



City of St. Helena
Special City Council Goal Setting Meeting
Wednesday, October 4, 2017 @ 4:00 PM
St. Helena Fire Department, 1480 Main
Street, St. Helena
(Entrance on Railroad Avenue)

PLEASE NOTE: Any person who wishes to speak regarding an item on the agenda or make a comment under the "public comment" portion of the agenda may do so, but please observe the time limit of three minutes.

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1. CALL TO ORDER
2. ROLL CALL
Mayor: Alan Galbraith, Vice Mayor: Peter White, City Council: Paul Dohring, Geoff Ellsworth and Mary Koberstein
3. PUBLIC COMMENT:
Under California law, public comments at special meetings are limited to subjects on the agenda only. Therefore public comment will take place during consideration of the item. Each person's comments shall be limited to 3 minutes.
4. OVERVIEW OF GOAL SETTING SESSION
 - 4.1. Handouts

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 - [Vision and Mission Statement](#)
 - [Draft - Department Workplans](#)
 - [Planning Department Current and Pending Matters](#)
 - [Department Accomplishments Over Past 12 Months and SWOT Analysis](#)
 - [February 4, 2017 Goal Setting Workshop Minutes](#)
5. REVIEW THE CITY'S VISION AND MISSION STATEMENT
6. ESTABLISH CITYWIDE GOALS AND OBJECTIVES
7. ADJOURNMENT
The next Regular City Council meeting is scheduled for October 10, 2017, at 6:00 p.m. in the Vintage Hall Board Room located at 465 Main Street.

This agenda was posted at City Hall, 1480 Main Street, and at St. Helena Fire Department, 1480 Main Street, St. Helena, California on October 2, 2017.

Cindy Tzaopoulos, City Clerk

In Compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please call the City Clerk's Office (707) 967-2792. Notification 72 hours prior to the meeting as required by

Section 202 of the Americans with Disabilities Act will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

City of St. Helena

Vision Statement

The City of St. Helena will strive to be economically sustainable, and continue to be family-friendly, diverse and safe community which prudently manages its financial and human resources, continues to upkeep and improve its infrastructure, ensures its water security, provides a full range of housing, business, cultural and recreational opportunities and embraces and retains its historic, small-town character, beautiful natural environment and high quality of life.

Mission Statement

The City of St. Helena is dedicated to serving the needs and desires of our citizens by:

- Maintaining and improving our short and long-term economic sustainability
- Offering excellent professional services to all customers
- Establishing, improving and maintaining City infrastructure
- Maintaining and encouraging an environmentally sustainable community
- Preserving and embracing the historic, small-town, rural character of St Helena.
- Expanding and improving recreational services and facilities and cultural opportunities
- Encouraging a wide range of innovative, well-designed housing available for residents of all ages and income levels
- Facilitating full civic participation and ongoing communication
- Strengthening partnerships with the private, non-profit and public sectors

Vision and Mission Statements adopted by the City of St. Helena City Council on April 12, 2016, Resolution No. 2016-47.

DEPARTMENT WORKPLANS (DRAFT)
November 2017 – October 2018

CITY CLERK						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By July 2018	City Clerk	Deploy Public Records Act (PRA) software module.				
2. By January 2018	City Manager (Lead)/Public Works Director/City Clerk	Launch St. Helena Assets Planning Engagement				
3. By September 2018	City Clerk	Complete migration of records into laserfiche for staff access				
4. By October 2018	City Clerk	Deploy public portal within City website to access city records via laserfiche				

A

FINANCE DEPARTMENT						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By January 2018	Finance Director in collaboration with Citizens Committee	Complete update to Long Range Financial Forecast taking into consideration city facilities condition assessment.				
2. By April 2018	Finance Director	Develop Measure D expenditure policy for City Council Review.				
3. By January 2018	Finance Director	Initiate "California Municipal Financial Health Diagnostic" of City finances.				
4. By June 2018	Finance Director (Lead) & Fire Chief	Identify options/solutions to ensure continuity of part-time fire operations.				
5. By February 2018	Finance Director & Recreation Director (Lead)	Prepare update to Recreation Master Fee Schedule for City Council consideration and approval.				
6. July 1, 2018	Finance/Planning & Building/Public Works	Complete Study of Application and Impact Fees and present recommendations to City Council				
7. By June 2018	Finance Director	Adopt fiscal policies Debt Management (December 2018) Unrestricted Fund Balance (March 2018) Fraud Prevention Policy (June 2018)				
8. By June 2018	Finance Director	Develop Finance Procedures Continue to develop Finance Standard Operating Procedures				

FIRE DEPARTMENT					
WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET	REVISED
1. By October 2017	Fire Chief	Complete lease and initiate operations at Fire Station No. 2.			
2. By June 2018	Fire Chief	Replace Type 6 Engine			
3. By July 2018	Finance Director & Fire Chief	Identify options/solutions to ensure continuity of part-time fire operations.			

C

HUMAN RESOURCES DEPARTMENT						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By October 2017	Human Resources Director	Launch and manage quarterly community newsletter.				
2. By November 2017	Human Resources Director	Update City intranet Internal phone book and employee directory.				
3. By October 2018	Human Resources Director and City Attorney	Complete update to Employees' Handbook.				
4. By June 2018	HR Director in coordination with departments	Prepare a succession plan to help retain employees and minimize turnover costs				
5. By June 2019	Human Resources Director in collaboration with departments	Design and launch department pages on intranet so employees will have a single source location to access forms, SOPs and information on how to conduct city business.				

PLANNING DEPARTMENT						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. July 1, 2018	Planning Director (Lead)/Non-Profits/County of Napa	Initiate Citywide Housing Study				
2. September 2018	Planning Director/ Building/Public Works	Improve file organization and management systems.				
3. September 2018	Planning Director (Lead)	Review and Document Status and Scale of Existing Non-Conforming Businesses within the Community.				
4. July 1, 2018	Building/Public Works Finance (Lead)/ Planning & Building/Public Works	Conduct Study of Application and Impact Fees				
5. By September 2018	Planning Director	Draft and Adopt Citywide Design Guidelines				
6. By September 2018	Planning Director (Lead)/Public Works/Fire Department	Review and Update Zoning Code				
7. By December 2017	Planning Director	Secure consultant to prepare Environmental Impact Report for City General Plan.				

