



**City of St. Helena
Special City Council Meeting
Monday, June 25, 2018 @ 6:00 PM
St. Helena Fire Department, 1480 Main
Street, St. Helena
(Entrance on Railroad Avenue)
465 Main Street, St. Helena**

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 four minutes.

Page

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 4 minutes.

4. NEW BUSINESS:

- 4.1. Review and Discussion of St. Helena Assets Planning Engagement (SHAPE) Committee Final Report, Related Concepts, and Next Steps

3 - 123

CEQA Determination: Not a CEQA project

Prepared By: Mark T. Prestwich, City Manager

Recommendation:

Discuss and/or provide direction.

[Final SHAPE-report-ver1.22](#)

5. ADJOURNMENT

The next Regular City Council meeting is scheduled for June 26, 2018, 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, Street, St. Helena, California on June 18, 2018.

Cindy Tzafopoulos

Cindy Tzafopoulos, 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) 968-2742. 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.



St Helena Assets Planning Engagement Committee

Final Report

SHAPE Committee
St. Helena, California

Executive Summary

The St. Helena City Council created the St. Helena Asset Planning Engagement (SHAPE) committee on September 26, 2017 to advise the City Council in prioritizing and identifying strategies to address civic needs and opportunities. The purpose and mission of the committee is to identify alternatives to address deficiencies and opportunities identified in the Facilities Condition and Needs Assessment (FCNA), challenges identified in the Long Range Financial Forecast (LRFF) and feasibility of concepts identified in the 2009 Visioning Statement (e.g. library expansion, civic building, amphitheater, community center, etc.). Additionally, the Committee will identify financial strategies (along with identifying consequences and trade-offs) for City Council consideration to address identified deficiencies, opportunities and/or utilization of community assets.

The Committee met approximately 20 times from November 2017 to May 2018. The Committee reviewed and discussed the City's facilities and properties and has prepared an analysis and a set of recommendations for each property, and for integrated strategies comprised of actions for all properties taken together. The intent is not to provide a single recommended strategy, but to provide a diverse set of proposed strategies that are feasible and that are consistent with input provided by the residents of St. Helena.

The Committee voted on options for each property to be carried forward for discussion with City Council. In this executive summary, we list the top two choices for each property; the full discussion is in Section 4. In this summary, we also briefly describe several integrated packages; the full discussion of these is in Section 5.

City Hall location and property: 1) Leave City Hall where it is but tear down and completely rebuild with a 2-3 story building; 2) tie between 'Move City Hall to the Library' and 'Rebuild City Hall on Adams Street'. For the options under number 2, the City Hall property would be considered for building of a cultural/civic community building or for a lease to a developer/tenant that is consistent with the site location once City staff had moved.

Lyman Park: 1) Hire professional landscape architect, address park deficiencies (e.g., bathrooms, signage), integrate with adjacent building. No other options received support.

Fire Station: 1) Implement fixes identified in EMG report out of General Funds in next year's budget; 2) Combine Police and Fire in a way that works.

Library: 1) Implement EMG repairs and work with a space designer and library expert to possibly redesign; 2) Remodel/rebuild and integrate with other city uses.

Adams St. property: 1) Cultural/Events Center; 2) Multi-Use (plaza, open space, cultural/events center, etc.)

Former CDF/Teen Center: 1) Rehabilitate both facilities for short-term city use; 2) Sell or lease. The Wine Train was identified as an interested party.

Scout Hall: 1) Explore opportunity to give/sell to Scouts. No other options received support.

Carnegie Building: 1) Lease to highest bidder; 2) Keep – make EMG fixes.

Corporation Yard: 1) Have administration look at and fix/move as needed. This option included evaluation of flood potential here and at the wastewater plant before choosing a location for Public Works. No other options received support.

Head Start property: 1) Complete minimal habitability improvement for summer and phase 2: after identifying needs, consider rebuild for Parks and Recreation; 2) Café/Food/Concession - Public/Private partnership.

Signorelli Barn: 1) Stabilize barn in near term before reconstruction; 2) Reconstruct barn: list with someone to lease/rent. A local theatre group and the Historical Society have expressed interest in rehabilitating the barn for use.

Seven integrated packages are described in the report. The reader is strongly encouraged to review all seven in Section 5. The key differences are captured in this table.

