


# City of Calistoga

## Staff Report

**TO:** Honorable Mayor and City Council  
**FROM:** James C. McCann, City Manager   
**DATE:** April 20, 2010  
**SUBJECT:** 2010/2011 City Council Goals & Objectives and Key Priority Projects

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2 **ISSUE:** To consider a Resolution adopting the fiscal year 2010/2011 City Council  
3 Goals & Objectives and Key Priority Projects.

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5 **RECOMMENDATION:** Adopt Resolution.

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7 **DISCUSSION:** The City Council met in a special study session retreat on April  
8 13, 2010 for its annual strategic planning and goal setting efforts (see attached  
9 staff report). The Council spent approximately five hours working through the  
10 points on the agenda, receiving well considered public comment and engaging in  
11 broad discussion regarding current assignments, existing and emerging needs  
12 and opportunities and developing a consensus on key areas for focus in the  
13 coming fiscal year. Attached are the Goals & Objectives as well as the Key  
14 Priority Projects identified and endorsed by Council at the conclusion of the  
15 retreat. In summary, the Key Priority Projects for the coming fiscal year are:

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- 18 • Commencement of the construction of the Mt. Washington 1.5 million  
19 gallon Water Storage Tank;
  - 20 • Completion of the Fire Station Renovation project;
  - 21 • Adoption and implementation of Environmental Sustainability policies and  
22 the Climate Action Plan Framework;
  - 23 • Completion and adoption of the Housing Element Update;
  - 24 • Completion and adoption of Fee Updates (Water & Wastewater Utility and  
25 the Development Fees);
  - 26 • Complete the construction drawings for the Teen Center/Art Center  
27 improvements at Logvy Community Park. Re-evaluate and explore  
28 project construction and operating costs and available funding and  
29 options.
  - 30 • Adopt a work program to develop and adopt General Plan policies for  
31 implementing actions.

32 Public Comment and Council discussion revolved around the strong desire to  
33 continue progress on existing, significant projects while also making effort and  
34 progress on other important areas of interest. Continued effort to implement the

35 ideas developed through the Urban Design Plan process was encouraged,  
36 including commencing efforts to relocate Highway 29 from the Downtown area.  
37 Additionally, support for the continued efforts to advance the construction of the  
38 Teen/Art Center was strongly offered. Also, Councilmembers raised the desire to  
39 pursue development of feasibility studies for construction projects so that the City  
40 will be in a ready position to pursue grant opportunities when they arise.

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42 The retreat successfully focused discussion and attention on the many interests  
43 and opportunities available to us in Calistoga and has resulted in a consensus  
44 determination that the goals and objectives and Key Priority Projects as reflected  
45 in the attached Resolution should be the principal focus of staff and the Council  
46 for the upcoming fiscal year. We will reflect this direction in our budget which we  
47 will bring forward for Council action in June and in our staff and resource  
48 allocations.

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50 **ATTACHMENTS:**

51 Draft Resolution

52 April 13, 2010 Staff Report

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**RESOLUTION 2010-XXX**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CALISTOGA,  
COUNTY OF NAPA, STATE OF CALIFORNIA, ADOPTING OUTCOMES  
FROM THE CITY COUNCIL'S STRATEGIC PLANNING EFFORTS**

**WHEREAS**, the City Council has determined that undertaking a strategic planning effort would be beneficial to the efficient operation of the City; and

**WHEREAS**, the City Council has included this undertaking as one of its priority projects for Fiscal Year 2010/2011; and

**WHEREAS**, the City Council held a special meetings to undertake strategic planning efforts and received public input and comment and information from City staff; and

**WHEREAS**, on April 13, 2010, the City Council devoted time to explore areas of interest, current needs, on-going projects and emerging trends and reached consensus on desired policy direction for the City; and

**NOW, THEREFORE BE IT RESOLVED** that the City Council of the City of Calistoga hereby adopts the following products from the Council's Strategic Planning effort attached hereto: City Council Goals and Objectives for Fiscal Year 2010/2011, Key Priority Projects for Fiscal Year 2010/2011.

