthy non-profit group.

Assistant City Manager Robustelli: would have been an attorney or, due to her love for the outdoors, she would have obtained a job in the environmental field to split her time between indoor and outdoor duties.

### **Conversation: Achievements of Napa in 2019**

Mr. Chiat redirected Council to reflect on accomplishments of the City and what they were most proud of.

Councilmember Alessio: decorum between Councilmembers during meetings, the hard work of city staff who were committed above and beyond, and mutual respect.

Councilmember Luros: the strong City team that had been built; key positions filled.

Mayor Techel: the relationship with Napa County, particularly with regard to Napa Pipe and the joint watershed study.

Councilmember Sedgley: proud to recognize the diversity in the community, a specific example being the flying of the "Rainbow Flag" in support of the LGBTQ community.

Mayor Techel: Napa Lighted Art Festival.

Councilmember Alessio: continued community building - lots of opportunity for community members to come together at no, or very low cost.

Vice Mayor Gentry: has enjoyed the energy of the two newer Councilmembers and the passion and compassion they have provided.

Councilmember Alessio: impressed by the passion and the engagement of the youth in the community.

Councilmember Sedgley: proud that we have accepted the reality of Climate Change for our City and throughout Napa Valley.

Mayor Techel: the completion of many affordable housing projects.

Councilmember Luros: positive, forward movement on the City Hall project, with improved community engagement.

Councilmember Alessio: Measure T funding, and progress made with improved roads and signal timing.

Councilmember Sedgley: praised the community who voted to keep the ½ cent sales tax.

Councilmember Alessio: financial stability of the City.

Mayor Techel: thoughtful City Council, looking at right choices for the City.

Councilmember Alessio: proud that staff recruitment and retention was a priority for Council.

Councilmember Sedgley: stated that newly filled leadership positions present a new vision at the right time.

Mayor Techel: highlighted recent initiatives put forth by City Manager Potter to focus on the staff culture.

### **Presentation: Status of Priority Projects**

*Status updates on long term financial forecast, major City projects and Council priorities*

City Manager Potter reviewed the day's agenda which would focus on the current and upcoming fiscal picture, achievements from 2019, "what's underway" and status of priority projects, and finally, items of council interest.

City Manager Potter spoke briefly regarding the results of the most recent "Community Climate Survey" which showed the following three priorities:

1. Housing
2. Traffic and Transportation
3. Controlling Growth

(See Attachment 1 for a copy of the Community Climate Survey)

Finance Director Bret Prebula provided the Long-Term Financial Forecast and Budget Approach (see Attachment 1 for PowerPoint slides)

Councilmember Sedgley and Mayor Techel posed questions regarding the City Hall project and budget reductions; Finance Director Prebula answered.

City Manager Potter and Assistant City Manager Robustelli provided an overview of the 2019 Achievements. (see Attachment 1 for PowerPoint slides)

Councilmember Alessio shared that she would like to see additional outreach in Spanish; brief discussion ensued.

City Manager Potter provided a brief update on the City Hall project. He shared that a full report would be given to the City Council at the January 21, 2020 City Council Meeting scheduled for 2:00 p.m.

### **Break 10:39 AM / Reconvene 10:47 AM**

Community Development Director Vin Smith provided the next presentation which included a review of the housing pipeline and updates on Accessory Dwelling Units, the General Plan Update and Cities of Opportunity. (see Attachment 1 for PowerPoint slides)

Vice Mayor Gentry posted questions regarding SB2 funding. Housing Manager Lark Ferrell responded.

Councilmember Alessio commended the General Plan Advisory Commission and the Planning staff for their dedicated work.

Brief discussion ensued.

Staff presentations continued with a review of Items of Council Interest, which City Manager Potter identified as Homelessness, Climate Change, Advocacy at the State Level, and Measure K, all of which he stated were a representation of shared thoughts and concerns identified by members of the City Council. (see Attachment 1 for PowerPoint slides)

Public Works Director Julie Lucido and Housing Manager Lark Ferrell provided the staff report on the homeless. (see Attachment 1 for PowerPoint slides)

Council comments and questions ensued to include access to services and housing and current and potential future funding sources.

Materials Diversion Administrator Kevin Miller opened the report regarding Climate change and spoke regarding polystyrene, anaerobic digestion at the Materials Diversion Facility (MDF) and Bio-energy facility at the MDF. (see Attachment 1 for PowerPoint slides)

Parks and Recreation Director John Coates provided a report regarding Urban Forests. (see Attachment 1 for PowerPoint slides)

Brief council comments and questions ensued.

Assistant City Manager Fran Robustelli provided a report on State Advocacy which reviewed the current process and plans to change and enhance the process in the future. (see Attachment 1 for PowerPoint slides)

Brief Council comments and questions ensued regarding costs and a desire to partner with the County on advocacy efforts.

Parks and Recreation Director John Coates provide an overview of Measure K to include its funding allocation and potential project opportunities that could be funded by the Measure's funds. (see Attachment 1 for PowerPoint slides)

Council comments and questions ensued regarding the Master Plan timing, funding and reimbursements, and funding allocations.

City Manager Potter asked Council if they had any closing comments or questions before the group broke for lunch.

Mayor Techel noted that the discussion of transitioning to district-based elections would be discussed during a Closed Session meeting on January 21, 2020. City Attorney Barrett provided further details regarding the letter that was received on January 2, 2020 asserting that the City was required to transition in order to comply with the California Voting Rights Act. Further discussion ensued.

Councilmember Sedgley asked if they would be receiving a CIP update that afternoon; City Manager Potter responded that they would not.

Mr. Chiat asked Council, in preparation for the afternoon session, to start thinking about what they would like to see on the radar for the next year.

### **Break 12:13 PM / Reconvene 12:52 PM**

Mayor Techel introduced Carly Graf, new Reporter with the Napa Valley Register.