Table 1: Summary of Options in Integrated Packages

Package	City Hall destination	Property Use			
		City Hall property	Library building	CDF/Teen Center	Adams St property
A1	New in current location	New City Hall	Library/community meeting	Sale or long-term lease	Plan for future development of community-serving space
A2	New in current location	New City Hall	Library/community meeting	Sale or long-term lease	Develop as mixed-use, primarily community-serving
B	New on Adams St. property	Sale or long-term lease	Library/community meeting	Sale or long-term lease	New City Hall, remainder for future development of community-serving space
C1	In Library building	Sale or long-term lease	City Hall and Library co-located	Sale or long-term lease	Plan for future development of community-serving space
C2	In Library building	Sale or long-term lease	City Hall	Sale or long-term lease	New Library/community events center
C3	In Library building	New Library/community events center	City Hall	Parking Lot	Preserve for future revenue from a hotel
D	Lease existing building, e.g., Catholic School	Sale or long-term lease	Library/community meeting	Sale or long-term lease	Plan for future development of community-serving space

Package A1: City Hall would be torn down and rebuilt at its current location and integrated with rehabilitation of Lyman Park. The Former CDF Office Building and Teen Center are maintained in the short-term for temporary use by City staff during construction. Thereafter, the property would be sold or leased long-term. For the Library, a space designer would be hired to reconfigure the space for modern library needs and to enhance the use as a community meeting facility with a possible extension to an outdoor plaza area. The Adams St. property would be preserved for future development of community-serving facilities and outdoor areas.

The Fire Station would be modified to combine police and fire departments. Scout Hall would be sold to the Scouts for a minimal amount. The Carnegie Building receives EMG repairs and maintenance for continued use for community space. The Corporation Yard and wastewater treatment plant area would be studied to determine the best location for Public Works. The Head Start building would receive short-term repairs, and longer term a new Parks and Recreation building would be considered based on the needs of the department. For Signorelli Barn, approach the theatre group or the Historical Society to perform building repairs for use as a community theatre or museum site.

Initial financial analysis indicates this package implemented as described would require approximately \$8 million in funding, most likely obtained through a bond issuance.

Package A2: This scenario is the same as package A1, except that it includes a more detailed plan for Adams St., including construction and spending for a cultural/community center, outdoor parks and gathering spaces, enhanced parking, and sale of a portion of the property along Adams St. for commercial.

Initial financial analysis indicates this package implemented as described would require approximately \$20 million in one-time funding, most likely obtained through issuance of bonds, plus additional annual revenue for debt service, possibly from hotel Transient Occupancy Tax (TOT) or a temporary sales tax increase.

Package B: A new City Hall would be built on the Adams St. property. The City Hall property would be sold or leased long-term. The Former CDF Office Building and Teen Center would be sold or leased long-term. For the Library, a space designer would be hired to reconfigure the space for modern library needs and to enhance the use as a community meeting facility with a possible extension to an outdoor plaza area. The remainder of the Adams St. property would be preserved for future development of community-serving facilities and outdoor areas. All other sites would have the same use as in Package A1 above.

Initial financial analysis indicates this package implemented as described would require approximately \$6 million in funding, most likely obtained through a bond issuance.

Package C1: City Hall would be moved into the Library building and co-located with the library. The Library would receive substantial modification to house both functions. Once construction is complete, the City Hall property would be sold or leased long-term. The Former CDF Office Building and Teen Center would be sold or leased long-term. The Adams St. property would be preserved for future development of community-serving facilities and outdoor areas. All other sites would have the same use as in Package A1 above.

Initial financial analysis indicates this package implemented as described would require approximately \$1 million in funding, most likely obtained through a bond issuance.

Package C2: City Hall would be moved into the Library building after modifications. A new Library plus community/events building, plus parking, would be constructed on the Adams St.

property. The City Hall property would be sold or leased long-term. The Former CDF Office Building and Teen Center would be sold or leased long-term. The remainder of the Adams St. property would be preserved for future development of community-serving facilities and outdoor areas. All other sites would have the same use as in Package A1 above.

Initial financial analysis indicates this package implemented as described would require approximately \$25 million in funding, most likely obtained through a bond issuance.

Package C3: City Hall would be moved into the Library building after modifications. A new Library plus community/events building would be constructed on the City Hall property. The Former CDF Office Building and Teen Center would be used for parking. The remainder of the Adams St. property would be preserved as a possible funding source. All other sites would have the same use as in Package A1 above.

Initial financial analysis indicates this package implemented as described would require approximately \$22 million in one-time funding, most likely obtained through issuance of bonds, plus additional annual revenue for debt service, possibly from hotel TOT or a temporary sales tax increase.

Package D: An existing building would be leased and renovated for use as a new City Hall, possibly at the Catholic School. The City Hall property would be sold or leased long-term. The Former CDF Office Building and Teen Center would be sold or leased long-term. For the Library, a space designer would be hired to reconfigure the space for modern library needs and to enhance the use as a community meeting facility with a possible extension to an outdoor plaza area. The Adams St. property would be preserved for future development of community-serving facilities and outdoor areas. All other sites would have the same use as in Package A1 above.

Initial financial analysis indicates this package implemented as described would require approximately \$2 million in funding, most likely obtained through a bond issuance.

The following table shows the approximate funding needs for each package considered for this report. Each of these integrated packages is described primarily using debt to finance. Other options to be considered for financing are described in Section 7. See Table 1 or Section 5 for details of what is included in each package.