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POLICE DEPARTMENT						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Improve Police Department Community Outreach						
1. June 2018	Police Admin Staff	Recruit and train a second session of Police Volunteers to compliment the 6 current Volunteers, bringing the number to at least 10				
2. December 2017	Patrol	Establish monthly "Coffee with a Cop" open forum gatherings				
3. December 2018	Admin and Records staff	Create tracking methods, and track time spent on random / spontaneous foot patrol efforts.				
4. November 2017	Police Admin	Establish a media campaign followed by a directed enforcement campaign using dedicated Officers to enforce Large Truck Ord.				
5. December 2018	Patrol	Conduct semi-annual bicycle safety campaigns to include media outreach, public education, and bike rodeos.				
Canine Program Transition						
6. January 2018	Canine Officer	Transition to new canine officer				
Police Department Women's Locker Room						
7 March 2018	Police Admin Staff	Complete upgrades to women's locker room to improve access and facilities				
Truck Ordinance Directed Enforcement						
8. March 2018	Patrol	Complete 21 random days of Truck Ordinance directed enforcement				
Technology Improvements						
9. By June 2018	Police Chief	Move radio repeater to improve communication capability with Calistoga PD, allowing inter-agency Dispatching in times of need.				

PUBLIC WORKS DEPARTMENT						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By June 2018	Public Works Director	Create and present Pavement Rehabilitation Plan to City Council for consideration and approval.				
2. By December 2018	Public Works Director	Prepare Water and Wastewater Master Plan				
3. By September 2018	Public Works Director	Begin construction on the Upper York Creek Dam Removal				
4. By January 2018	City Manager/Public Works Director	Ensure consultant completes initial conditions assessment of City facilities.				
5. By June 2018	Public Works Director/City Attorney	Negotiate successor water agreement with Carpenter Family Trust				
6. By January 2018	City Manager (Lead)/Public Works Director/City Clerk	Launch St. Helena Assets Planning Engagement				
7. By June 2018	Public Works/Finance/IT Directors	Implement Public Works Asset Management Software				
8. By May 2019	Public Works Director	Begin Construction on the Wastewater Treatment Plant Upgrades (Phase I)				
9. By June 2018	Finance/Public Works/Planning Director	Adopt Impact Fee Study				

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RECREATION DEPARTMENT						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By February 2018	Recreation Director	Prepare update to Recreation Master Fee Schedule for City Council consideration and approval.				

Tentative Planning Commission Agenda Updated: September 14, 2017

CURRENT AND PENDING MATTERS

September/October Planning Commission (PC) and City Council (CC) Likely Items:
1. PL17-037 1508 Spring St- DR for new SFD-Result of Code Enforcement- Aaron Hecock-Continued from 9-5-17 Meeting
2. PL17-027 2800 Main St DR for Exterior Accessory Structure-Aaron Hecock
3. PL17-050 1309 Main St-UP for Winery Business Office and Tasting Room-Lilly Bianco
4. PL17-031 1711 Pine St Demo and DR for New SFD-Lilly Bianco
5. Planning Commission Protocol and By-Law Discussion
6. Annual Housing Allocation Ordinance Update-October 10 CC Meeting
7. PL17-049 917 Charter Oak Ave-Demolition of Existing Accessory Structure-Intern Joseph Brockhoff October 3, 2017 Meeting
8. Design Guidelines draft Work Plan October 17 PC Meeting
Active/Pending Projects In Process
1. TSM 2010-40 Vacant Parcel-2010-40 Hunter Subdivision and EIR-Noah Housh
2. PL14-041 741 McCorkle-Tentative Map and Use Permit-Under Review-Aaron Hecock
3. PL14-10 1701 Madrona-Final Map and Tentative Map Extension-Frozen by Applicant
4. PL16-012 633 Main St-UP to convert existing SFD into 2-room Hotel-Frozen by Applicant-Noah Housh
5. PL16-018 & PL16-094 890 Dowdell Ln and 420 Lafata St. Mitigated Negative Declaration, UP and DR for a new custom crush winemaking facility-Noah Housh
6. PL16-081 thru -083 1003 Charter Oak Subdivision and 2 SFDs; Under Review -Aaron Hecock
7. PL16-097 563 Main St Admin Determination; Frozen by Applicant-Noah Housh
8. PL16-025 661 Main St LLA-Frozen by Applicant-Noah Housh
9. PL16-048 576 Pope St-DR for new SFD-Frozen by Applicant
10. PL17-006 1000 Mills Ln Use Permit, LLA and Design Review for a new Farmstead Hotel-Application under review and CEQA in process-Aaron Hecock
11. PL17-007 1178 Hudson Design Review Aaron Hecock
12. PL17-015 1136 Main TPM Extension
13. PL17-017 995 Vintage Ave, Suite 100 Use Permit
14. PL17-019 Design Review, Demo and CUP for demolition and re-construction of a new SFD on a small lot at 1734 Scott St-Continued-Date Uncertain-Lilly Bianco
15. PL17-020 1727 Scott St DR & Demolition for New SFD and Second Unit-Lilly Bianco
16. PL17-021 1764 Spring St New Short Term Rental-Aaron Hecock
17. PL17-022 1351 Main St Use Permit Amendment-
18. PL17-023 1237 Main St New Short Term Rental Renewal

