

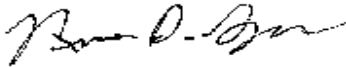
# City of Calistoga

## Staff Report

**TO:** Honorable Mayor and City Council  
**FROM:** Richard Spitler, City Manager  
**DATE:** April 1, 2014  
**SUBJECT:** Consideration of a Resolution adopting City Council Goals, Objectives and Priority Projects for Fiscal Year 2014/ 2015

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APPROVAL FOR FORWARDING:




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Richard D. Spitler, City Manager

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2 **ISSUE:** Consideration of a Resolution adopting City Council Goals, Objectives and  
3 Priority Projects for Fiscal Year 2014/ 2015.  
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5 **RECOMMENDATION:** Adopt the Resolution.  
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7 **BACKGROUND:** The City Council held its annual study session on March 18<sup>th</sup> and 20<sup>th</sup> to  
8 discuss setting new goals and policies for Fiscal Year 2014/2015. Staff presented  
9 background information to the City Council and the general public. This consisted of a  
10 status report on accomplishments this fiscal year relative the 2013/2014 Goals and  
11 Objectives, the financial condition of the City, and a summary of each department's work  
12 status. The Council discussed this information, provided their comments and received  
13 public input.  
14  
15 **DISCUSSION:** The purpose of this goal setting is to have the City Council provide overall  
16 direction to staff relative to its work priorities. It also provides the policy direction for  
17 preparation of the Fiscal Year 2014/2015 budget. This is communicated to the community  
18 through a formal City Council goals and objectives document.  
19  
20 The main emphasis in next year's goals and objectives continues to be the City's  
21 financial condition, with particular emphasis on maintain a suitable balance in the General  
22 Fund Reserve (30%) and to increase the reserves of the Water and Wastewater  
23 Enterprise Funds to 20% each. However, with receipt of one time development impact  
24 fees from approval of three resort projects last year, there are funds that can be directed  
25 to paying debt (without General Fund subsidy) and to initiate or continue capital  
26 improvement projects, particularly for the water and wastewater plant facilities.

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28 The Council is also interested in increasing its commitment to community needs such as  
29 safer streets, improved recreation facilities and programs for all residents, and additional  
30 affordable housing. A community forum is proposed to seek community input on what  
31 projects and programs are desired that would be funded from increased revenues from  
32 new resort projects that will be received in the next three to five years.

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34 The drought conditions are also addressed through a priority project to prepare a  
35 contingency plan for water supply needs during the peak summer months.

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38 **FISCAL IMPACT:** The fiscal impact will be addressed during budget preparation.

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40 **ATTACHMENT:**

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42 1. Resolution with draft City Council Goals and Objectives FY 2014/2015

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**RESOLUTION NO. 2014- XXX**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CALISTOGA, COUNTY OF NAPA, STATE OF CALIFORNIA, ADOPTING CITY COUNCIL GOALS, OBJECTIVES AND PRIORITY PROJECTS FOR FISCAL YEAR 2014/ 2015.**

**WHEREAS**, the City of Calistoga City Council annually sets its goals and objectives to provide overall policy direction to City staff and to communicate its intent to the community; and

**WHEREAS**, the goals and objectives document is also the policy document to direct the preparation of the annual operating and capital budget of the City of Calistoga; and

**WHEREAS**, on March 18 and 20, 2014 the City Council held study sessions to review information about the progress on the Fiscal Year 2014/ 2015 goals and objectives, the financial condition of the City, the status of all departments, and received public comment; and

**WHEREAS**, at the conclusion of the study sessions the City Council prepared draft goals, objectives and priority projects for public review; and

**WHEREAS**, on April 1, 2014 at a regular City Council meeting, the draft goals, objectives and priority projects was presented for public comment and possible adoption by the City Council; and

**WHEREAS**, it is in the best interest of the City of Calistoga that goals and objectives be adopted to provide overall policy direction for City staff and preparation of the 2014/2015 budget.

**NOW, THEREFORE, BE IT RESOLVED THAT** the City Council of the City of Calistoga hereby adopts the attached City Council Goals, Objectives and Priority Projects for Fiscal Year 2014/ 2015 as shown as Exhibit A to this resolution.