Table 2: Financing Needs for Integrated Packages

Package	City Hall destination	Funding Needs (including EMG repairs)			Financing Needs ¹ and Results		
		Total Scenario Cost 2019-2029	Total Scenario Revenue 2019-2029	Net Additional Funding Need	New Debt	Other Revenue Requirement	10-year General Fund Balance Range
A1	New in current location	\$ 13.2 million	\$ 3.6 million	\$ 9.6 million	\$ 8.0 million	\$0	21 - 43 %
A2	New in current location, Mixed-use devel on Adams	\$ 29.4 million	\$ 6.5 million	\$ 22.9 million	\$ 20 million	\$ 5.5 million	21 - 34 %
B	New on Adams St. property	\$ 13.2 million	\$ 6.1 million	\$ 7.1 million	\$ 6 million	\$0	24 - 53 %
C1	Co-located in Library building	\$ 8.3 million	\$ 6.1 million	\$ 2.2 million	\$ 1 million	\$0	25 - 70 %
C2	In Library building, new library on Adams St	\$ 25.4 million	\$ 5.7 million	\$ 19.7 million	\$ 25 million	\$0	20 - 47 %
C3	In Library building, new library on City Hall prop.	\$ 26.1 million	\$ 0 million	\$ 26.1 million	\$ 22 million	\$ 8 million	20 - 39 %
D	Lease existing building, e.g., Catholic School	\$ 12.6 million	\$ 6.1 million	\$ 6.5 million	\$ 2 million	\$0	24 - 48 %
					¹ Financing chosen to maintain minimum of 20% Reserves		

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1 Scope and Team

1.1 Resolution and Committee Formation

See Full Resolution No. 2017-148 in Appendix A.

On September 26, 2017, the City Council adopted resolution 2017-131 creating the St. Helena Asset Planning Engagement (SHAPE) committee. The Council subcommittee of Council Members Dohring and Koberstein interviewed and recommended 11 members committee to improve the representation of the community. The City Council created the committee to advise the City Council in prioritizing and identifying strategies to address civic needs and opportunities.

The general purpose and mission of the committee is to identify alternatives to address deficiencies and opportunities identified in the Facilities Condition and Needs Assessment (FCNA), challenges identified in the Long Range Financial Forecast (LRFF) and feasibility of concepts identified in the 2009 Visioning Statement (e.g. library expansion, civic building, amphitheater, community center, etc.). Additionally, the Committee will identify financial strategies (along with identifying consequences and trade-offs) for City Council consideration to address identified deficiencies, opportunities and/or utilization of community assets.

The facilities the SHAPE Committee considered are: Carnegie Building, City Hall/Police Department, Fire Station, Former CDF Office Building, Head Start Building, Public Works Corporation Yard, Scout Hall, Signorelli Barn, St. Helena Library, and the Teen Center, plus properties at Lyman Park and Adams St.

1.2 Committee Members

The SHAPE Committee consists of eleven members appointed by the City Council:

Chair: Mark Smithers, Vice Chair: Anna Chouteau

Members: Doug Barr, Oliver Caldwell, Pat Dell, Jeff Feeney, Stan Knight, Tim Nieman, Joshua Parke, Susanne Salvestrin, Glenn Smith.

1.3 Assisting Personnel

City Staff: Mark Prestwich, City Manager; April Mitts, Finance Director; and Cindy Tzafopoulos, City Clerk

Consultants: Jean Holsten and Roseanne Lopez, Consultants from the Dynamic Dialogue Program, www.dynamicdialogue.org

City Council Liaisons: Councilmembers Paul Dohring and Mary Koberstein

2 Process

The SHAPE Committee is a temporary committee appointed by the City Council and is therefore subject to the provisions of the Brown Act, requiring that all meetings shall be open and public, and all persons shall be permitted to attend¹. All discussions, presentations, deliberations and decisions made by the Committee were conducted during publicly noticed meetings, generally held every Wednesday evening.

2.1 Overall Process

The work of the Committee proceeded in phases and can be roughly grouped into five segments. The phases generally occurred in the order shown by sections 2.1.1 to 2.1.5 below, though there was necessarily some overlap.

2.1.1 Information Review and Problem Understanding

The first several months of activity were focused on gathering information on the state of facilities to be reviewed, the financial status of the City, and background on financing options.

¹ The requirements of the Brown Act were briefly reviewed with the Committee on November 1, 2017. A copy of the “2016 Brown Act Presentation” and “A Guide to the Ralph M. Brown Act” can be found at <http://www.cityofsthelena.org/bc-shape>.

2.1.1.1 Facilities Review

The Committee toured each of the sites and facilities on November 16, 2017 to see and hear first-hand the condition and needs of each². In addition, EMG was hired to provide a Facilities Condition and Needs Assessment³.

2.1.1.2 City Financial Review

The status of the City's current and projected finances was reviewed in several ways, including a Financial Overview Presentation⁴, discussion of the results of applying The California Municipal Financial Health Diagnostic⁵ to St. Helena, and several iterations reviewing the City's Long Range Financial Forecast (LRFF)⁶. The Forecast Overview portion of the most recent LRFF can be found in Appendix C.