**PASSED, APPROVED AND ADOPTED** by the City Council of the City of Calistoga at a regular meeting held this 20<sup>th</sup> day of April 2010, by the following vote:

**AYES:**

**NOES:**

**ABSENT/ABSTAIN:**

\_\_\_\_\_  
JACK GINGLES, Mayor

ATTEST: \_\_\_\_\_  
SU SNEDDON, City Clerk

45 **City Council Goals And Objectives**  
46 **FY 2010/2011**  
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49 **Maintain and enhance the economic vitality of the**  
50 **community.**

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52 Objectives:

- 53 • Manage and advance key private development and renovation proposals.
- 54 • Adopt updated water and wastewater user rates with the most reasonable
- 55 adjustments possible.
- 56 • Evaluate and revise as necessary development impact fees.
- 57 • Develop and adopt a long-term General Fund revenue, expenditure and
- 58 capital improvement projects forecast.
- 59 • Adopt a fiscal year budget with conservative assumptions and with the
- 60 protection of reserve funds.
- 61 • Continue to reduce City operating costs.

62  
63 **Offer excellent professional services to all customers.**

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65 Objectives:

- 66 • Continue to provide a high standard in the delivery of emergency and
- 67 general municipal services.
- 68 • Improve the delivery of private development related services.
- 69 • Streamline and simplify processes.
- 70 • Expand and improve communication and transparency.
- 71 • Maintain focus on existing key assignments and priorities. Evaluate
- 72 available time and resource demands before committing to or assigning
- 73 new tasks. Evaluate and adjust staffing levels as necessary to reflect
- 74 increased demands.

75  
76 **Establish, improve and maintain City infrastructure.**

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78 Objectives:

- 79 • Continue to maintain the high level of service and reliability available to
- 80 the community through our infrastructure systems and facilities.
- 81 • Complete and approve plans and specifications for the 1.5 million gallon
- 82 water storage tank at Mt. Washington, secure funding and seek
- 83 construction bids and commence construction.
- 84 • Complete renovation of the Fire Station.

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86 **Create an environmentally sustainable community.**

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88 Objectives:

- 89 • Implement "green" environmental sustainability polices and initiatives.
- 90 • Continue to pursue funding opportunities for geothermal and photovoltaic
- 91 system improvements at the Community Pool.

92

93 **Maintain the small-town rural character of Calistoga.**

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95 Objectives:

- 96 • Adopt a comprehensive update of the Housing Element of the General
- 97 Plan.
- 98 • Develop and implement a work plan to address General Plan and
- 99 Municipal Code conflicts, inconsistencies and needed policy direction.

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101 **Expand and improve recreational facilities.**

102

103 Objectives:

- 104 • Complete the construction drawings for the Teen Center/Art Center
- 105 improvements at Logvy Community Park. Re-evaluate and explore
- 106 project construction and operating costs and available funding and
- 107 options.
- 108 • Work with the County to improve the Calistoga Library.

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111 **City Council Key Priority Projects**  
 112 **FY 2010/2011**


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- 114 • Water Tank: Commencement of the construction of the Mt. Washington 1.5
- 115 million gallon Water Storage Tank;
- 116 • Fire Station: Completion of the Fire Station Renovation project;
- 117 • Green Policies: Adoption and implementation of Environmental Sustainability
- 118 policies and the Climate Action Plan Framework;
- 119 • Housing Element: Completion and adoption of the Housing Element Update;
- 120 • Fee Updates: Completion and adoption of Fee Updates (Water & Wastewater
- 121 Utility and the Development Fees);
- 122 • Recreation Facilities: Complete the construction drawings for the Teen
- 123 Center/Art Center improvements at Logvy Community Park. Re-evaluate and
- 124 explore project construction and operating costs and available funding and
- 125 options.
- 126 • General Plan Policy Implementation: Adopt a work program to develop and
- 127 adopt policy implementing actions for the General Plan.

- 128 • Traffic Circulation Improvements: Completion of the planning efforts for the
- 129 Silverado Trail/Hwy 29 Intersection Improvements and commencement of
- 130 study efforts for the Petrified Forest/ Hwy 128 Intersection Improvements.
- 131 • Long-term Financial Planning: Develop and adopt a long-term General Fund
- 132 revenue, expenditure and capital improvement projects forecast.
- 133 • Labor Negotiations: Conclude negotiations with Police and Fire units in a
- 134 constructive, responsible and proactive manner.