**PASSED, APPROVED AND ADOPTED** by the City Council of the City of Calistoga at a regular meeting held this 1st day of April, 2014, by the following vote:

- AYES:**
- NOES:**
- ABSTAIN:**
- ABSENT:**

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**CHRIS CANNING, Mayor**

**ATTEST:**

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**KATHY FLAMSON, Deputy City Clerk**

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**Exhibit A**  
**City Council Goals, Objectives & Priority Projects**  
**Fiscal Year 2014/2015**

April 1, 2014

**Goal 1: Maintain and enhance the economic vitality of the community and the financial stability of the City.**

Objectives

1. Encourage, manage and advance key private development and renovation projects to stimulate economic vitality and avoid stagnation.
2. Promote the qualities of Calistoga that are attractive to residents and visitors.
3. Ensure that development impact and in-lieu fees are defensible and responsive to economic realities, and are commensurate with the impact of new development on the community.
4. Develop and adopt a long-term General Fund revenue, expenditure and capital improvement projects forecast.
5. Adopt a fiscal year budget with conservative assumptions that maintains a minimum General Fund reserve of 30% by Fiscal Year 2014-15.
6. Increase the Water and Wastewater Fund reserves to a minimum of 20% within two fiscal years and increase the CIP and Equipment Replacement Fund reserves to meet anticipated needs over the next three fiscal years.
7. Maintain City operating costs at the lowest feasible level. Maintain current City services and operating costs at the most economically viable levels commensurate with equal service levels.

Priority Projects

1. Increase the General Fund reserve to a minimum of 30% of total operating funds (approximately \$1.6 million) by Fiscal Year 2014-15.
2. Adopt and implement development impact and in-lieu fees.
3. Explore establishing a program to encourage façade and other aesthetic improvements to Lincoln Avenue businesses.
4. Adopt economic development measures and other incentives to promote beneficial new development, businesses and job growth.

## **Goal 2: Offer excellent professional services to all customers.**

### Objectives

1. Provide a high standard in the delivery of emergency and general municipal services.
2. Streamline and simplify processes.
3. Promote communication and transparency.
4. Maintain focus on existing key assignments and priorities. Evaluate available time and resource demands before committing to or assigning new tasks. Evaluate and adjust staffing levels to reflect increased demands.
5. Address the animal control services provided by the City and explore formalized outside service provision.
6. Enhance community disaster preparation, including wildfires.

### Priority Projects

1. Research and implement various opportunities for outside service agencies or private companies to provide routine city functions in order to free City staff for higher-level activities and special projects, and reduce the need for additional employees.
2. Evaluate and adjust staffing levels if appropriate to provide optimum service.
3. Adopt a City file archive and retention system, prepare a schedule for each department and implement system.
4. Resurrect a Calistoga Disaster Council to bring local businesses and service providers into the City's emergency response program and continue to train key City staff on their duties and responsibilities during emergencies.
5. Work with CalFire and Napa Fire-Wise to evaluate potential wildfire impacts, educate residents on minimizing wildfire damage, and prepare for post-fire recovery.
6. Conduct a community forum to identify what projects and programs are desired by the community to be funded by increased revenues from new resort projects in the next three to five years.

## **Goal 3: Establish, improve and maintain City infrastructure.**

### Objectives

1. Maintain the high level of service and reliability of the city's infrastructure systems and facilities.
2. Upgrade and maintain the long-term reliability of the city's water supply.
3. Provide for long term maintenance and repair of City sidewalks.
4. Support efforts to fund bridge and street maintenance and repair.
5. Educate Calistoga citizens about the condition and cost of maintaining and repairing city streets and bridges.

6. Improve the safety and functioning of the city's primary intersections and the lighting of city streets and intersections, in accordance with the City's Dark Sky policy.
7. Improve all forms of transportation, including active transportation, such as walking and cycling.
8. Determine a feasible way to initiate the spa geothermal metering program in accordance with the spa settlement agreements.