19. PL17-024 1830 Main St Remodel and Addition to a Historic Home-Lilly Bianco
20. PL17-026 STR Permit Renewal-Aaron Hecock
21. PL17-030 APN 009-362-015 LLA-Aaron Hecock
22. PL17-035 940 Brown St STR Renewal-In Process-Aaron Hecock
23. PL17-036 738 Main St Farmstead UP Amendment In Process-Aaron Hecock
24. PL17-038 880 College DR for New Montessori School Building-In Process-Aaron Hecock
25. PL17-040 1030 Fulton Ln DR for 2 new Office Buildings (9290 sq ft and x 4000 sq ft) with related site improvements-Review In Process-Noah Housh
26. PL17-043 CIA Use Permit and Design Review 2555 Main St-Request to increase the total number of students enrolled at the Greystone Facility to 300-Review in process-Lilly Bianco
27. PL17-044 1761 Stockton St DR for Residential Remodel and Addition-Under Review-Aaron Hecock
28. PL17-046-627 Harvest Ln, Demolition of an Existing Barn –Aaron Hecock Oct. 3 PC Meeting
29. PL17-047-1916 Vineyard Ave-Demo and DR requesting to demolish existing SFD and construct a new SFD-Under Review -Aaron Hecock
30. PL17-048 1843 Spring Mt Ct-DR for Exterior Building and Site Modifications-Lilly Bianco
31. PL17-052 1335 Sulphur Springs-Final Map for Approved Subdivision-Noah Housh
32. PL17-053 1301 Allyn Ave-DR for Remodel of Existing Accessory Structure for Residential Use-Noah Housh
33. PL17-054 1407 Kearney St-STR Renewal –Aaron Hecock
34. PL17-055 1380 Main St-Sign Permit-Aaron Hecock
35. PL17-056 1915 Main St-Appeal of DR Approval for Las Alcobas Pedestrian Bridge-Lilly Bianco
36. PL17-057 1152 Church St-DR for Exterior Modifications to Existing Structure
Citywide PC/CC Assignments Prioritized by Staff and Planning Commission 9-5-17:
Tier 1 Priorities-2017-2018
1. General Plan Update and General Plan EIR-On Going
2. Initiate Creation of Design Guidelines
3. Comprehensive Zoning Code Update
3a. F.A.R. Review-To be conducted with Zoning Code Update
3b. Demolition Permit Review/ Limit on Demolition Permits
3c. Temporary Use Permit-Create Process-Ordinance and ZC Amendments
3d. Update Daycare Zoning Regs-Consistent with State Law
3e. Food Truck Ordinance
3f. Review Permitted/Conditional Uses in SC and CB Zoning Districts (CC Assigned 8/22/17)

3g. Review process for existing winery changes (PC assigned 8/22/17)
4. Pre-Application/Concept Design Review Meeting prior to Submittal (CC Assigned 3/28/17)
Tier 2 Priorities 2018 +
1. Housing Strategic Plan-"Housing First" and Workforce Housing Study and Determine What Uses Generate Housing Needs (CC Assigned 8/22/17)
2. Review and Update Noise Ordinance
3. Code Enforcement Policy and Procedures Update
4. Pools-Drought Policy Changes. Phase 1?
Other PC/CC Assignments for Planning Department
1. Facilities Assessment RFP (CC Assigned 7-11-17) RFP Issued 8-31-17
2. Water Update/Report from PW
Other Items of Interest to Planning Commission
1. Lot Line Adjustment Code Update-Potential
Required & On Going Items and Issues of Interest to Staff
1. Calderon Settlement Agreement Implementation and Monitoring-On Going
3. Short-Term Rental Ordinance Enforcement-On Going
4. Code Enforcement-On Going
5. PG&E Parking Lot Negotiation-On Going-Noah Housh
6. Cell Towers Ordinance-Update Current Code -State and Fed Laws
7. Growth Management Code Language Update and Annual Review (Sept)-Noah Housh
8. Fee Study-Pending
9. Review and Comment-Draft Tree Ordinance
10. AB 52 CEQA Process Implementation-Native American Consultation-On Going
12. PW & Planning - Ordinance to Amend Municipal Code Related to Exterior Fire Sprinklers
13. Affordable Housing Assistance; Contract Review; Term Negotiation; Etc-On Going Noah Housh
Recent Actions
1. PL17-003 1335 Main Street- "Richie Building" Design Review-Lilly Bianco-Approved 5-2-17
2. 1764 Spring St STR Permit-Aaron Hecock May 16, 2017 PC Review-Approved 05-02-17
3. Discretionary Review Process Discussion with PC-Noah Housh, May 16, 2017
4. Review of Tentative Agenda to Prioritize PC/CC Assignments to Staff-PC Reviewed and gave direction May 2, 2017
5. PL17-018 1050 Charter Oak Sign Permit-PC Approved

6. PL16-074 Money Way Bathrooms-Aaron Hecock/Tobias Barr PC Review May 16, 2017-PC Approved
7. Zoning Code Update to address changes in State Law-Recreational Marijuana-In Process-Noah Housh CC to Review May 9, 2017 (PC Recommended-April 28, 2017) May 29, 2017-CC Approved
8. PL16-043 830 Pratt Ave CIA DR, Variance and CUP for Dormitory Expansion-PC Review date Feb 21, 2017-Lilly Bianco-Denied by PC; Appealed to CC Continued to May 23, 2017-Council Denied Appeal
9. PL17-009 1380 Main St Sign Permit-Approved Aaron Hecock
10. PL17-010 609 McCorkle DR for Pool House-PC Approved-Aaron Hecock
11. PL17-011 2140 Dean York DR for Bathroom Addition-PC Approved-Aaron Hecock
12. PL17-012 1230 Allyn Avenue DR for Addition to Existing Home-PC Approved-Aaron Hecock
13. Turley Flats Final Loan Document Review by CC-June 13, 2017-Noah Housh-Approved
14. 1351 Main St Use Permit-Eating and Drinking Establishment Aaron Hecock, May 16, 2017 PC-Approved, Pending CC Review June 13, 2017-Noah Housh-Approved
15. PL17-014 1000 Pratt Ave, DR for Beringer Winery Production Modifications April 18, 2017 Lilly Bianco-Approved- DR Appealed to the City Council 5-3-17 (PL17-032 1000 Pratt Ave) CC Review June 13, 2017-Appeal Denied by CC-Lilly Bianco
16. Zoning Code Update to Address Changes in State Law-Second Dwelling Units-Noah Housh- CC Pending for June 13, 2017 (PC Recommended May 2, 2017)-Approved
17. PL17-021 STR Permit 1764 Spring Street-Aaron Hecock-PC Approved
18. OTSH Concept for Affordable Housing on Railroad Property (CC Assigned 3/28/17) Presented to the CC
19. RFP Selection Committee Recommendation on Adams Street RFP responses. Presented to the CC June 27, 2017.
20. PL17-045-1380 Main St-Sign Permit for New West Knife Works-Staff Approved-Aaron Hecock
21. PL17-039 1427 Kearney St DR for SFD Remodel + Addition -PC Approved-Lilly Bianco
22. PL17-019 1734 Scott St DR for Home and Second Unit Remodel-PC approved June 20, 2017 Lilly Bianco
23. PL17-028 1660 Kearney St DR for Residential Remodel + 455 Sq ft Addition-PC approved June 20, 2017 Lilly Bianco
24. Joint PC/CC Meeting-August 22-Land Use 101CC and PC Reviewed 8-22-17
25. City Facilities Assessment RFP-CC to Review and Direct staff-Noah Housh CC Reviewed 8-22-17
26. HOME Grant Acceptance and Administration Contract-CC to Review and Act-Noah Housh-CC Approved 8-22-17
27. OTSH Fee Waiver Request-CC To Review and Provide Direction to Staff-Noah Housh-CC Approved 8-8-17
28. PL17-013 1915 Main St DR for Pedestrian Bridge over York Creek extending from Las Alcobas Hotel to Historic Beringer winery (2000 Main St)-Lilly Bianco-Approved 8-15-17
29. PL16-055 1045 Pratt Avenue-DR for new SFD on existing undeveloped flag lot. Lilly Bianco-Continued for Re-Approved 9-5-17