# City of Calistoga

## Staff Report

**TO:** Honorable Mayor and City Council  
**FROM:** James C. McCann, City Manager   
**DATE:** April 13, 2010  
**SUBJECT:** 2010 Strategic Planning

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1  
2 **BACKGROUND:** The City Council has a history of annually developing goals and  
3 objectives to focus the City's resources and attention and to guide the development of  
4 the City budget. Last year, we moved beyond our typical goal setting efforts into a  
5 comprehensive strategic planning retreat wherein the City Council and staff revisited  
6 the City's Mission and Vision Statements and developed a refined list of key priority  
7 projects and short term goals and objectives. This effort was very worthwhile and has  
8 proven to be helpful in focusing our efforts over the last twelve months.

9  
10 The City Council has scheduled a special meeting on April 13<sup>th</sup> for strategic planning  
11 purposes and has provided direction regarding the agenda and meeting format during  
12 previous City Council meetings. The agenda reflects the Council's request and is  
13 constructed to allow an overview and input by staff in the late afternoon with a quick  
14 break for dinner and a resumption of the meeting with extensive public comment and  
15 City Council deliberation leading toward the identification of goals and objectives and  
16 key priority projects for the coming fiscal year. Subsequent to the strategic planning  
17 session, the Council's direction will be refined for presentation and adoption at a regular  
18 Council meeting anticipated on April 20<sup>th</sup>.

19  
20 **DISCUSSION:**

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22 **Purpose and Expectations:** As noted above, the Council has an established history of  
23 meeting annually in a special session to consider and discuss broad, long term policy  
24 interests and strategic issues. This annual retreat has yielded good discussion and  
25 helpful direction to focus our energies toward addressing areas of interest to the  
26 community. The past 18-24 months has been extremely challenging for local  
27 government in general and for our Calistoga operation in particular, given the  
28 challenging economic times and the significant reduction in financial resources. This  
29 situation has dominated much of the public agenda and has affected many of the  
30 Council's initiatives, either directly or indirectly. While the economic conditions appear

31 to be stabilizing and improving, the effects of substantially reduced revenue will remain  
32 with the City for some time to come. Additionally, the ability to improve and expand  
33 economic conditions locally, will remain substantially retarded from past conditions.  
34 This overarching economic condition is a reality which must be recognized in conjunction  
35 with Council's strategic planning, goal setting and budgeting discussions.

36  
37 It is hoped that with the economic conditions as a backdrop, the Council will review the  
38 products from last year's strategic planning exercise, revisit and confirm the City's  
39 Mission and Vision Statements, receive an update from staff regarding the status of the  
40 Key Priority Projects, the Council's Goals and Objectives and the current and anticipated  
41 projects of significance, opportunities and pressures which each of the departments  
42 have (the department heads will be present and will each provide an overview of  
43 current activity and anticipated efforts for the next fiscal year during the meeting).  
44 Additionally, we have invited the Chairs of the Planning Commission and Community  
45 Resources Commission, (as recommended by the Council) to allow them to provide their  
46 thoughts and suggestions for City Council information.

47  
48 Following the update and overview by staff and the Commission Chairs, input and  
49 recommendations from the public will be received, leading to Council discussion,  
50 deliberation and direction regarding the development of goals and objectives as well as  
51 key priority projects for the coming fiscal year.

52  
53 **2009/10 Products:** I have attached the adopted products from last year's strategic  
54 planning effort for your information. These include the adopted Mission and Vision  
55 Statements as well as the Key Priority Projects, Council Goals & Objectives and the  
56 project tracking matrix. You will see that a number of important projects have either  
57 been completed or have had substantial progress made during the last several months.  
58 The staff will be prepared to provide further information regarding each of these  
59 projects, its current status and anticipated next steps during the meeting as may be  
60 desired.

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62 **Recommended Changes:** Attached are recommended changes to the established goals  
63 and objectives and key priority projects. You will see that many of the existing  
64 assignments remain as priorities so that we may conclude these important  
65 undertakings. We have also included a limited number of new recommended projects  
66 for Council consideration. These reflect new opportunities and areas of Council interest  
67 as have been expressed in recent months.

68  
69 It is important to recognize, during these discussions, that staff resources are heavily  
70 taxed with no additional capacity for significant undertakings. Additionally, financial  
71 resources do not exist to readily retain consultant assistance to expand staff capabilities  
72 in addressing new assignments. Therefore, it is strongly recommended that no new



73 projects of significance be established unless existing assignments are finished or  
74 postponed.