2.1.1.3 Financing Options

Kosmont Companies was hired to provide assistance and support for understanding financing options, asset management, and real estate development⁷.

2.1.2 Definition of Evaluation Criteria

Over several meetings, the Committee developed a set of evaluation criteria to be used as guidance for developing and evaluating different options. The criteria were not developed as precise metrics, but rather were formulated as General Evaluation Criteria/Principles⁸ to provide

² "Facilities Tour Booklet" at <http://www.cityofstheleena.org/bc-shape>.

³ "EMG Final Report" at <http://www.cityofstheleena.org/bc-shape>. This site also includes the emg background, proposal and draft reports ("2017 City of St. Helena Facilities Condition and Needs Assessment RFP", "EMG Presentation", "EMG Proposal/Scope of Work", "EMG FCNA Presentation", "Facility Needs Assessment", "Space Analysis").

⁴ "Financial Overview Presentation" at <http://www.cityofstheleena.org/bc-shape>.

⁵ "St. Helena Financial Health Diagnostic" at <http://www.cityofstheleena.org/bc-shape>.

⁶ "LRFF St Helena March 2018" and "Long Range Financial Forecast (2015-2025)" at <http://www.cityofstheleena.org/bc-shape>.

⁷ "Kosmont City Hall Relocation Options Updated 04.03.2018", "Presentation by Kosmont | City Hall Relocation Options", and "Kosmont Presentation" at <http://www.cityofstheleena.org/bc-shape>.

⁸ "Synthesis of Work Submitted by Committee Members" at <http://www.cityofstheleena.org/bc-shape>.

a framework for evaluating the Committee’s recommendations for the city assets without being too onerous. More detail on the background discussions leading to criteria is also available⁹.

Evaluation criteria and how they were used are discussed in more detail in Section 3.

2.1.3 Development of Facility and Site Alternatives

Over several meetings, the Committee brainstormed different options for the use of each facility or property, and potential new locations for any functions that might be moved. This began with a Property Visioning exercise¹⁰, providing a first pass at all facilities, followed by several meetings devoted to detailed discussion of each site, one by one¹¹.

2.1.4 Development and Evaluation of Proposals

After development of alternatives for all individual facilities, the Committee combined those alternatives to create several overall strategies (integrated packages) that included disposition of all assets under consideration. The results of those discussions are shown in Section 5.

2.1.5 Recommendations

Recommendations consist of several integrated packages which include a selected option for every site considered. The packages start with different options for City Hall, with the choices for the other properties informed by the preferences discussed during meeting deliberations. In addition to integrated packages, detailed discussions for each property are an important part of understating options that are not included in the integrated packages – these discussions can be found in Section 4.

⁹ “2.28.18 Updated list of Values, Needs and Negative Attributes” and “2.28.18 Results of the Exercise at the February 28, 2018 Meeting” at <http://www.cityofsthelena.org/bc-shape>.

¹⁰ “Property Visioning Exercise – Summary” at <http://www.cityofsthelena.org/bc-shape>.

¹¹ “3/28/18 SHAPE Meeting Discussion of Head Start, Lyman Park, Scout Hall, Carnegie, Corp Yard and Signorelli Barn” at <https://sthelena.civicweb.net/document/19620/SHAPE%20Meeting%20Building%20Use%20II%2032818.docx?handle=3C9C171707E44D1A95ECA9E1514715DA>.

2.2 General Decision-Making Approach

The Committee followed a mildly structured decision process. The general decision-making sequence that was followed is outlined by the sub-sections in Section 2.1. At several meetings within the process, the Committee discussed the decision-making approach to be followed in upcoming meetings¹².

2.3 Public Engagement

In keeping with the City's 3-year goal of commitment to full public participation, and ongoing communication & regional collaboration, the SHAPE Committee has had approximately 22 meetings in which the public in attendance had opportunities to comment¹³. The Public were invited to tour the various City buildings and assets, early in the process. There were two Community Workshops¹⁴, that were attended by 32 and 31 people respectively. The assets they judged to be of the most importance were City Hall/Police Station, Adams Street, Public Library, and the Fire Station. The predominate age groups attending were between 62 and 79 years of age.

There were two sets of Focus Groups conducted. A concerted effort was made to be inclusive regarding age, ethnicity, and other factors such as parents and Service Club members. Meetings were scheduled at a variety of hours to accommodate all schedules. A March 28th summary¹⁵ of the first set of Focus Groups shows 34 participants in the five focus groups held. 80 people were invited. Fiscal management and solvency was a major theme throughout these focus group discussions. Adams Street was described as a "hot button issue for the city" and something that needs to be carefully discussed with the public. It was viewed as a jewel of green space, a place for a city center and a community center and finally a place where the 2009 plan had delineated good options. Housing was a topic brought up in each of the focus groups. Most agreed there is a need but there were differences in each group as to where an appropriate location might be.

¹² "2.28.18 Draft Idea for Decision Making Process" at <http://www.cityofsthelena.org/bc-shape>.