30.PL17-051 1057 Pratt Ave Second Extension for approved DR and Demo-Approved 9-5-17

***This document is intended as a courtesy and is only updated periodically. Therefore it may not reflect the most current project status. Please contact planning staff with questions about specific projects or properties at 707-967-2792.**



ACCOMPLISHMENTS OVER PAST 12 MONTHS

1. Spec and send out for RFP a new Type 6 engine. Funded source: 2018 Lobster Feed and the apparatus replacement account which is funded by Strike Team apparatus reimbursement
2. Retrofit 1998 Peterbilt Water Tender. 100% Funded by the 2017 Lobster Feed (\$125,000 estimated)
3. Hired new City Manager
4. Measure D education outreach (three town hall meetings and Measure D Fact Sheet)
5. Replace carpet in Fire Station high use areas
6. Lease for Station 2 at Council on October 10th
7. Open Fire Station 2 October 2017
8. Hired 6 part time firefighters bringing the total roster to 26 (department is authorized to 30 firefighters)
9. Replaced three aging Patrol vehicles
10. Created the Offer Up/Safe Exchange location for internet purchases, parental child exchange, etc.
11. Created the pharmaceutical drop off program / placed a permanent bin at the PD
12. Filled three vacant positions and created two per diem Dispatch positions
13. Enhanced the video surveillance system to include the PD lobby and front entrance
14. Transitioned management analyst position to an administrative assistant saving the city approximately \$22,000.
15. Created a Volunteer program, recruited, trained and graduated six (6) volunteers.
16. Began conversion of existing PD space to better suit needs of the Department (female locker room, formal interview rooms, quiet space/lactation room/bunk room, report writing room)
17. Created new full time Dispatcher position and filled it
18. Completed testing for promotional opportunities ahead of an impending retirement
19. Conducted Department Inspection and formal photographs
20. Established a foothold into Social Media with a Department Facebook page
21. Completed body worn camera trials
22. Revamped Juvenile Diversion Program to align with State mandates; recruited and filled the Juvenile Diversion Coordinator position
23. Volunteer Programs of both the Library and the Police Departments
24. Improved websites
25. Provided training on the Brown Act, Land Use and Ethics to new Council and Commissioners
26. Hired well-regarded Interim City Manager
27. Partnerships with other local organizations and non-profits (Master Gardeners of Napa County, Rianda House, etc)
28. Completed ADA Evaluation and Transition Plan
29. Prepared 47 City Council agendas
30. Processed 307 Public Record Requests

31. Completed Water and Wastewater Rate Study
32. Completed Pope Street Bike Lane Project
33. Completed Charter Oak and Allison Avenue Overlay Project
34. Completed Mitchell Street Sidewalk Project
35. Completed 2016 Slurry Seal Pavement Management
36. Awarded \$1.2 million grant for Main Street Sidewalk Replacement
37. Rate increases addressing immediate and severe financial needs of water and wastewater systems
38. Careful management of City assets (with minimal damage) by field staff through strong water winter
39. Records Administrative Assistant transitioned from temporary to full-time
40. Constructed Laserfiche infrastructure
41. Repaving of Charter Oak and Allison Streets
42. Material underwriting of Brenkle Court and Turley housing projects
43. New Mitchell Avenue sidewalk
44. Strong short-term vacation rental code enforcement
45. Successful code enforcement of multiple violations at Spring Street property
46. Satisfactory end to Bell Canyon and threatened Upper York Creek Dam lawsuits
47. Installation of ADA-complaint ramps on Railroad Avenue
48. Bike lanes on Pope Street
49. Started the development and buildout of City GIS system for infrastructure systems
50. Coordinated the rollout of MCE energy options for Community Choice Aggregation
51. Completed installation of surveillance cameras for the Police Department
52. Revamped hiring process, including implementation of a new recruitment website, starting pushing CalOpps to managers for review and utilizing full features of recruitment automation
53. Improved subsidy program for low-income utility customers
54. Established a Citywide Internship Program; assisted in placement of Planning's first intern
55. Processed 28 new hires including 10 full-time and 18 part-time; onboarded another 10 employees/commissioners
56. Compiled and provided a 2nd Benefits Compensation Package to all employees
57. Reconvened Employee Safety Committee
58. Launching Quarterly Newsletter in October
59. Launched a redesign of City website complete with intuitive design and functional internal staff interface and training
60. Processed 582 help tickets using the Help Desk Agent program; Since 7/1/17 223 new
61. Enhance reliability and manageability of the mail server system
62. Implemented a digital system inventory management in monitoring database system with appropriate system alarm
63. Rebuild library server and join it to Cityhall's domain; high speed broadband, and upgrade internal cabling
64. Implementation of new VoIP phone
65. Passage of Measure D Sales Tax & Increased City Revenues