Public Works Director Lucido provided an update to Council regarding the total money spent over time on the Dwight Murray Plaza project. Brief discussion ensued. Ms. Lucido noted that the Parks and Recreation Department was looking at interim low-cost items such as new lighting and painted surfaces to upgrade the plaza and would report back at a future meeting.

### **CITY OF NAPA PRIORITIES – NEXT 12 MONTHS**

Mr. Chiat brought the discussion back to Council priorities and allocation of resources. He reminded Council to be strategic about the direction given to staff, as adding a project or priority could result in the need to take one away. He then asked Council to share what was most important to them over the next 12 months.

Councilmember Alessio: affordable housing, homelessness.

Councilmember Sedgley: noted that answers would be very reactive due to the time of the year - plans for permanent, supportive, housing. Need to be careful.

Mayor Techel: noted that the number of homeless had been consistent, but camps were more visible than in the past which brought attention to the issue.

Councilmember Alessio: spoke regarding the clean up of homeless camps and debris and the unintended consequences of clean up. Stated the need to respond and be proactive.

Mr. Chiat noted that a new homeless count would be completed in the near future, and that this too, is a priority of staff.

Councilmember Sedgley: noted the City was often accused of catering to the tourist-based economy. He would like to see local community and local services highlighted more.

Councilmember Sedgley: keep the new Public Safety/City Hall project as a priority.

Councilmember Alessio: pedestrian safety to include speeding, cycling safety, crosswalks, enhanced lighting and Vine Trail.

Mayor Techel: we are a pedestrian City and really need to look at what that means for motorists and pedestrians and gather data.

Brief discussion ensued regarding pedestrian safety. Community Development Director Smith noted that the GPAC would be looking at certain impacts on streets. Public Works Director Lucido noted that Public Works had received a grant for local roadway safety plan so they could begin big picture analysis.

Councilmember Alessio stated she would like to keep climate change on the forefront. Mr. Chiat responded that would be more of a strategy than a priority, whereas Council and staff could incorporate ways to address Climate Change in future decisions and policies. Councilmember Sedgley noted the need to identify funding and appropriate staff.

Councilmember Luros: continue to prioritize staffing, culture, and retention.

Mayor Techel noted concern that the Community Climate Survey went from 55% of respondents stating the City was on the right track down to 17%. Councilmember Alessio speculated it was due to the cost of living. Discussion ensued regarding the community's perception of government, in general, globally.

Councilmember Sedgley stated he would like to ask Department Heads and staff what needs they had that Council was not aware of. Discussion ensued.

Fire Chief Steve Brassfield shared that staffing was a concern. Looking at the budget and future forecast, he asked how the City could maintain the staff it had, and sustain their needs.

Mr. Chiat reiterated the importance, especially in a millennial workforce, of understanding the needs and expectations of staff and continuing to focus on retention.

Police Chief Robert Plummer also shared concerns regarding staffing and noted that the department was not prepared to staff large events.

Housing Manager Lark Ferrell shared that she would appreciate an investment in technology.

City Manager Potter agreed with the need to invest in technology and he questioned how to move forward to address infrastructure needs, have a strong financial base, and foster a culture that encouraged staff and improved retention.

Councilmember Alessio asked what the turnover rate was. Assistant City Manager Robustelli responded that it was 11% which was approximately 50 people.

Public Works Director shared some of Public Work's 2020 goals and stated that they needed to do a better job of telling the community what they were doing to help spread awareness to the community.

City Manager Potter and Mr. Chiat agreed. Additional discussion regarding communications ensued.

Parks and Recreation Director Coates shared that his department had worked on developing a multiyear plan on how to be more efficient. He also noted challenges with the budget and finding the appropriate allocation to offer a balanced approach to the community.

Community Development Director Smith emphasized the need to invest in technology. He also noted significant projects such as the General Plan Update, RHNA updates, Climate Action Committee, etc. that would take a tremendous amount of time to coordinate and keep going. He noted concerns with survey results that implied residents felt that it was "visitors versus community," and emphasized the programs that were funded by the tourism districts.

Mr. Chiat also noted that tourism also helped generate sales tax.

Vice Mayor Gentry suggested signage similar to the “Your Measure T Dollars at Work” signs, to share with the public where tourism district funds were being used to support local community events.

Mayor Techel noted that all of Council’s priorities have the best interest of the community in mind, and were not focused on tourism.

Councilmember Alessio added roads and transportation to the list of priorities.

**Break 2:08 PM / Reconvene 2:22 PM**

### **CRAFTING EFFECTIVE BOARD GOVERNANCE**

#### ***Exercise: Four-word Build on “Governance”***

*Explore perceptions on what governance means.*

Mr. Chiat asked the Council what four words came to mind regarding their purpose and passion with respect to governance.

Councilmember Alessio: determination, service, empower, greater-good, trust

Mayor Techel: fair, problem-solving, collaborative, effective

Vice Mayor Gentry: vision, wisdom, assist

Councilmember Luros: integrity, thoughtfulness, creativity, learn

Councilmember Sedgley: optimism, kindness, understanding, grateful

#### ***Conversation: Ideal Napa Council***

*How do we want to be seen by the community?*

Mr. Chiat asked Council how they want to be seen by the community and what they wanted the community to think of them.

Councilmember Sedgley: fair

Councilmember Alessio: trustworthy

Councilmember Luros: responsive

Vice Mayor Gentry: listens

Councilmember Alessio: cares, invested for the greater-good

Councilmember Sedgley: logical, data, research – meaning that while there were competing interests, there should be a logical process to review, and effort be put into things that could be controlled.