75 **RECOMMENDATION:** It is recommended that the Council actively participate in this  
76 special session as we again find Calistoga in very exciting and challenging times. Staff  
77 has worked extremely hard to realistically identify our capabilities and financial  
78 resources to implement the desires and direction provided by Council. Continuing to  
79 work together to realistically identify projects for which meaningful progress can be  
80 made is important to advance policies and services of interest to Calistoga. Equally  
81 important is the diligent work to protect our economic resources to ensure fiscal  
82 stability during these challenging times and to anticipate opportunities which may arise.  
83 We should also aggressively pursue economic development opportunities through our  
84 continued support of the Chamber of Commerce via marketing and promotional  
85 services as well as the encouragement of improvement and expansion of our existing  
86 businesses in the community and the development of appropriate new business  
87 enterprises.

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89 I am confident that with the continued focus and leadership from City Council and  
90 experienced advice and action by our staff that much progress will be made on the key  
91 priority projects to be identified by Council to implement the Council's and community's  
92 goals and objectives for the coming fiscal year. I very much look forward to this special  
93 session with the Council to further our good communication and to solidify our plans to  
94 advance important matters for the citizens of Calistoga.

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97 **ATTACHMENTS:**

98 Background materials and draft Goals, Objectives and Key Priority Projects

RESOLUTION 2009-062

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CALISTOGA,  
COUNTY OF NAPA, STATE OF CALIFORNIA, ADOPTING OUTCOMES  
FROM THE CITY COUNCIL'S STRATEGIC PLANNING EFFORTS

**WHEREAS**, the City Council has determined that undertaking a strategic planning effort would be beneficial to the efficient operation of the City; and

**WHEREAS**, the City Council has included this undertaking as one of its priority projects for Fiscal Year 2008/2009; and

**WHEREAS**, on January 22, 2009, the City Council directed staff to proceed with the selection of a consultant to assist in this effort; and

**WHEREAS**, the City Council authorized a professional services agreement with TBEEnterprises for strategic planning facilitation services at the May 5, 2009 meeting; and

**WHEREAS**, the City Council held three separate special meetings to undertake strategic planning efforts.

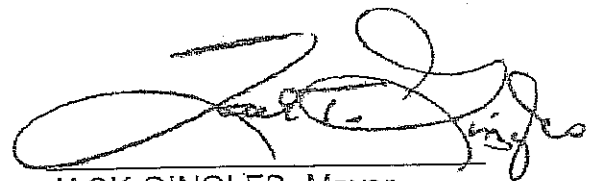
**NOW, THEREFORE BE IT RESOLVED** that the City Council of the City of Calistoga hereby adopts the following products from the Council's Strategic Planning effort attached hereto: City Vision Statement, City Mission Statement, City Council Goals and Objectives for Fiscal Year 2009/2010, Key Priority Projects for Fiscal Year 2009/2010.

**BE IT FURTHER RESOLVED** that the City Council endorses the Strategic Planning Action Plan tracking matrix and directs staff to complete it and provide the City Council with regular updates of assignment status.

**PASSED, APPROVED AND ADOPTED** by the City Council of the City of Calistoga at a regular meeting held this 21<sup>st</sup> day of July, 2009, by the following vote:

**AYES:** Vice Mayor Dunsford, Councilmembers Slusser, Kraus, Garcia and Mayor Gingles

**NOES:** None  
**ABSENT/ABSTAIN:** None



JACK GINGLES, Mayor

ATTEST: *Su Sneddon (Signed by Yorie Goldberg)*  
SU SNEDDON, City Clerk



# **CITY OF CALISTOGA**

## **VISION STATEMENT**

To create a vibrant, balanced, safe, sustainable, and healthy community that maintains its authentic charm while ensuring Calistoga's economic vitality.

## **MISSION STATEMENT**

To set policy and direction through a process of trust and transparency that reflects the goals of the community and ensures their safety and well being.

The goals of the City of Calistoga are as follows:

- o Maintain and enhance economic viability;
- o Offer excellent professional services to all customers;
- o Establish, improve, and maintain City infrastructure;
- o Create an environmentally sustainable community;
- o Maintain the small-town, rural character of Calistoga;
- o Expand and improve recreational services and facilities.

- |  |
|--|
| ✓ Completed<br>+ Substantial Progress<br>* Initial Stage |
|--|

## **City Council Goals And Objectives FY 2009/2010**

### **Maintain and enhance the economic vitality of the community.**

#### Objectives:

- ✓ • Complete and adopt the Urban Design Plan.
- + • Manage and advance key private development and renovation proposals.
- + • Adopt updated water and wastewater user rates with the most reasonable adjustments possible.
- \* • Evaluate and revise as necessary development impact fees.