¹³ "Tentative Public Engagement Strategy Calendar" and "Weekly Meetings Flyer" at <http://www.cityofsthelena.org/bc-shape>.

¹⁴ "Informational Workshop" at <http://www.cityofsthelena.org/bc-shape>.

¹⁵ "Focus Group Summary High Level" and "Focus Group Survey Results" at <http://www.cityofsthelena.org/bc-shape>.

The summaries¹⁶ of the focus groups that met from April 19-22 shows a total attendance of 64 from 81 who had signed up. 57 returned forms. These groups brought up questions regarding finances, water, hotels, Hunter development and its impact on Adams Street, housing, rentable space, and the Wine Train. Main Street and the Library were hot topics. Comments on some of the major assets show respondents mostly preferring to keep City Hall on Main Street with the Police Department and Fire Station. Most respondents want to leave the Library where it is with interior redesign. Most respondents favored leasing of Carnegie Hall, most likely to the Historical Society. Respondents prefer to do Fire Station fixes sooner rather than later. Railroad Avenue properties were to be used to house City Hall employees during rebuilding of City Hall and then sell or lease. Most were supportive of developing Adams Street as a Multi-Use project. Some type of Cultural / Community Center was received well. The respondents generally supported the recommendations of the SHAPE Committee on the other asset recommendations.

2.4 Consultant Assistance

Three consulting companies were hired to assist the Committee, with one additional sub-contractor. Consultants were selected through a competitive bidding process.

Jean Holsten from DynamicDialogue provided facilitation and guidance for all meetings and for the overall process used. Dynamic Dialogue provides support to individuals, groups, and organizations to work together in finding mutually beneficial ways to meet individual and groups needs and aspirations.

EMG provided an assessment of the Facilities Condition and Needs Assessment. EMG is an architecture and engineering firm focused on building lifecycle and capital planning studies. The key members for this project are Erik Piller, Matthew Anderson, RA, Mark Surdam, RA, Shannon Vogt, Bhaskar Ale, Bryan McGuinness, and Paul Sanders.

Ward Levy Appraisal Group was sub-contracted by EMG to provide appraisal values for City facilities and land. Ward Levy Appraisal Group is a commercial appraisal firm serving the North San Francisco Bay Area, with an emphasis on Sonoma County.

¹⁶ “Draft Shape Focus Groups April 2018 Summary”, “St Helena Focus Group 4.19.18 – 4.22.18” at <http://www.cityofstheleena.org/bc-shape>.

Kosmont Companies' role as consultant to City of St. Helena is to assist and support the SHAPE Committee with discussions and evaluation of: best asset management practices (case studies, other approaches), economics of real estate development, financial impact of real estate decisions, public finance options, and establishing asset priorities. Kosmont Companies has 32 years of experience working with communities on real estate, asset strategies, economic / community development, infrastructure and public/private financing.

3 Evaluation Criteria

3.1 Process

The SHAPE Committee recognized the need to develop criteria for evaluating proposals for the disposition of various City properties. At its February 28, 2018 and March 7, 2018 meetings, Committee members were initially invited to suggest all their ideas on essential values and priorities as well as potential problems to avoid. These ideas were delineated in a document available on the SHAPE Committee web site¹⁷. Members also had the benefit of public input described and referenced above in Section 2.3.

From this extensive Updated List of Values, certain ideas were removed as being outside the scope of the Committee's mission and others were eliminated as duplicates. Broad categories were created to focus Committee members on strategic issues. Some of these categories are listed below as illustrations of the scope of the work:

- Employees/ efficient work spaces
- Community Gathering Places--Multiple Uses
- Fiscal feasibility
- Balance Needs of Community and Tourism
- Values of St. Helena (Vision Statement)
- What to avoid, Mitigate or Diminish
- Pressing Needs

Committee members then identified those items in each category they believed most pertinent to the Committee's considerations of the public properties for which the City Council had requested

¹⁷ "2.28.18 Updated list of Values, Needs and Negative Attributes" at <http://www.cityofsthenana.org/bc-shape>.

recommendations. The results of this exercise are available on the SHAPE Committee web site¹⁸.

From this exercise and with the help of our consultants, a proposed criteria list was presented to the Committee and approved by the Committee at its March 7, 2018 meeting¹⁹. This working set is provided below in Section 3.2.

3.2 General Evaluation Criteria/Principles

General Evaluation Criteria/Principles

(Synthesis of Work Submitted by Committee Members)

The purpose of this Synthesis is to provide a framework for evaluating the Committee's recommendations for the city assets without being too onerous. The committee's decision-making process will use the adopted framework as a means of evaluating the property recommendations. Discussed and approved at the March 7, 2018, SHAPE meeting.