Councilmember Alessio: exceptional

Mayor Techel: vision

Councilmember Sedgley: collaborative

Councilmember Alessio: integrity

Councilmember Sedgley: flexible

Mr. Chiat continued, and asked – **in reality, what would the community, today, say were the Council's strengths?**

Councilmember Sedgley: would depend on who you ask – the silent majority, who did not follow local governance, versus the connected community members such as business owners, developers, etc.

Councilmember Alessio: we listen, and we are at service.

Mayor Techel: we have a fair process, and treat people equally when they come before Council.

Vice Mayor Gentry: we show up at a meeting for a cause – it's so hard to put into words what the community may think.

Mr. Chiat emphasized that leadership was about taking people where they need to go, not where they want to go.

### ***Discussion: Characteristics of Effective Councils***

*Conversation examines roles, leadership practices, shared decision-making, internal and external communications and the relationship amongst Council, particularly in an election year.*

Shifting the discussion, Mr. Chiat asked Council what strategies they should be thinking about in how they want to govern during difficult times, particularly an election year.

Councilmember Alessio: felt fortunate to have a Mayor who does such a great job of running the meeting and has a strong leadership ability and who sets the tone and holds decorum to remain professional.

Councilmember Sedgley: those running need to run a "clean" campaign.

Vice Mayor Gentry: remain respectful of each other and supportive of each other, both in open and closed session.

Councilmember Luros: maintain respect of everyone – Council, attendees, and staff.

Mayor Techel: maintain fairness and model the way. She voiced concern that one candidate running for Mayor had the Vice Mayor title, and she asked if that was considered to be fair.

Councilmember Sedgley: need to be careful as candidates; do not pander or make decisions based on who is in the audience, but maintain integrity.

Councilmember Alessio: when deliberating on an agenda item, look at one another, talk and discuss amongst each other, and listen.

Councilmember Luros: asked if council should disclose campaign donations in a public hearing.

Mr. Chiat continued the discussion and asked how the current Council could set the stage for the future Council? He noted that non-verbal communication was far more powerful than that of verbal communication.

Councilmember Alessio asked if the City Manager had advice to provide.

City Manager Potter responded by encouraging Council to ask questions ahead of a meeting so that staff could be prepared with a response.

Mr. Chiat added the importance of figuring out how to disagree respectfully and move on.

Councilmember Alessio added “work with staff to help them help you be successful,” to the suggested strategies on how to govern.

Mr. Chiat added that Council should be clear in their direction to staff.

Brief discussion ensued regarding disclosure language on decisions. City Attorney Barrett referenced Policy Resolution 19, the Norms of Operation for City Council, and Rules of Order and Procedures for Conducting City Council Meetings. It was suggested to pick a future meeting date to discuss and make suggestions for further refinement of the policy.

Mr. Chiat reviewed the forming-storming-norming-performing model of group development.

***Conversation: Keeping the City Council and Staff on Track:***

*Strategies for the Council to keep itself and the staff focused on the priorities*

Mr. Chiat redirected the discussion to strategies for the Council to keep itself, and the staff, on track.

Mayor Techel noted the current process where a councilmember would bring an item up for discussion and then take a vote to direct staff to research and report back.

Mr. Chiat asked how they would self-regulate to not get distracted on things that may feel urgent but were not important.

Councilmember Luros suggested when an idea or item was brought to Council, they discuss and determine if it was a “need” versus a “want” which could be added to a “to-do list” later. She suggested a possible rating system in which the category red would be urgent, yellow would be important but less urgent, and green would be less important and less urgent.

Discussion ensued regarding prioritization of projects, effects on staff time, and the process of which new items are brought to staff.

Mr. Chiat noted the conversation was to raise awareness to Council regarding self-regulation, reminding them that new ideas could alter existing priorities due to potential added workload.

Mayor Techel started a discussion to potentially rethink the appointment of Vice Mayor, noting concerns regarding fairness if a candidate for Mayor held the title. Brief discussion ensued. Staff was directed to agendize the discussion for a future Council meeting.

### **REFLECTIONS ON THE DAY**

Councilmember Luros stated she enjoyed sitting with staff.

Mayor Techel stated she enjoyed receiving staff's input throughout the day.

Councilmember Sedgley thanked Mr. Chiat for facilitating the workshop.

Councilmember Alessio stated that she was excited to be there with a difference prospective. She appreciated the patience and guidance, and thanked Mr. Chiat.

Vice Mayor Gentry stated that the process went well. She liked how Mr. Chiat was able to pull responses from each Councilmember and that she now understands the focus better.

### **5. COMMENTS BY COUNCIL:**

None

### **6. ADJOURNMENT: 4:00 PM**

Submitted by:

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Tiffany Carranza, City Clerk

**ATTACHMENT 1**

**SUPPLEMENTAL REPORTS & COMMUNICATIONS  
II Office of the City Clerk**

**City Council of the City of Napa  
Special Meeting**

**January 14, 2020**

**FOR THE CITY COUNCIL OF THE CITY OF NAPA:**

**4. SPECIAL SESSION**

**4.A. Council Workshop: Discussion of the City's Projects and Status of City Council's Priorities**

- Discussion Agenda with handouts:
  - Attributes of Effective City Councils
  - Exercise of Leadership in Governance
  - 4 Words on Governance Worksheet
- PowerPoint presentation by city staff.
- City of Napa Community Climate Survey (dated November 11, 2019)  
Available Online, here: <https://www.cityofnapa.org/DocumentCenter/View/6078/City-of-Napa---Community-Climate-Survey-2019-PDF>

NAPA CITY COUNCIL

**Council Strategic Workshop****DISCUSSION AGENDA**

**Tuesday, 14 January 2020 ♦ McCarthy Library, Napa Valley College**

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8:45 Gathering

9:00 Call to Order, Public Comment, Introduction of Workshop

Times are  
approximate

9:10 **Strategic Snapshot**

*Opening:* Path Not Taken

Share life experience insights and stories on “What if ...”