### **Offer excellent professional services to all customers.**

#### Objectives:

- + • Continue to provide a high standard in the delivery of emergency and general municipal services.
- + • Improve the delivery of private development related services.
- + • Streamline and simplify processes.
- + • Expand and improve communication and transparency.
- + • 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 as necessary to reflect increased demands.

### **Establish, improve and maintain City infrastructure.**

#### Objectives:

- + • Continue to maintain the high level of service and reliability available to the community through our infrastructure systems and facilities.
- + • Complete and approve plans and specifications for the 1.5 million gallon water storage tank at Mt. Washington, secure funding and seek construction bids and commence construction.
- ✓ • Complete design and commence construction of the renovation of the Fire Station.

## **Create an environmentally sustainable community.**

### Objectives:

- ✓ • Explore and adopt “green” environmental sustainability policies and initiatives.
- ✓ • Complete and adopt the Urban Design Plan.
- + • Pursue funding opportunities for geothermal and photovoltaic system improvements at the Community Pool.

## **Maintain the character of Calistoga.**

### Objectives:

- ✓ • Complete and adopt the Urban Design Plan.
- + • Develop and adopt a comprehensive update of the Housing Element of the General Plan.
- \* • Develop and implement a work plan to address General Plan and Municipal Code conflicts, inconsistencies and needed policy direction.

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## **Expand and improve recreational services and facilities.**

### Objectives:

- + • Complete construction plans for Recreation Facilities at Logvy Community Park, identify funding sources, and commence construction of Phase 1 recreation facility improvements at Logvy Park.
- ✓ • Complete exterior renovation of the Monhoff Recreation Center.

**DRAFT**  
**City Council Goals And Objectives FY**  
**2009/2010 2010/2011**

**Maintain and enhance the economic vitality of the community.**

**Objectives:**

- ~~• Complete and adopt the Urban Design Plan.~~
- Manage and advance key private development and renovation proposals.
- Adopt updated water and wastewater user rates with the most reasonable adjustments possible.
- Evaluate and revise as necessary development impact fees.
- Develop and adopt a long-term General Fund revenue, expenditure and capital improvement projects forecast.
- Adopt a fiscal year budget with conservative assumptions and with the protection of reserve funds.
- Continue to reduce City operating costs.

**Offer excellent professional services to all customers.**

**Objectives:**

- Continue to provide a high standard in the delivery of emergency and general municipal services.
- Improve the delivery of private development related services.
- Streamline and simplify processes.
- Expand and improve communication and transparency.
- 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 as necessary to reflect increased demands.

**Establish, improve and maintain City infrastructure.**

**Objectives:**

- Continue to maintain the high level of service and reliability available to the community through our infrastructure systems and facilities.
- Complete and approve plans and specifications for the 1.5 million gallon water storage tank at Mt. Washington, secure funding and seek construction bids and commence construction.

- Complete ~~design and commence construction of the~~ renovation of the Fire Station.

## **Create an environmentally sustainable community.**

### Objectives:

- ~~Explore and adopt~~ Implement “green” environmental sustainability polices and initiatives.
- ~~Complete and adopt the Urban Design Plan.~~
- Continue to pursue funding opportunities for geothermal and photovoltaic system improvements at the Community Pool.

## **Maintain the small-town rural character of Calistoga.**

### Objectives:

- ~~Complete and adopt the Urban Design Plan.~~
- ~~Develop and Adopt~~ a comprehensive update of the Housing Element of the General Plan.
- Develop and implement a work plan to address General Plan and Municipal Code conflicts, inconsistencies and needed policy direction.

## **~~Expand and improve recreational services and facilities.~~**

### Objectives:

- ~~Complete construction plans for Recreation Facilities at Logvy Community Park, identify funding sources, and commence construction of Phase 1 recreation facility improvements at Logvy Park.~~
- ~~Complete exterior renovation of the Monhoff Recreation Center.~~

## **DRAFT**

## **City Council Key Priority Projects**

**~~FY 2009/2010 FY 2010/2011~~**

- Water Tank: Commencement of the construction of the Mt. Washington 1.5 million gallon Water Storage Tank;
- Fire Station: Commencement and Completion of the Fire Station Renovation project;
- ~~Recreation Facilities: Completion of the Recreation Facilities Master planning and commencement of the Phase 1 construction;~~