City Facilities/Services

- Ensure efficient use and functionality of facilities
- Improve community meeting and gathering spaces/venues for multiple uses
- Safe working environment
- Anticipate future needs
- High quality facilities; places citizens feel pride in.
- Ensure maintenance of facilities
- Minimize time to achieve outcome
- Consider partnerships if available

Community Attributes

- Protect neighborhoods from negative impacts
- Family friendly
- High quality aesthetics
- Low impact on water demands (environmental mitigation)
- Minimize traffic impacts/improve circulation
- Maintain open space
- Enhance cultural attractions in City
- Preserve the soul of St. Helena
- Provide more parking
- Provide additional workforce and senior housing
- Safe community

¹⁸ "2.28.18 Results of the Exercise at the February 28, 2018 Meeting" at <http://www.cityofstheleena.org/bc-shape>.

¹⁹ "Synthesis of Work Submitted by Committee Members" at <http://www.cityofstheleena.org/bc-shape>.

- Honor St. Helena's history
- Embrace art
- Facilitate biking, trails and walkability
- Consider economic and ethnic diversity

City Finances

- Secure sustaining revenue and cash flow stability
- Protection of the General Fund
- Thriving unique business community, while balancing tourism
- Evaluate creative revenue strategies (e.g. naming rights, philanthropy, sweat equity, etc.)
- Resist selling assets or build development for immediate gain

Pressing Needs

- Addressing City Facilities that are inefficient, unsafe, or otherwise deter positive workforce and ability to provide services.
- Public Restrooms
- Community Cultural Center or Civic Center for cultural events and diverse civic needs.
- Downtown business
- Parking

4 Alternatives for Each Property

The Committee's first formal effort to identify potential uses for each property was undertaken at the weekly meeting of January 24, 2018 during a Property Visioning Exercise²⁰. These initial ideas were modified and refined into a list of options for each site during meetings on March 21 and March 28, 2018. The Committee then re-visited each site over the meetings of April 18, April 25 and May 2, 2018 to identify only those options that would be carried forward into potential recommendations. Committee members were encouraged to submit their ideas as part of this final exercise. These are included as Appendix D.

The result of these combined discussions is summarized below for each property, including Committee votes on whether options should be carried forward for potential inclusion in final recommendations, or eliminated.

EMG provided detailed analysis of the conditions of each site and estimates of repair costs. The summaries of costs are included in Appendix B.

²⁰ "Property Visioning Exercise - Summary" at <http://www.cityofsthelena.org/bc-shape>.

4.1 City Hall / Police Station property

From the EMG Facilities Condition and Needs Assessment:

Property Physical Condition: Poor
 Estimated Immediate Repair Costs: \$1.012 million
 Estimated Property Market Value: \$4.74 million

Preferred Uses

Numerous options for alternative locations for City Hall were proposed, along with alternative uses of the City Hall property in cases where City Hall is moved elsewhere. For each proposed option, several details were discussed and captured that may be a part of that alternative (e.g., parking, building orientation, etc.). However, these details are not considered to be requirements at this time. Future needs assessments and design studies for the potential new City Hall would be required to finalize any details about the specific configuration.

Option 1: Leave City Hall where it is but tear down and completely rebuild with a 2-3 story building

Vote results: Include – 8, Exclude – 3.

Move City Hall staff to a temporary location, tear down the existing structure, and build a new City Hall on-site. There is consensus that the new facility should include Council chambers and that those chambers could serve a dual function as meeting space for other uses, including community needs. The police station could be included with the new City Hall building or built as a separate structure next to or as part of the Fire Station. Some details that were discussed include providing parking either underground or within the newly configured building site, providing community-oriented uses, and facing the building towards Lyman Park to better integrate with that space.

Community input was supportive of this idea. It retains the historical location and proximity to other government entities such as the Police, Fire Station and Post Office. Disadvantages are that City staff would have to be relocated to other facilities such as the CDF Building/Teen Center or Carnegie Building during construction, adding disruption to staff, delay in making decisions about these properties, and some relocation costs.

Option 2: Move City Hall to the Library

Vote results: Include – 6, Exclude – 5.

Several variations of this option were discussed centered around where the Library would be located under this option, and what is done with the vacated City Hall site.

Locations for the Library included: building a new Library on the existing City Hall property on Main Street as part of a cultural/educational/park complex integrated with Lyman Park; building a new Library on Adams Street as part of a cultural/events building; co-locating City Hall and the Library in the existing Library building; or moving the library to the Carnegie Building.

New uses for the City Hall property include the aforementioned cultural/educational/park complex, selling or leasing the parcel, or using it for other community-oriented purposes.

Advantages for this option include requiring less cost than a new City Hall; City Hall staff remains in the current location until build out is complete; and it preserves the City Hall property for other uses. Disadvantages include the need to create new space for the library before any renovations can start for City Hall resulting in multiple moves of building functions; the current Library is popular and any changes may be politically volatile; and costs for added parking if a new library is built.

Option 3: Rebuild City Hall on Adams Street

Vote results: Include – 6, Exclude – 5.