*Conversation:* Achievements of Napa in 2019

*Presentation:* Status of Priority Projects

Status updates on long term financial forecast, major City projects and Council priorities

10:30 **City of Napa Priorities – Next 12 Months**

*Discussion and Review:* City Council Priorities and Expected Outcomes

Council reviews and modifies priorities for the next year, with discussion identifying and clarifying expected outcomes

Noon Lunch and Informal Conversations

12:45 **E Pluribus Unum – Crafting Effective Board Governance**

*Exercise:* Four-Word Build on “Governance”

Explore perceptions on what governance means

*Conversation:* Ideal Napa Council

Examine desired attributes of the City Council; ideals to strive towards – *How do we want to be seen by the community?*

*Discussion:* Characteristics of Effective Councils

Conversation examines roles, leadership practices, shared decision-making, internal and external communications and the relationships amongst Council, particularly in an election year

*Conversation:* Keeping the City Council and Staff on Track

Strategies for the Council to keep itself and the staff focused on the priorities

3:50 Reflections on the day

4:00 Adjourn

# Attributes of Effective City Councils



## **Persistent connection to vision, purpose and possibilities**

Systematic encouragement to think the unthinkable and to dream of possibilities while anchored in clear sense of purpose

## **Explicitly address fundamental values**

The council is the guardian of organizational values; it focuses on deliberations and explicit pronouncements on those values

## **Think and act strategically**

Strategic leadership demands the long-term viewpoint and the majority of the council's time is spent thinking about the future and creating policy focused on the ends

## **Force an external focus**

Are more concerned with external responsiveness to community expectations and needs than with the internal issues of organizational mechanics

## **Practice Pluralism – Facilitate diversity and unity**

Optimize the richness of council deliberation and opinion, yet assimilate the variety into one voice, and then speak as one voice

## **Enable productivity**

Council presses towards leading and not reacting – more in creating than in approving – and keeps itself and the organization focused on what is important and not just urgent

## **Make periodic evaluations of strategy and policy implementation**

Regularly review and receive feedback on strategy, outcomes, priorities and changing circumstances from community and staff

## **Shared definition of roles and responsibilities**

The roles of the council, councilmembers and the manager are discussed and are clear on any topic

## **Establish and abide by the Council—Manager partnership**

Council establishes ends and sets limits to Manager means and empowers them; staff acts on means within set limits to achieve ends; council evaluates results produced.

## **Balance overcontrol and undercontrol**

Clarify those aspects of management which need tight versus loose control; avoid being a “rubber-stamp” or a “micromanager”

## **Use council time and energy wisely**

Sort out what really needs to be done to enable board to use the precious gift of time productively; avoid the trap of the trivial

## **Define and adhere to a common basis for behavior and trust building**

How the council practices self-discipline and governs itself – holds itself accountable to stick to its job description, respect for each other and rules of governance on the dais, in the community and in staff interactions

## **Exhibit transparent rules and procedures at meetings**

Meetings are conducted respectfully and productively by adherence to agreed-upon norms and procedures designed to enhance decision-making, community engagement and civility

## **Balance public value to City and relevant constituencies**

Council acts in trusteeship on behalf of all owners in the city – not just the people who voted for them – yet are politically accountable to constituencies, and therefore must balance how these accountabilities coexist in their governance

## **Pay attention to themselves**

Practice continuous individual and collective professional and governance development





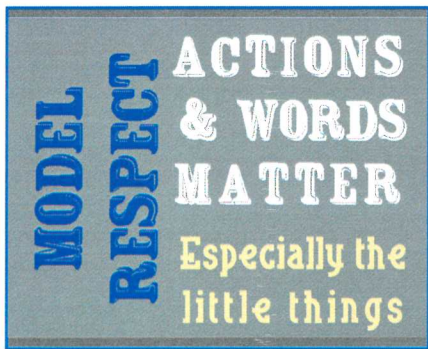
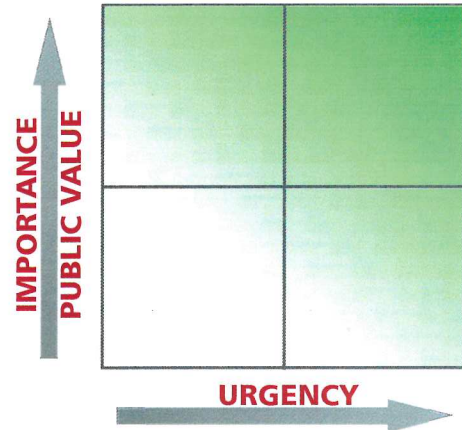
E Pluribus Unum

# Exercise of Leadership in Governance

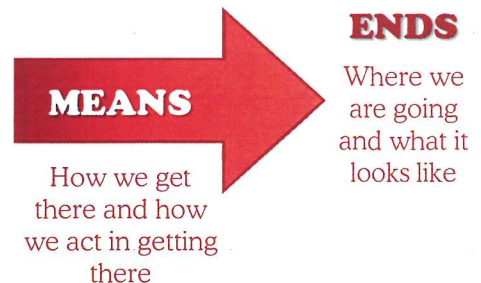
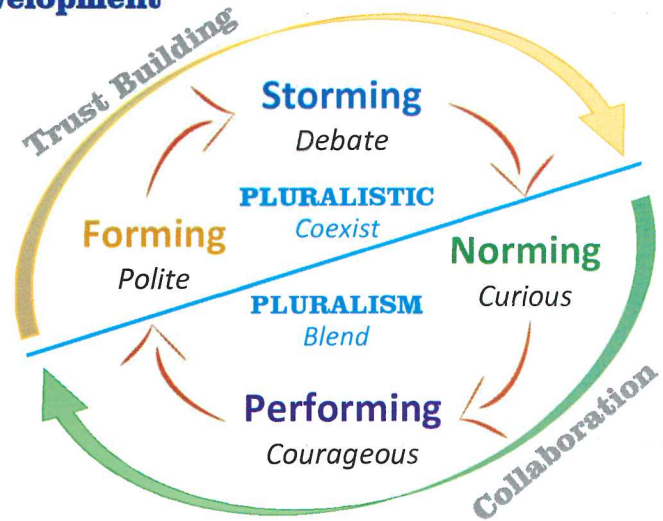