66. Substantial Funding, Legal and Staff Assistance to Support Completion of Turley Flats and Brenkle Court Affordable Housing Projects
67. Hired Highly Qualified and Gifted City Manager
68. Public Engagement Process for Reconsideration of Wastewater and Water Rates
69. Completed Forensic Audit
70. Las Alcobas Hotel Opening
71. Hired a new Public Works Utility Manager
72. Updated Capital Improvement Plan
73. Funding of Rianda House, UpValley Family Center and other important Non-Profit Partners
74. Held City Council/City Manager Team Building and Governance retreats with Jean Holsten
75. Enforcement of Short Term Rental ordinance after successful Public Engagement Process to Revise & Substantially Improve Ordinance
76. Charter Oak Repaving and Pope Street Bike Lanes
77. Completed ADA Transition Plan
78. Initiated New LED street lights installation program
79. Hiring of City Manager
80. Best City Staff ever!
81. Finish the Forensic Audit
82. Complete the water and sewer rate increases – twice
83. Repaving Charter Oak and Allison Streets
84. Bike Lanes on Pope Street
85. Approved McGrath's housing project on McCorkle
86. Five year CIP
87. Fourth of July Fireworks
88. Harvest Festival
89. Hired a new Code Enforcement Officer/Building Official
90. ADA transition plan.
91. New Mitchell Ave sidewalk
92. Improved Financial Controls
93. New and improved website
94. Beginning of a Facilities needs assessment
95. Passing of Measure D
96. Approved plan for digital records management
97. Piano in the Park
98. July 4 Fireworks
99. Improved website
100. Improved internal controls
101. Digital records management
102. Successful management of Harvest Festival
103. Approval of Civic Facility Needs Assessment
104. Piano in Park
105. ADA Transition Plan

106. Five-year Capital Improvement Plan
107. Approved Beringer's tank replacement
108. Davies Winery opened
109. Truck Ordinance approved
110. Successful resolution of Bell Canyon litigation
111. Bringing water rates back to a reasonable level
112. Installing proper internal controls and written policies/procedures for our financial accounting system
113. Utility Rate Ad Hoc Committee
114. Implementation of a plan for correcting wastewater treatment facility problems
115. Facility and needs assessment launch and community involvement component
116. Issued 605 Building permits totaling \$22,464,328 in assessed value and bringing in over \$1,306,657 in revenue to various fee accounts.
117. Followed up on over 30 expired building permits, bringing in over \$4,000 in expired permit fees.
118. Moved and organized Building Department records and filing system, greatly improving access and search-ability of records (Huge Benefit to PRA Research timeframes).
119. Initiated work on over 83 individual Planning Projects, including drafting and managing the creation of multiple associated CEQA Documents.
- 120.
121. Successfully brought 34 planning projects forward for decision.
122. Successfully worked to ensure compliance with Calderon Lawsuit Settlement milestones, to date.
123. Prioritized and Initiated Work on Long List of Planning Commission projects and priorities
124. Codified State Mandated Changes in Cannabis Regulations
125. Codified State Mandated Changes in Accessory Dwelling Unit Regulations
126. Successfully recruited for and hired full time Building Official
127. Successful recruited for and hired a full time Permit Technician
128. Held Land Use 101 Training for Planning Commission and City Council, at a Joint Meeting
129. Facilitated Acceptance and Implementation of the HOME Grant to provide \$500,000 in funding for repairs and updates to affordable housing units in St Helena
130. Hired an Intern for the Planning Department
131. Increased the amount of available Planning and Building Information Available on the City Website
132. Implemented ICompass Agenda Management Software for the Planning Department/Commission
133. Defined and Published a public flow chart for the City's Discretionary Review process
134. Hired full-time Building Permit Technician.
135. Worked with Napa County to update our online GIS mapping system and made it available to the public.

- 136. Have begun creating more functional zoning map
- 137. Processed 5 short-term rental permit renewals and 1 new short-term rental permit.
- 138. Continued code enforcement against illegal STRs which resulted in over \$200k in settlements to the City.
- 139. Completed mandatory public service ethics education.
- 140. Attended the American Planning Association conference in Sacramento. Senior Planner Hecock completed his two-year continuing education requirements for AICP accreditation.
- 141. Attended training for Maximizing Performance through Evaluation, Documentation and Discipline.

SWOT ANALYSIS

Strengths:

1. Capable and responsive City staff, including field staff
2. Quality of life; environment
3. Small town character
4. Social capital; community desires involvement
5. Highly regarded library, with many community programs
6. Abundance of educated, experienced entrepreneurs and retirees
7. World class wine industry is a resource but also a platform for diversification, other opportunities
8. Best City Staff EVER!
9. Highly regarded and well attended Recreational programs – Parks and Rec.
10. Small Town Charm
11. Respected and able public safety departments
12. Great Police Department
13. Great part-time fire department
14. Our community of caring and thoughtful people, many that want to participate in City dynamics
15. Long Range Financial Forecast (needs updating)
16. Updated Utility Rates to bring infrastructure into compliance
17. The last 50 years with the Napa County Agricultural Preserve as well as St. Helena's policies, socio-economic mix, cultural mix and tie ins with the wine/food industry have allowed a unique place and culture to develop here with deep roots in tradition as well as progressive and innovative thinking. I believe most people here recognize the special qualities of this community and want to continue to foster and protect these aspects of the town.
18. New City Manager brings process and people oriented management style
19. Relatively small staff without a lot of bureaucratic layers; capability to adjust
20. Public/private partnerships (Fire, Library) bolster community support and awareness; General Fund savings
21. Improved morale
22. Operations staff longevity
23. Staff's government experience
24. New and very capable City Manager
25. 18/19 Measure T funding for investing into our Pavement Infrastructure
26. The St. Helena/ Napa Valley brand are strong tools that can be used to leverage best possible outcomes. Tie-ins with a world recognized wine and food industry/culture give us a global connection most towns do not have and this is a great advantage.
27. The beauty of the area is also a great asset.