Build a new City Hall on the Adams Street property. Advantages for this option are that a new building would not require a temporary relocation of City staff (they could remain in the existing building until the new one is completed) and decisions can be made earlier on spaces that otherwise would have to serve as temporary City offices (CDF/Teen Center properties). A disadvantage expressed by some Committee members is that this would use some portion of Adams Street for what they characterize as an "office building" rather than have the area focused on cultural/community uses and open gathering space.

New uses for the City Hall property are the same as above and include the aforementioned cultural/educational/park complex, selling or leasing the parcel, or using it for other community-oriented uses.

Option 4: Move City Hall to another existing building

Vote results: Include – 4, Exclude – 7.

Several existing buildings in the city have been mentioned as possible locations to lease or purchase for City Hall, including the Catholic School and Westamerica Bank. Availability and terms for these locations are not known at this time. Pursuing one of these locations would entail further discussions with those entities to determine if such a deal is possible and any costs.

Potential benefits include: the efficiency of using an underutilized existing structure; preserving valuable City-owned properties for other uses; the ability of City staff to remain where they are until the build out is complete; and decisions can be made more quickly on other properties that otherwise may need to be used as temporary office space. Disadvantages include: leasing or buying an existing building would likely require significant renovations and would not provide the level of functionality that a new, custom-built City Hall would provide, delivering only an "adequate" not "excellent" result; and buying an existing building would likely result in total costs greater than a new building as you pay market rates plus additional costs for improvements and retrofit.

New uses for the City Hall property are the same as above and include the aforementioned cultural/educational/park complex, selling or leasing the parcel, or using it for other community-oriented uses.

Other Identified Uses

None.

4.2 Lyman Park property

From the EMG Facilities Condition and Needs Assessment:

Property Physical Condition:	Fair
Estimated Immediate Repair Costs:	\$82,000
Estimated Property Market Value:	None prepared

Preferred Uses

Committee members agreed that Lyman Park is an important outdoor space for the community, but one that is needing improvements to create a more usable and inviting setting and improved facilities.

Option 1: Hire professional landscape architect, address park deficiencies (e.g., bathrooms, signage), integrate with adjacent building.

Vote results: Include – 11, Exclude – 0.

Implement repairs identified in EMG report. Consider moving the plaque honoring veterans from City Hall to a featured place in the park. Hire a landscape architect to advise the city on improvements to the park's layout and vegetation, and to integrate any design changes with the use chosen for the City Hall site. Some of the ideas discussed by the Committee included: if a new City Hall is built, integrate the entrance and any community meeting spaces with the park; if a community center/education/library concept is built on the City Hall property, integrate both properties to create an indoor/outdoor community space. The advantages and disadvantages are noted for the specific proposals for this property in other sections below.

Other Identified Uses

None

4.3 Fire Station property

From the EMG Facilities Condition and Needs Assessment:

Property Physical Condition:	Fair (roof is Poor)
Estimated Immediate Repair Costs:	\$54,000
Estimated Property Market Value:	\$5.4 million

Preferred Uses

Two options were identified as preferred uses, both of which keep the fire department in its current location. There is strong support from both the Committee and the public for retaining the fire department function in the Fire Station building. Additionally, there was moderately strong interest in co-locating the police and fire departments due to their similar and sometimes complementary roles in providing safety services.

Option 1: Implement fixes identified in EMG report out of General Funds in next year's budget.

Vote results: Include – 11, Exclude – 0.

Continue to use the Fire Station for its current function primarily as a fire station, plus occasional ancillary uses for community meetings or temporary staffing of City personnel. Implement the repairs and maintenance identified in the EMG report out of General Funds.

Option 2: Combine Police and Fire in a way that works.

Vote results: Include – 11, Exclude – 0.

Modify the Fire Station property to combine police and fire department functions in a way that works. The configuration would be determined from a future assessment of design concepts and could include constructing additional space for the police department as part of the existing structure or, building a separate police station adjacent to the fire station. Total costs would include the costs of building space for the Police Department but would partially offset the total cost of a combined City Hall/Police.

Other Identified Uses

The initial list of possible uses developed by the Committee included a separate option of adding a second story to the fire station for the police department. This option may not be structurally feasible, so that use was combined into Option 2 to allow flexibility in determining how best to combine the two functions on this site.

4.4 Library property

From the EMG Facilities Condition and Needs Assessment:

Property Physical Condition:	Good
Estimated Immediate Repair Costs:	\$199,000
Estimated Property Market Value:	\$4.78 million

Preferred Uses

Numerous options for alternative uses for the Library property were proposed, along with alternative locations for the Library if it is moved.

Option 1: Implement EMG repairs and work with a space designer and library expert to possibly redesign.

Vote results: Include – 10, Exclude – 1.

Implement immediate EMG repairs, and then work with a space designer to possibly redesign to more efficiently and better use the substantial space in the Library. A new design would seek to better configure the library space to the requirements of a modern library. Additionally, since the current Library provides many community-oriented functions, the new design would explore

how to better provide space for those needs. If an outdoor plaza were included on the east side of the building, the community space could be integrated with the outdoor community-serving area.