**Pluralistic  
or Pluralism**

**Where does the Council  
invest its time?**



**Stages in Council  
Development**

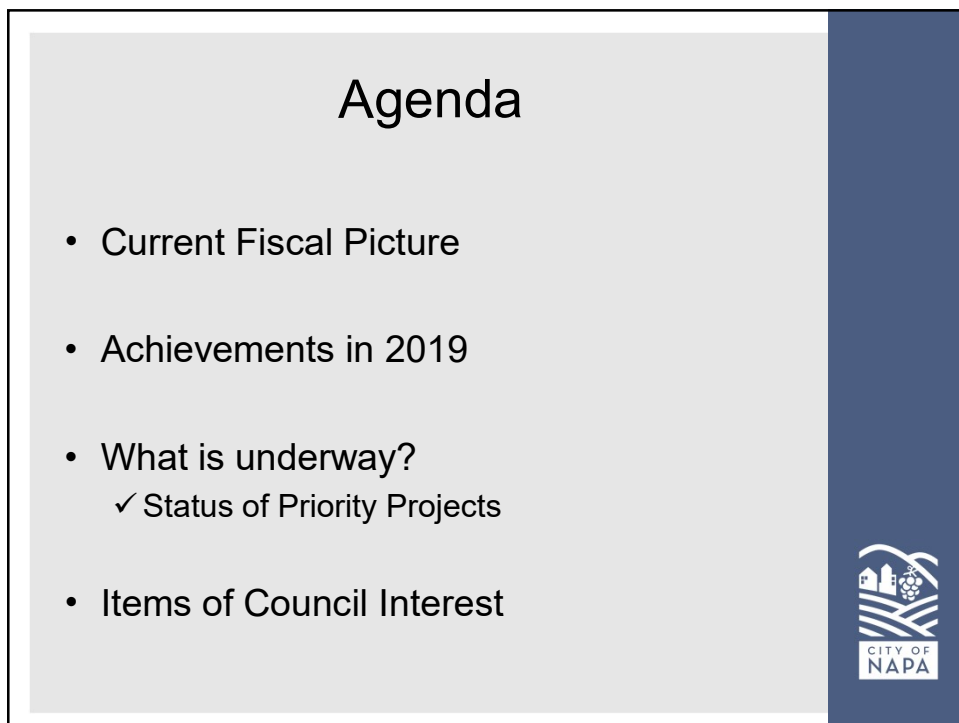


# WORDS ON GOVERNANCE





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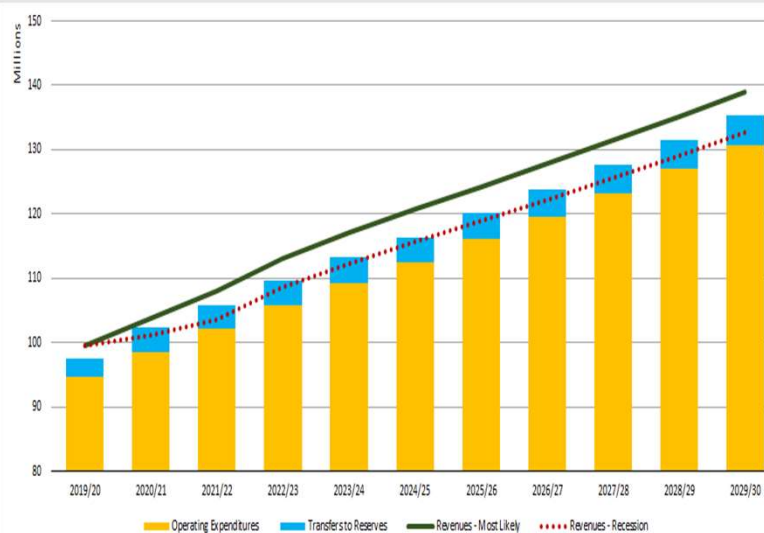
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## Long Term Financial Forecast and Budget Approach



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### 2020 Long Term Financial Forecast



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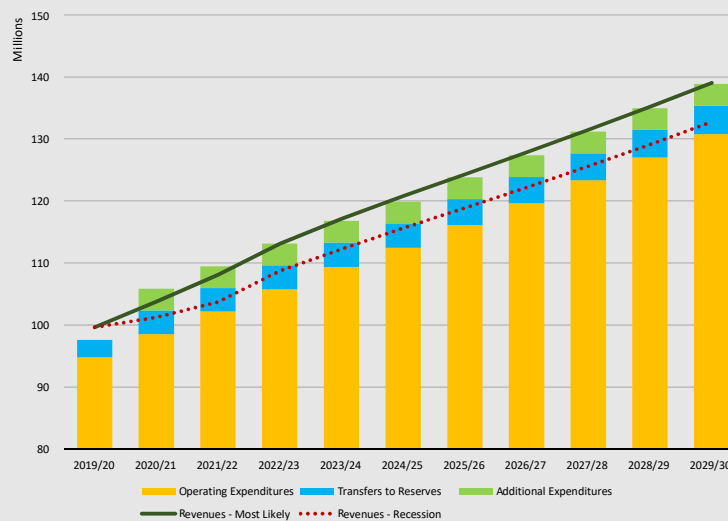
## 2020 Long Term Financial Forecast