- ~~Urban Design Plan: Adoption of the Urban Design Plan and Implementation Strategy;~~
- Green Policies: Adoption Implementation of Environmental Sustainability policies from ~~and~~ the Climate Action Plan Framework ~~Protection Plan;~~
- Housing Element: Completion and adoption of the Housing Element Update;
- Fee Updates: Completion and Adoption of Fee Updates (Water and Waste Water Utility and the Development Fees); and
- Traffic Circulation Improvements: Completion of the planning efforts for the Silverado Trail/Hwy 29 Intersection Improvements and commencement of study efforts for the Petrified Forest/ Hwy 128 Intersection Improvements.
- Long-term Financial Planning: Develop and adopt a long-term General Fund revenue, expenditure and capital improvement projects forecast.
- Labor Negotiations: Conclude negotiations with Police and Fire units in a constructive, responsible and proactive manner.



## City Council Key Priority Projects FY 2009/2010

- + • Water Tank: Commencement of the construction of the Mt. Washington 1.5 million gallon Water Storage Tank;
- + • Fire Station: Commencement and completion of the Fire Station Renovation project;
- + • Recreation Facilities: Completion of the Recreation Facilities Master planning and commencement of the Phase 1 construction;
- ✓ • Urban Design Plan: Adoption of the Urban Design Plan and Implementation Strategy;
- ✓ • Green Policies: Adoption of Environmental Sustainability policies and the Climate Protection Plan;
- + • Housing Element: Completion and adoption of the Housing Element Update;
- + • Fee Updates: Completion and Adoption of Fee Updates (Water and Waste Water Utility and the Development Fees); and
- + & \* Traffic Circulation Improvements: Completion of the planning efforts for the Silverado Trail/Hwy 29 Intersection Improvements and commencement of study efforts for the Petrified Forest/ Hwy 128 Intersection Improvements.

**City Council Key Priority Projects FY 2009/2010**

**Project 1: Water Tank - Commencement of the Mt. Washington 1.5 million gallon Water Storage Tank.**

#	Action Step:	Cost/Budget Status	Performance Measures:	Start Date:	Completion Date:	Assignments, Outcomes & Updates
1.	Secure project financing	N/A	Secure \$2.7 Measure A funds Secure USDA \$3.7 low-interest loan	12/2008 2006	6/2009 9/2009	Letters of commitment Managers: Bill Mushallo & Jim Smith
2.	Solicit Bids for Construction	\$5.5M B*	Attain Milestone Date	06/2010	09/2010	Prepare Bid Documents and Advertise for Bids Manager: Jim Smith
3.	Award Construction Contract and Start Construction	"	Attain Milestone Date	09/2010	12/2010	Evaluate Bids, Council Approval, PreCon Issues Manager: Jim Smith
4.	Complete Construction	"	Attain Milestone Date	03/2010	06/2011	Manage Construction and Acceptance Manager: Jim Smith

**Project 2: Fire Station Renovation - Commencement and completion of the Fire Station Renovation project.**

#	Action Step:	Cost/Budget Status	Performance Measures:	Start Date:	Completion Date:	Assignments, Outcomes & Updates
1.	Obtain Building Permit	\$1.9M B	Attain Milestone Date	05/2009	10/2009	Building Plan Check with Plan Revisions Manager: Dan Takasugi
2.	Solicit Bids for Construction and Award Contract	"	Attain Milestone Date	10/2009	11/2009	Prepare Bid Documents, Advertise and Evaluate Bids and Award Contract Manager: Dan Takasugi
3.	Complete Construction	"	Attain Milestone Date	12/2009	12/2010	Manage Construction and Acceptance Manager: Dan Takasugi

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**Project 3: Recreation Facilities - Completion of the Recreation Facilities Master Planning and commencement of the Phase 1 construction**

#	Action Step:	Cost/Budget Status	Performance Measures:	Start Date:	Completion Date:	Assignments, Outcomes & Updates
1.	Logvy Master Plan approval	N/A	Attain Milestone	03/2008	10/6/2009	Master Plan approved by City Council Manager: Dan Takasugi
2.	Teen/Art Center DR/CUP	N/A	Attain Milestone	07/2009	12/9/2009	DR/CUP approved by Planning Commission Manager: Dan Takasugi
3.	Obtain Building Permit	\$2.0M B	Attain Milestone	10/2009	Indefinite	Finalize Plans for Plan Check and Solicit Bids Manager: Dan Takasugi
4.	Award Contract and Start Construction	"	Attain Milestone	Indefinite	Indefinite	Solicit Bids, Council Approval, PreCon Issues Manager: Dan Takasugi
5.	Complete Construction	"	Attain Milestone	Indefinite	Indefinite	Manage Construction and Acceptance Manager: Dan Takasugi