- 28. A competent and engaged staff keeping an eye for opportunities and solutions to our problems.
- 29. High Quality and Dedicated Staff
- 30. Increasing Use of Technology
- 31. New City Manager
- 32. Talented and hardworking staff
- 33. We are a Water Provider for many residents and businesses both in and out of the city, supporting a tremendous amount of equity. As regulators and administrators of this precious resource and commodity this gives us both great responsibility and also a great authority that can be leveraged for the good of all.
- 34. Focus on Public Engagement
- 35. Competitive Employee Compensation & Benefits
- 36. Diversity in our Workforce

Weaknesses:

1. Inadequate General Fund revenues
2. Inadequate General Fund reserves
3. Anti-business reputation
4. Unaddressed affordable/workforce housing needs
5. Out of Date General Plan
6. Out of date City Codes
7. Lack of institutional memory and good record-keeping
8. Lack of process/systems to timely complete significant and/or mandated reports/projects
9. Limited direct stakeholder involvement
10. Deficient public information regarding projects and issues in the pipeline
11. Communications can lack concise focus and/or appearance of objectivity; impairs transparency and decision-making process
12. Many staff don't live in town or become involved with local organizations; appearance of little skin in the game
13. Un-friendly business reputation
14. Dilapidated City Hall
15. Thinly stretched staff
16. Community non-trust due to prior poor decision making
17. Run down City Parks
18. Failing infrastructure
19. Lack of workforce housing
20. We are in need of infrastructure updates like many California cities.
21. We often lack cohesive, big picture thinking and in doing so make ourselves vulnerable to the cumulative impacts of piecemeal development or disjointed planning.
22. High cost of housing
23. Changing demographics, particularly age and income
24. Loss of businesses
25. Civic and community facilities generally not up to par
26. City Hall in need of replacement
27. State revolving fund debt service repayments
28. Delayed General Plan Update
29. Failures to address infrastructure
30. The City's response to situations has often been re-active and not pro-active.
31. We have limited capacity. The limited 2 two lane roads that are the major arteries feeding the town creates challenges (However, it could be argued that constraints such as this are what can lead to creative and innovative thinking and a culture of forward thinking problem solving).
32. Community Trust
33. Staff Retention
34. Deferred Maintenance on all infrastructure

35. Past lack of attention or oversight in our financial accounting system, water/wastewater system, fire system and housing policies have led to vulnerabilities that must be corrected.
36. While we are moving forward on these issues we must be diligently engaged in shoring up these critical systems for protection of our collective equity, safety and quality of life.
37. The lack of a cohesive housing strategy/policies has led to the beginnings of a "hollowing out" of our community as more houses become second homes to out of town people. This is a phenomenon happening in other similar towns and I believe must be addressed soon if we are to keep such things as our schools and volunteer base thriving.
38. Grey areas in code compliance and enforcement (both in the City and County) have led to a breakdown in the structural fabric of the community as well as environmental impacts and threats to our water security.
39. Lack of communication and lack of integrated planning with the County and other Napa Valley towns has led to a continued struggle to balance benefits and impacts within the region.
40. Lack of Affordable Housing Strategy
41. Lack of adequate parking downtown
42. Lack of completed General Plan Update
43. Lack of robust code enforcement
44. Lack of Updated Zoning Ordinances
45. Staff being over-taxed and high workloads/demands
46. Death by meeting
47. Lack of citizen engagement by citizens representative of the City as a whole
48. Perception of lack of transparency
49. Increasing traffic congestion
50. Noise Intrusion
51. Empty storefronts on Main Street
52. Difficulty navigating website and using it to full communication potential
53. Lack of online services
54. Failing and Unsafe Roads and Sidewalks
55. Increasing Police and Fire Department Services (Financially Unsustainable Law Enforcement/Fire Services Models)
56. Aging sewer and water infrastructure
57. Growing legal expenses
58. Baggage from our predecessors
59. Lack of trust from public because of the past
60. Past recordkeeping (poor) and lack of institutional knowledge
61. Deficient Public Facilities
62. Antiquated Development Regulations
63. Out Dated Fee Structure
64. Lack of on-line permit issuance software

Opportunities:

1. Increase City revenue through new hotels or expansion of existing hotels (Farmstead and Vineland Station, Southbridge)
2. City wide asset management plan
3. Comprehensive housing strategy
4. Development of Adams Street property
5. Rehabilitate our City Parks
6. Repair City roads and sidewalks
7. More communication and integrated planning with the County and other Napa Valley towns (including Vallejo) will help balance benefits and impacts within the region, which will help us maintain balance within our own borders.
8. More local involvement; citizens, non-profit and special interest groups are source of untapped knowledge, ideas, and manpower
9. Expert consultants capable of assisting City to efficiently address/resolve specific tasks
10. Rejuvenation of Parks (e.g. Lyman Park)
11. Heightened community willingness to resolve some long-standing issues
12. New technologies offer promise for improved information delivery and relationship building
13. Revitalization of Central Business District (safe and attractive)
14. More engagement with our well-intentioned and generous community will create more opportunity for such things as endowments, bonding, community fundraising and collective projects to bring our community together and ensure our collective prosperity.
15. Building Community Trust
16. Long-term, implementable funding plan for recapitalization of City assets (including new City Hall and Police Department)
17. Improving Government Transparency
18. Explore Collaborative cost saving strategies with other County Agencies
19. Existing City assets
20. Funding to get the City back into shape
21. More engagement with our large winery and hospitality partners and water partners could create unique opportunities for joint endeavors of such things as a large scale tertiary water program and opportunities to benefit from such things as the Napa Valley Wine Auction as well as perhaps creating a city-led winemaking or wine history endeavor to help remind the world of our place in the history of American winemaking (as well as perhaps finding a financial benefit in this).
22. Farmstead Lodging Project
23. Repair of failing neighborhood roads
24. Recruit new businesses, social, cultural and educational opportunities; expand economic and cultural base
25. Public/private partnerships
26. Improving public understanding of City government