- Results in a most-likely scenario; surplus of about \$3.5 million per year; prior to unfunded long-term expenses added
- Does not include new net FTE or new programs
- Does not include funding for the following needs:
  - 115 Trust Funding
  - Storm Drain Maintenance
  - Potential Increased Health Insurance costs
  - Investment in New Technology
  - Increases in Fleet Replacement costs
  - Potential Civic Center debt service of \$6.5-\$7 million/year

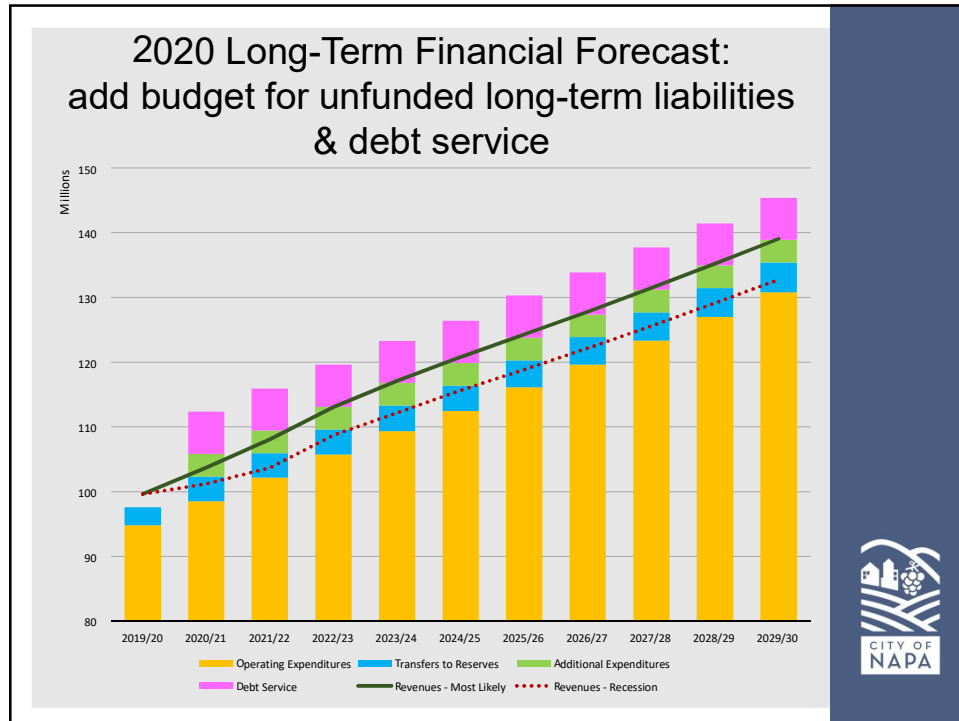


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## 2020 Long-Term Financial Forecast: add budget for unfunded long-term liabilities not including debt service



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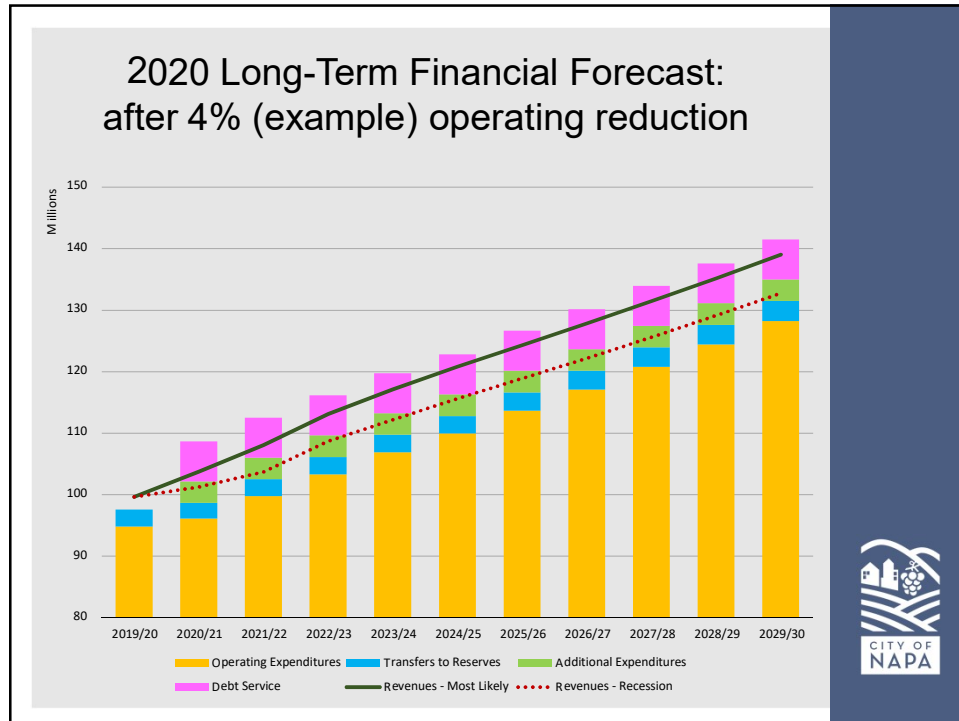
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## Reductions to Achieve Structural Budget Balance

- Difficult to achieve under current budget conditions
- Example: 4% budget reduction on our current \$100 million General Fund budget would require an additional \$2.5 million in reductions to maintain structural balance over the next 10 years

CITY OF NAPA

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## Summary

- Expenditure increases will outpace revenue increases over the next 10 years
- Current revenue trends can support the increased annual cost of civic center debt service, but cannot support additional funding of other long term/ongoing needs such as storm drain repairs, pension reduction plans, technology funding, or other not yet identified capital funding requirements.
- Although the addition of debt service and other long-term costs put pressure on the General Fund a proactive approach can be taken to continue to maintain a structural balance without utilizing reserves