#### Priority Projects

1. Coordinate with Caltrans on replacing the Lincoln Avenue and Berry Street bridges in a manner that minimizes disruption to the community and is aesthetically-pleasing.
2. Initiate the preparation of conceptual plans for the Foothill Boulevard/Lincoln Avenue and Foothill Boulevard/Petrified Forest Road intersections.
3. Continue the sidewalk trip hazard repair program, including the notification of utility companies and property owners of trip hazards that require sidewalk replacement where they cannot be repaired. Offer to share replacement costs.
4. Complete design work for improvements to Kimball Reservoir that are necessary to meet state standards and maintain its functionality, including replacement of the intake tower and drain valves, and the installation of required gauges as necessary to implement the Interim Bypass Plan.
5. Continue data collection for a citywide sewer model.
6. Replace the Grant Street storm drain culvert.
7. Provide routine maintenance and cleaning of downtown sidewalks from May through October.
8. Facilitate replacement of the lower Washington Street sewer trunk line.
9. Prepare a water supply contingency plan to address potential water needs during the drought and alternatives on how to address them.

### **Goal 4: Create an environmentally-sustainable community.**

#### Objectives

1. Implement "green" environmental sustainability policies and initiatives.
2. Reduce greenhouse gas emissions.
3. Improve and enhance walkways and bicycle trails.

#### Priority Projects

1. Implement the Climate Action Plan.
2. Work on the design, environmental documentation and construction of the Calistoga segment of the Napa Valley Vine Trail to expand the active transportation network.

3. Update the Bicycle Plan and Circulation Element to integrate goals and programs for pedestrian facilities.

**Goal 5: Enhance Calistoga's small town character by making it attractive and safe.**

Objectives

1. Promote Calistoga as a walking- and cycling-friendly city.
2. Educate our youth on crime prevention and substance abuse awareness.
3. Provide a code enforcement program that is efficient, readily understandable and predictable.
4. Maintain Calistoga's small town character through implementation of general plan goals and policies.

Priority Projects

1. Work with local schools on youth gang and substance abuse issues and support the crime intervention activities of the Boys and Girls Club.
2. Adopt updated code enforcement manual and nuisance abatement regulations.

**Goal 6: Expand and improve recreational facilities.**

Objectives

1. Provide diverse and affordable recreational programs, including senior fitness. Collaborate with other agencies and groups to achieve this objective.
2. Work with the County to improve the Calistoga Library.
3. Support local efforts to improve Pioneer and Logvy Parks.
4. Identify additional areas for the development of recreational facilities, including picnicking facilities.

Priority Projects

1. Support efforts to establish a new Boys and Girls Club facility in Calistoga.
2. Update the Logvy Park Master Plan to reflect current and projected needs. Collaborate with other agencies and groups to achieve this objective.
3. Work with citizen efforts to install bocce courts at Logvy Park and improve Pioneer Park.
4. Work with Napa Valley Vine Trail and Napa County Regional Park and Open Space District to provide facilities at or near the Oat Hill Mine Trail trailhead, particularly public parking and restrooms for trail users.
5. Maximize recreational swimming opportunities for the community.

6. Create new recreational programs and activities sponsored by the City that meet the needs of seniors in Calistoga.
7. The City shall cooperatively work with the Boys and Girls Club of Calistoga to restore the Teen Center activities in an expeditious manner.

**Goal 7: Address the community’s housing needs.**

Objectives

1. Maintain the existing housing stock in good condition.
2. Expand housing opportunities, including workforce housing.
3. Protect and promote special needs housing for such groups as seniors, the disabled and farmworkers.

Priority Projects

1. Consider options to maintain mobile home parks as an affordable housing option, as recommended in the affordability study and develop means to keep them affordable to residents.
2. Update the Housing Element of the General Plan to incorporate the city’s regional fair share of housing need for the next planning cycle, update demographic and housing data, and identify additional housing programs to address identified needs.
3. Identify feasible sites and funding that could be used to land bank properties for needed housing development, including workforce housing.
4. Support the “Rebuilding Calistoga” housing rehabilitation efforts by Calistoga Affordable Housing.
5. Identify and remove impediments to development of second dwelling (“granny”) units that are within the City’s authority.