**Project 4: UDP Adoption & Implementation - Complete and adopt the Urban Design Plan.**

#	Action Step:	Cost/Budget Status	Performance Measures:	Start Date:	Completion Date:	Assignments, Outcomes & Updates
1.	Planning Commission Hearing	B	Hold public hearing	06/2009	11/10/2009	Recommendation Manager: C. Gallina
2.	City Council Hearing	B	Hold public hearing	11/2009	01/19/2010	Final Plan Adoption Manager: C. Gallina.
3.	Revise/Finalize Document & Distribute	B	Edit, finalize, publish & distribute adopted UDP	01/2010	03/01/2010	UDP editing completed Manager: C. Gallina
4.	UDP Implementation Plan – Planning Commission Review	B	Hold public meeting	01/2010	03/10/2010	Work Program Recommendation Manager: C. Gallina
5.	UDP Implementation Plan – City Council Action	B	Hold public meeting	03/2010	04/2010	Work Program Action Manager: C. Gallina
6.	Commence Work on Priority A Projects for Fiscal Year 2010-2011	\$3,102 Remaining in Budget	Commence Work	04/2010	06/2010	Commence Work on Priority A Projects Manager: C. Gallina

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**Project 5: Fee Update Adoption & Implementation - Completion and Adoption of Fee Updates (Water and Waste Water Utility and the Development Fees).**

**(a) Water and Wastewater Rate Structure**

#	Action Step:	Cost/Budget Status	Performance Measures:	Start Date:	Completion Date:	Assignments, Outcomes & Updates
1.	Develop updated water and wastewater rates	Under Review	Develop Advisory Committee Packets	6/2009	05/2010	Manager: B. Mushallo
2.	Hold public meetings with Advisory Committee	"	Complete meetings	10/2009	05/2010	Manager: B. Mushallo
3.	Review preliminary rate recommendation with City Council	"	Hold meeting with City Council	06/2010	06/2010	Recommendation for final rates. Manager: B. Mushallo
4.	Hold public hearing and bring forward rates to City Council for adoption	"	Hold meeting with City Council	07/2010	08/2010	Council Hearings Manager: B. Mushallo
5.	Implement new water and wastewater rate structures	"	Rates implemented	N/A	10/2010	

**(b) Development Impact Fee Update**

#	Action Step:	Cost/Budget Status	Performance Measures:	Start Date:	Completion Date:	Assignments, Outcomes & Updates
1.	Develop Work Program	N/A	Develop work program	02/2010	04/2010	Work program Manager: C. Gallina & B. Mushallo
2.	Selection and retention of consultant services	\$20,000 B Revised 02/02/2010	Execute contract	04/2010	05/2010	Retain consultant Manager: C. Gallina & B. Mushallo
3.	Prepare preliminary Impact Fees	"	Develop fee structure	02/2010	08/2010	Preliminary fee structure Manager: C. Gallina & B. Mushallo
4.	Public release of preliminary rates	"	Release preliminary rates	08/2010	09/2010	Prepare preliminary rates Manager: C. Gallina & B. Mushallo
5.	Hold public hearings with City Council	"	Hold public hearings	08/2010	09/2010	Council public hearings Manager: C. Gallina & B. Mushallo
6.	Implement new fee structure	"	Rates implemented	N/A	10/2010	Rates Effective Manager: C. Gallina & B. Mushallo

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**Project 6: Create an Environmentally Sustainable Community - Adoption of Environmental Sustainability policies and the Climate Action Plan.**