27. Ability to work with other cities/towns in Valley to address common issues, coordinate to avoid costly duplication in services
28. I also believe that by putting focus on making this a welcome and attractive place for city employees to work we have the opportunity to establish long term employees that will help re-build the institutional knowledge for proper city operations which are so critical to long term healthy functioning of the city. I don't think this can be overstated as I believe a lack of focus on this in the past has perhaps led to some of our recent issues.
29. More focus on our public process, perhaps even implementing more public process education at the junior and senior high school levels.
30. I believe St. Helena should not only be a leader in wine and food, but a leader in the protections of free speech, due process, civil rights and the democratic process.
31. Unmatched Natural Beauty
32. Historic Downtown (Main Street)
33. Great neighborhoods throughout town
34. Possibility of partnerships with non-profits and local organizations
35. This is not only Wine Country, it is also Democracy Country and that should be celebrated and highlighted.
36. Small Town Atmosphere
37. Adams Street
38. Collaborative government agency partners for Increased Cost Sharing and Shared Services
39. Great Public and Private School Systems
40. Improving economy
41. Low interest rates
42. Community volunteers
43. Private sector investment
44. Extensive Homeowner remodeling
45. Several sites for potential development
46. Able to rebuild and hopefully gain trust
47. Opportunity to build better communications with the community
48. Beautiful and desirable area
49. Thoughtful and engaged community
50. Prioritized Creation of Citywide Design Guidelines
51. Prioritized Update of City Zoning Code
52. Expand public engagement into Planning Process
53. Improve/Update Existing Land Use Policy Documents

Threats:

1. Continuing to be anti-business
2. Unexpected infrastructure failures
3. We are seeing a hollowing out of our community due to a variety of factors. We must address this as soon as possible in order to maintain the fabric of our community.
4. Changing technology (keeping up with it and the changes that technology is having on community)
5. Predatory or over-aggressive business practices skewing the democratic process on both the County and City level. This can happen anywhere. I hope we can all work together to maintain the City's authority to keep this in check, and exercise our will to do so on the County level as well.
6. City Code/Ordinance Clean-up
7. Failing Infrastructure
8. Lack of financing for Government Building Infrastructure
9. Out-of-scale or disjointed planning creating unanalyzed or cumulative impacts affecting our environment and community.
10. Lack of financing for Storm Water Infrastructure
11. Lack of engagement on the regional level leading to decisions made at the County level and in other Napa Valley towns with little regard for impacts to St. Helena, particularly regarding our water security as it pertains to such things as Bell Canyon Dam and cumulative impacts from over-development on the regional level.
12. Material modification of current Fire Department Model
13. Traffic congestion threatens to deteriorate quality of life and cause economic imbalance
14. Limited water resources
15. Changing markets
16. Outside approval required to incorporate areas where services are provided, or that adjoin and impact the community
17. New and/or unforeseen government regulations
18. Grey areas in code compliance and enforcement (both in the City and County) that lead to a breakdown in the structural fabric of the community as well as environmental impacts and threats to our water security (repeated from the Weaknesses section.)
19. Inability to satisfy terms of Calderon Settlement
20. Because of the small size of our community, any lack of clear or accurate information from City Hall can lead to misperceptions on the "State of the City" that can become difficult to diffuse.
21. Ensuring Long-term Economic Sustainability without unduly impacting Neighborhoods and Quality of Life
22. Aging public infrastructure
23. Onerous State regulatory requirements (Wastewater, storm water, etc.)
24. Climate Change
25. Material increase in health insurance premiums
26. Earthquakes/Liquefaction Zones

27. Emergency Preparedness
28. Growing East Side opposition to Development
29. Second Home Ownership
30. Declining Middle Class
31. Increasing Regional Traffic Congestion
32. Growing number of lawsuits and legal expenses
33. CalPERS Pension Liability
34. Increased healthcare costs
35. Lack of Housing for Existing and New Employees
36. Excessive public records requests
37. Material increase in financial requests for social services
38. Lack of control over public safety (Police and Fire) expenses
39. Lack of public trust in government
40. Lawsuits (or threats thereof) to pressure Council
41. Potential economic downturn
42. Businesses leaving town
43. Failing infrastructure
44. Fire and others risks to City Hall
45. Computers/software failures (outdated equipment)
46. Lawsuits from NIMBYs
47. Lawsuits from special interest groups
48. Unfunded state and federal regulations
49. Increases in Health Insurance
50. Failure of Bell Canyon Intake Tower
51. Excessive PRA requests
52. Turnover; inevitably other jurisdictions will draw employees away due to commute time
53. Swiftly changing markets and economic shifts stress ability for timely correction
54. More intense winter storms
55. Flooding of corporation yard
56. Existence of an "us vs. them" mentality
57. Increased public use of social media leads to disinformation and suspicion Increases in PERS
58. Staff turnover
59. Losing more businesses
60. Council financial indiscipline
61. Litigation
62. State/federal laws which affect the City financially and regulatory compliance
63. Material increase in PERS contributions
64. Losing staff to neighboring cities
65. Finding the balance between a financial stable organization and keeping with "the way it used to be"
66. Lack of Up-to-Date Historic Resource Survey
67. Out-Dated and Inconsistent Land Use Regulations
68. Historic Lack of Staff continuity to Implement and Complete Assignments



**Minutes
City of St. Helena
Special City Council Goal Setting Workshop
Saturday, February 4, 2017 @ 9:00 AM to 4:00 PM
Vintage Hall Board Room - Second Floor
465 Main Street, St. Helena**

A complete video recording of this meeting, except for closed session, can be found at <https://sthelena.civicweb.net/Portal/> or by calling the City Clerk at (707) 967-2792. The City Council video is the official record of the Council meeting.

1. CALL TO ORDER

Mayor Galbraith called the meeting to order and the flag was saluted.

2. ROLL CALL

Present: Councilmembers Koberstein, Ellsworth, Dohring, White, Mayor Galbraith
Absent: None

3. OVERVIEW OF GOAL SETTING SESSION

Facilitator Rex Osborn addressed the City Council and audience regarding the format of the workshop.

4. PUBLIC COMMENTS PERTAINING TO THE GOAL SETTING WORKSHOP

(Please note the individual highlighted goals and priorities may not be complete. Please refer to the video to review the individual speaker's goals and priorities in its entirety.)

Susanne Salvestrin noted the importance of preserving history.

Doug Barr - transparency and trust, completion of General Plan, tourism, public/private partnership.

Susan Davis - more town hall meetings/neighborhood meetings, community engagement and no 3 minute public comment rule.