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## 2019 Achievements – City Council Priorities

1. Efficient and Stable Organization
2. Streets, Sidewalks and Infrastructure
3. Where we Live
4. Enhanced Vitality and Economic Development
5. Provide Quality Services to the Community



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## Efficient & Stable Organization

### Recruitment

- 99 Recruitments & 110 Hires
- Recruitment & Hiring Incentives Program

### Retention

- E3 Support and Advancement
- Researching Employee Housing Assistance Options



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## Streets, Sidewalks and Infrastructure

- Enhanced Traffic Mitigation Program
- PCI Improvement
- Paving and Sidewalk Repairs
- Major CIP Projects
- Joint City/County water quality monitoring program
- Public Safety Power Shutdown
- Completion of FEMA funded restoration projects



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## Where we Live

- Formation of a County-wide Sub-regional group
- Inclusionary Housing Analysis
- Key projects opened in 2019:
  - Stoddard West
  - Napa Commons
  - Charter Oaks Remodel
  - Valley View
- Successful Rehabilitation program management and increased funding



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## Enhanced Vitality and Economic Development

- Implemented Business Alliance Program
- Completed City's Economic Development Action Strategy
- Awarded City of Opportunity



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## Provide Quality Services to the Community

- Increased bilingual staff participation in community outreach events
- Provided bilingual communication in Nixle, Social Media, Website and Print
- All surveys administered in English and Spanish



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What is underway...

## STATUS OF PRIORITY PROJECTS



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## City Hall Project

- 26 sites analyzed; narrowed to 4 areas; decision to focus on current city Hall and CSB sites for developing project alternatives
- Studied a spectrum of options from minimal improvements “baseline” to all new
- January 21 - council will be asked to select a preferred alternative project
- Next Steps: (January -June 2020)
  - Develop & recommend updated project delivery schedule, financing plan, project delivery structure, & dev design criteria to support urban design and building character with staff and public engagement



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## Community Development

- Housing Pipeline
- Update on ADUs
- General Plan Update
- Cities of Opportunity



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## Housing Pipeline – Recent Construction

Project	Affordable Units	Market Rate Units	Total Units
Redwood Grove (Duets)	34	0	34
Napa Creek Village	8	40	48
Stoddard West	49	1	50*
Napa Courtyards	19	1	20*
The Braydon		282	282
Register Square		51	51
Laurel Subdivision		27	27
ByWay East Apartments		10	10
Napa Villas		36	36
Anderson Ranch		38	38
TOTAL UNDER CONSTRUCTION	110	486	596



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## Approved Projects

project	Affordable Units	Market Rate Units	Total Units
Manzanita**	51	1	52
River Park Manor	104	1	105
Heritage House	65	1	66
Valle Verde	23	1	24
Bridgeview**	11	5	16
SoCo (formerly Pietro Place)**	11	160	171
Caritas Project**	19	1	20
Tulocay Village, Phase 2		102	102
Pear Tree Lane Terraces TH**		71	71
Napa Creek Condos		58	58
First Street Apartments		50	50
Vista Grove Subdivision		27	27
Keller Apartments		24	24
Golden Gate Condos		17	17
Zinfandel Subdivision		54	54
Western Meadows Subdivision		12	12
Saratoga Vineyards Subdivision		20	20
Wine Train Employee Housing		55	55
Foster Road Townhomes		14	14
Junior Units	5		5
Accessory Dwelling Units	25		25
<b>TOTAL CURRENT PIPELINE</b>	<b>314</b>	<b>674</b>	<b>988</b>



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## Housing Pipeline Totals

Project	Affordable Units	Market Rate Units	Total Units
TOTAL UNDER CONSTRUCTION	110	486	596
TOTAL CURRENT PIPELINE	314	674	988
LONGER TERM PIPELINE			
Napa Pipe	70	875	945
<b>TOTAL UNITS</b>	<b>494</b>	<b>2,035</b>	<b>2,529</b>



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## What's New with ADUs?

### Key Changes

- Elimination of impact fees if under 750 SF
- No owner occupancy requirements
- ADU plus JADU allowed on same lot

### ADU Center Coming Soon!

- Hire Director – February 2020
- Website – 1<sup>st</sup> Quarter 2020
- On-line calculator – 1<sup>st</sup> Quarter 2020
- Pre-approved plans – 2<sup>nd</sup> quarter 2020

### City's Junior Unit Program

- All funds allocated – starting waiting list



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## General Plan Update



- Background and initial community outreach complete
- Draft vision and guiding principles complete
- Initial land use plan and preferred alternative underway
- Further community engagement planned



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## Cities of Opportunity

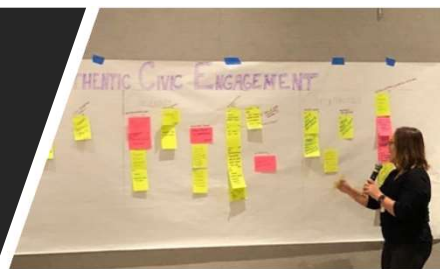
- ❑ National League of Cities initiative
  - Healthy people
  - Thriving communities
- ❑ Competitive application process
- ❑ One of six cities selected
- ❑ 1-year cohort participation
  - Technical assistance commitment



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## Roadmap & Workplan

- Holistic approach to address workforce and employer needs
  - Creative affordable housing options
  - Innovative work spaces
  - Improved business connectivity to workforce resources
- Actions
  - Health in all policies
  - PSJH intersections
  - WANB intersections
  - Data tools and story-telling
  - Asset mapping
  - Housing strategies
  - Innovation space strategies



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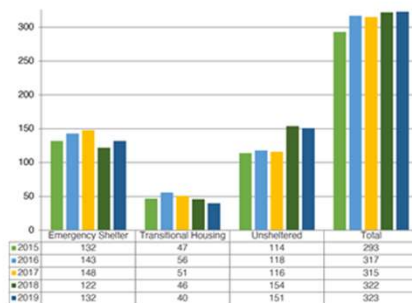
## Items of Council Interest

- Homeless
- Climate Change
- Advocacy at State Level
- Measure K



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## Napa County Homeless Point-in-Time Count



- From 2019 PIT Count:
- 91% - had been in Napa for more than one year,
- 45% had been in Napa for more than ten years
- 33% had been in Napa for more than 20 years.