#	Action Step:	Cost/Budget Status	Performance Measures:	Start Date:	Completion Date:	Assignments, Outcomes & Updates
1.	Public review of Preliminary Climate Action Plan Framework & Targets	20,500 B	Hold public meetings – CRC, PC, CC	07/2009	08/2009	Recommendations to NCTPA Manager: E. Lundquist
2.	Discussion regarding preliminary draft cost/benefit analysis, the scope of document to be released and next steps on preparation of specific jurisdiction Climate Action Plans with NCTPA staff, the County and other Napa cities	“	NCTPA presentation of preliminary draft cost/benefit analysis & City participation in this discussion	11/2009	12/2009	Review & comment on preliminary draft cost/benefit analysis & next steps Manager: E. Lundquist
3.	NCTPA Board Authorization of public release of the Draft Napa Countywide Community Climate Action Framework	“	Draft plan release by NCTPA	12/2009	03/2010	Public release of draft framework by NCTPA Board Manager: E. Lundquist
4.	Hold public hearings on Draft Napa Countywide Community Climate Action Framework – Adoption of Supporting Resolution	“	Hold public hearings – CRC, PC, CC	12/2009	03/16/2010	Public hearings Manager: E. Lundquist
5.	Commence development of draft Plan programs – Green Building Codes	\$5,112 B Revised 02/02/2010	Draft programs for CRC, PC and/or CC review & action	08/2009	06/2010	Develop implementation programs Manager: E. Lundquist & B. Cannon
6.	Commence development of draft Plan programs – Solar Energy Program Initiatives, etc	“	Draft programs for CRC, PC and/or CC review & action	08/2009	06/2010	Develop implementation programs Manager: E. Lundquist & B. Cannon
7.	Status Update on Preparation of Municipal Code Amendments	“	Preparation and Distribution of Memorandum	04/2010	05/2010	Distribute Status Update Manager: E. Lundquist & B. Cannon
8.	CRC Climate Action Plan - Implementation Plan for FY 09-10 Ten Priority Actions as adopted 9/16/09	“	Develop & coordinate implementation programs with CRC	09/2009	06/2010	Develop & coordinate implementation programs Manager: E. Lundquist

**Project 7: Housing Element Update - Completion and adoption of the Housing Element Update.**

#	Action Step:	Cost/Budget Status	Performance Measures:	Start Date:	Completion Date:	Assignments, Outcomes & Updates
1.	Conduct Advisory Committee Meetings	\$14,000 B	Conduct meetings	03/2009	05/2010	Conduct meetings Manager: K. MacNab
2.	Hold public meeting #1	“	Hold public meeting #1	01/2010	02/25/2010	Hold public meeting Manager: K. MacNab

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3.	Public release of Preliminary Review of Draft Element Update – Public Meeting #2; Public Hearings PC/CC	“	Public release of Preliminary Draft & hold public meetings	05/2010	06/2010	Release & hold public hearings Manager: K. MacNab
4.	Transmittal of Preliminary Draft to HCD for review	“	Transmittal to HCD	06/2010	08/2010	Transmittal for HCD review Manager: K. MacNab
5.	Revisions to Draft and release of Final Draft	“	Public release of Final Draft	09/2010	09/2010	Release Final Draft Manager: K. MacNab
6.	Hold public hearings – PC/CC and submit final Draft to HCD	“	Hold public meetings	09/2010	10/2010	Hold public hearings Manager: K. MacNab

**Project 8: Traffic Circulation Improvements - Completion of the planning efforts for the Silverado Trail/Hwy 29 Intersection Improvements and commencement of study efforts for the Petrified Forest/ Hwy 128 Intersection Improvements**

#	Action Step:	Cost/Budget Status	Performance Measures:	Start Date:	Completion Date:	Assignments, Outcomes & Updates
1.	Silverado / Hwy 29 Roundabout Concept Approval Report (CAR) Approval by Caltrans	None	Attain Milestone	07/2008	09/2009	Concept Approval Report approved on 9/15/09 Manager: Dan Takasugi
2.	Negotiate Cooperative Agreement with Caltrans and NCTPA for Silverado / Hwy 29 Roundabout	“	Attain Milestone	01/2010	12/2010	Identify Funding and work with NCTPA Manager: Dan Takasugi
3.	Conduct public meetings to review intersection improvement options	None	Public release of CAR Hold public meetings	06/2010	08/2010	Release and hold public meetings Manager: Dan Takasugi
4.	Obtain Grant or Other Funding for Feasibility Study on Petrified / Hwy 128 Intersection Improvements	“	Attain Milestone	12/2009	12/2010	Apply for Transportation Technical Study Grants Manager: Dan Takasugi
5.	Complete Feasibility Study and/or Concept Approval Report for Petrified / Hwy 128 Intersection Improvements	“	Attain Milestone	07/2010	02/2011	Seek Consultant Proposals, Council Approval Manager: Dan Takasugi

\* B = Budgeted