Mike Thomas - itemized City financial accounting, understanding of City infrastructure, Adams Street status and increase revenue.

Bill Ryan noted the need for increased communication.

Lois Battuello - follow City policies already in place, understand accounting terminology, bonding and build a new St. Helena Police Station.

Wayne Armstrong - new business district sidewalks, public restrooms for locals and tourists and have the Chamber of Commerce move to Main Street.

Richard Seiferheld - impacts of local businesses have on the environment, Sulphur and York Creek related to fish migration, developments inside/outside City limits that impact the City's water resources, dam removal, traffic congestion, do not extend Adams Street to the Silverado Trail, second family homes and reach out to homeowners.

Miriam Hansen - historical preservation ordinance, historical preservation commission and historical preservation of St. Helena.

Michael Merriam - increase the City's sphere of influence.

Julie Spencer - transportation from downtown to the St. Helena hospital and improve public transportation.

Tom Ferrell - acceptable hotel guidelines, create citizens group to create guidelines, improve fiscal oversight and reestablish confidence between community, elected and City staff.

Glen Smith - affordable housing and better diversity, legacy businesses, local serving businesses and rent subsidy for local serving businesses.

Pat Dell - promote local businesses, complete General Plan, fix streets/sidewalks, public restrooms, provide community meetings, revenue generation, Adams Street property, real estate transfer tax and more affordable housing.

Bobbi Monnette read a statement from George David highlighting adopting the general plan, land use and zoning. She also highlighted her goals which related to: Adams Street property, preservation of St. Helena, reevaluate the noise ordinance, air pollution and reevaluate the fire place ordinance.

Tom Belt highlighted goals which related to the York Creek dam removal.

Grace Kistner - hiring of the new City Manager, complete the General Plan and increased communication between the City and community.

Jennifer R. noted the tennis courts at Crane Park need repairing.

Elaine R. - community preservation, pedestrian safety, growth management and becoming a sanctuary city.

Phoebe Ellsworth - different types of hotels, retirement and senior/long term care housing.

Susan Kenward - updating the City's zoning ordinance and ABC regulations.

Arthur Pena shared his goals.

Debbie Schlesinger - restoring the library's budget to increase hours of service.

Gail - make the planning permitting process more streamlined and repair the Crane Park tennis courts.

Mr. Goelz - City finances, fiscal planning and make goals accountable.

Jeff Farmer noted the hotels need to be located on Main Street.

Kim Phinney read a statement which highlighted goals which related to improving community outreach and City to fund half of the 2017 community 4th of July fireworks from the General Fund.

Citizen - keep the character of the community, pedestrian safety, concern for large business in neighborhoods and concern for preservation of local Oak trees.

Esther Akersloot - community safety, patrolling speeding vehicles, senior transportation and sidewalk repairs.

Betsy Holzhauer - traffic safety and parking.

Pam Smithers - traffic safety, speed enforcement with mitigating efforts.

Peter - traffic safety, need for speed bumps, use of the PG&E lot for parking and evaluate the need for City staffing.

Pam Simpson - the adoption of the General Plan, look to the future and not the past, expand the City limits, review the City permitting process, revenue generating avenues and forming an improvement district for local businesses by creating a property-based business improvement district (PBID).

Pete - traffic reduction, infrastructure, local businesses, City permitting process, zoning and tourist management.

Oliver Caldwell - "Rebuild St. Helena Group" master plan which includes a potential convention center, creating City revenue, quality of life, infrastructure, General Plan, future of Adams Street and City Hall properties, lack of culture and sustainable projects.

Ann Nevero noted the strengths and accomplishments of the City.

5. LUNCH BREAK

Mayor Galbraith called a lunch break at 12:25 pm.

Mayor Galbraith reconvened the workshop at 1:35 pm.

6. PUBLIC COMMENTS PERTAINING TO THE GOAL SETTING WORKSHOP

7. COUNCIL GENERATED DISCUSSIONS

8. COUNCIL DISCUSSION/PRIORITIES

Facilitator Rex Osborn welcomed the City Council to individually provide their general goals and priorities.

Peter White:

1. Attract young families and engage with them to become more involved in the community
2. Initiate the PBID process
3. Finish the General Plan
4. Provide additional education surrounding the City's financials

Paul Dohring:

1. Increase citizen involvement and collaboration (Create a process/plan for community engagement)
2. More Town Hall Meetings
3. Pursue PBID
4. Hire City Manager
5. Ensure the quality of life for the community
6. Balance between the community and the Council
7. Housing Strategic Plan
8. Safety measures for the community

Geoff Ellsworth:

1. Improve communication with the community
2. Livability – retain citizens

3. Fiscally responsible and easy for the community to understand
4. Public safety (sidewalks and parking)
5. Collaborate with the community
6. Regional roadway

Mary Koberstein

1. Communicate and outreach in new ways
2. Provide financial information in an easy to understand format
3. Council proactive thinking and approach
4. Review housing and zoning (workforce, affordable and senior living)
5. Engage second homeowners and get them involved in the community
6. Money vs. leverage (how can we better leverage our assets)
 - a. Citizens
 - b. Advisory Committee/Economic Development
 - c. Asset Management
7. Engage Our Town St. Helena regarding housing
8. Environmental issues such as noise
9. Revisit Adams Street RFP's
10. PBID
11. Charter City and a Transfer Tax

Alan Galbraith

1. Long range financial forecast needs updating
2. Charter City and a Transfer Tax
3. Evaluate the Adams Street RFP's
4. Retain staff
5. Meet fiduciary obligations
6. Move forward with PBID
7. Replace downtown sidewalks
8. Public bathrooms
9. Complete the General Plan
10. Remove the York Creek Dam
11. Historical Preservation Ordinance
12. Affordable/workforce Housing
13. Public transportation to the hospital
14. Public Safety
15. Communication with the community/community engagement

9. SUMMARY / NEXT STEPS

Interim City Manager Larry Pennell addressed the City Council and community members.

10. ADJOURNMENT

The meeting adjourned at 2:32 p.m.

APPROVED:

ATTEST:

Alan Galbraith, Mayor

Cindy Black, City Clerk