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## Homeless System Update

- Homeless housed by Abode

Time Period	Housed	Tenancy Care	Total
FY2019	96	22	118
7/17-12/19	196	37	233

- Diversion Program
  - Soft launch: 2<sup>nd</sup> Quarter 2019
  - Official launch: 1<sup>st</sup> Quarter 2020
- Dedicated housing units integrated into new housing projects
- Expansion of South Napa Shelter



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## Homeless Clean-ups



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## Homeless Clean-ups



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## Homeless Clean-up Coordination

**Goal:** Combine efforts and resources to reduce the impacts of homeless camps and debris through proactive approaches

### First Working Group Meeting (Jan 13):

- City
- County
- State

### Action Items:

- Pursue joint contract for camp clean ups
- Research
- Explore Workforce
- Produce GIS mapping and fact sheet for agencies



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## Climate Change

- **Polystyrene**
  - In Napa, 64 of 211 food generating business (30%) are still using polystyrene.
  - Option for 2020 – education and outreach to seek voluntary change.
- **Anaerobic Digestion at MDF**
  - Reviewing financial impacts and financing options.
- **Bio-Energy Facility at MDF**
  - Waiting for financial proposal from NRWS.



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## Climate Change

### **Urban Forests: Critical City Infrastructure**

- Communities can significantly mitigate climate change through proper management of its urban forest
- Urban trees provide a variety of community benefits including reduction in atmospheric carbon dioxide through carbon sequestration (storage) and reduction in carbon dioxide emissions due to natural shade and wind protection



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## Climate Change

### Urban Forest Master Planning

- Roadmap to manage and expand the City's tree canopy based on the communities existing & future needs
- Ensures proper maintenance & sustainability of the natural environment



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## State Advocacy

### Current Process

- Staff works with the League of California Cities on current issues at the State Legislature that may impact the City in operational and/or financial ways.
- City has a contract with Arc Strategist to assist with Legislative Advocacy Services
- Current City policy provides for the City Manager to send on behalf of the City support or opposition letters of proposed State legislation in alignment with the City Council's current goals and priorities.



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### Future Process

- Enhance outreach and advocacy at the State level
- Staff is proposing the continued use of a Legislative Advocate consultant to more formally develop the City's legislative platform
- Process
  - Continue to partner with the League of California Cities on legislative changes that may impact the City
  - Work with our Legislative Advocacy consultant to formally develop the City's legislative platform; inclusive of current issues and potential needs that arise through discussions with department heads and council members
  - The City's annual legislative platform would align with the council's goals and be the new basis for support or opposition letter authority by the City Manager



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### Benefit of Change

- The City Council's goals and legislative objectives, at times, may not fully align with the larger concentration of California cities.
- Having a more robust independent State Advocacy allows the City the flexibility and assurance that the City's best interest can be maintained.
  - Example: City of Napa receives General Fund Excess ERAF which is unique to only a few counties (and the cities within them) throughout the State. Bills that impact this funding source (approximately \$2.5 million per year currently) may not be important to cities throughout the State at large but would have great importance to the City of Napa.



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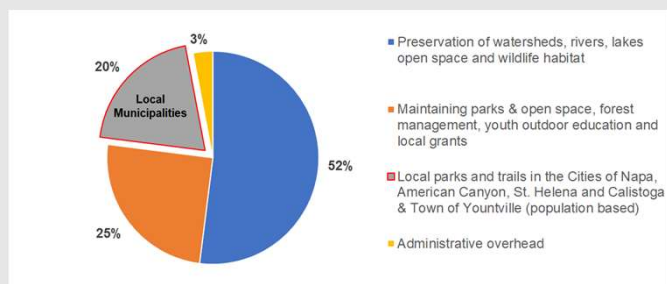
## Measure K – Overview

- ¼ cent sales tax over 15 years to protect water, parks & open space in Napa County (estimated \$9 MM annually)
- March 3, 2020 Ballot (66.7% support needed)
- Provide locally-controlled funding to:
  - Reduce wildfire risk
  - Protect drinking water and water quality in Napa County rivers, lakes, creeks and streams
  - Protect natural open spaces and wildlife habitat
  - Maintain parks and trails



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## Measure K – Allocation



### 20% Distribution:

- Allocated proportionate to City/Town pop.
  - City of Napa 56% of Napa County = ~\$1,008,000/year
- Used to implement adopted local park & recreation plans
  - Includes planning, acquisition, construction, operation, repair and maintenance of parks and outdoor recreation facilities and programs

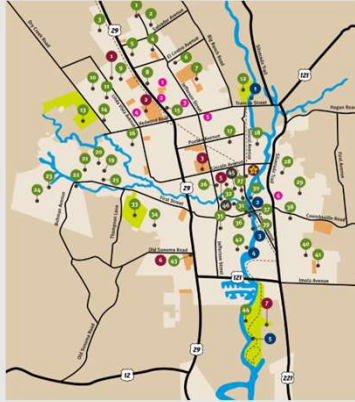


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## Measure K - City of Napa

### Project Opportunities:

- Parks & Facilities Master Plan (2010)  
- **\$130 MM in Local Needs**
- Kennedy Park Master Plan (2015)
- General Plan 2040
- Senior Center Renovation



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## End of Presentation



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