Option 2: Remodel/rebuild and integrate with other city uses

Vote results: Include – 6, Exclude – 5.

This option is somewhat similar to Option 1 but involves the potential for a more substantial remodel and/or rebuild and includes a potential variety of city uses to be co-located with the Library. This alternative would prove very disruptive to library services while being implemented.

Other Identified Uses

Option 3: Remodel for City Hall

Vote results: Include – 4, Exclude – 7.

Undertake substantial renovations to modify the interior for use as a City Hall. This could be done as part of a co-location of the space for the Library. If not co-located, the Library could be moved to a new facility built on the City Hall property or the Adams Street property (see Option 4 below) or the Carnegie Building. The benefit of this alternative is to use the large Library building for the needed City Hall but would potentially require provision of a new library elsewhere.

Option 4: Build new Library on City Hall property with cultural center and incorporate Lyman Park.

Vote results: Include – 3, Exclude – 8.

Build a new modern, custom-built library on the City Hall property as part of broader cultural/educational center and incorporated with a redesigned Lyman Park. This option could be coupled with Option 3 above. The benefit of this alternative is to provide a community-oriented gathering space on Main Street and a new library that is designed to 21st century standards for locals and visitors.

4.5 Adams Street property

Not included in the EMG Facilities Condition and Needs Assessment:

Preferred Uses

Numerous options for alternative uses for the Adams Street property were proposed. The first two options share some features and might be combined to create a hybrid version.

Option 1: Cultural Center

Vote results: Include – 8, Exclude – 2.

Develop the parcel with a core focus as a cultural/events destination. One version of this was described by Doug Barr. This option proposes that the parcel be developed in stages, as a “Cultural Campus”. The library, our current *de facto* cultural hub, will anchor related community serving facilities surrounding as much open space as is feasible. The centerpiece of the development will be a Cultural Center designed as an appropriate venue for humanities-based programming, including: lecture series, conferences, academic forums and symposiums on a broad range of topics and possibly masters classes in music, dance, theater and visual arts culminating in performances at the Performing Arts Center. Programming will be coordinated with local schools, youth groups, service organizations and senior centers. All events would be open to local residents at minimal or no cost. Tickets will be available to the 3.5 million tourists that visit Napa Valley annually.

Advantages of this option include: providing cultural opportunities to inform, inspire, and entertain; effectively managing existing tourism to the financial benefit of the business community and our general fund by encouraging multi-day visits that will increase TOT and sales tax. Additional development on the parcel would be symbiotic with the Cultural Center’s goals but can include both private and public participation. Ideally, the center will be funded by philanthropy, branding, and marketing opportunities. Ongoing income will be derived from sponsorships, donations, gate receipts and by renting the facility when available for private, corporate or commercial activities.

Option 2: Multi-use (plaza, open space, Cultural/civic center, etc.)

Vote results: Include – 8, Exclude – 2.

One version of this plan was described by Mark Smithers. The option combines many of the community’s desires while respecting the needs of the city to create destination diversity beyond the wine industry. This option’s multi-use aspects are developed around a very large plaza /

open area retaining views up valley towards Mount St. Helena without disturbing the library's viewshed. Additional aspects include a potential location for the St. Helena Historical Society to build near the library; an area to build a cultural center for performing arts, civic events, non-profit meeting space, exhibits, etc.; a limited complementary development zone along Adams Street; increased parking through widening Adams Street and Library Lane to accommodate diagonal parking on both sides; and lots of trees and easy connection to the walking trail to the river.

Advantages of this option include: reduced local traffic as many will be able to bike, walk, or shuttle to the location; the option brings new visitors and compels residents to stay in town without competing with Main Street; and its increased parking is within easy walking distance to Main Street. It will result in a community gathering spot where the residents and visitors alike will socialize, eat, drink, enjoy a performance, visit our history, and enjoy the valley as St Helena becomes the cultural center of the Napa Valley as a destination beyond wine.

Other Identified Uses

Option 3: Have City Council do another visionary process

Vote results: Include – 3, Exclude – 7.

Since the Adams Street property was not clearly defined in the scope of work for the SHAPE Committee some committee members thought it would be beneficial to have the City Council revisit what should be done with the Adams Street property and invite members of the public to submit their ideas for what should be done on the property.

Option 4: Move City Hall to Adams St. into Library, build Cultural Center at City Hall site (also see Oliver Caldwell plan in Appendix D)

Vote results: Include – 3, Exclude – 7.

As the digital world advances, the St. Helena Library is trying to evolve into a de facto cultural center offering performances in music, dance, art shows, multimedia lecture series, movies, exhibitions, applications in technology, social gatherings, etc. However, these functions would be better realized with new construction and located in an accessible and visible location on Main Street.

By merging a newly built Library and Cultural Center with Lyman Park - where there is also public transportation and visibility from visitors - you simultaneously upgrade the Library, Lyman Park, Main Street, support pedestrian connectivity with the downtown and finally realize the cultural component from the 2009 Adams Vision. Instead of building a new expensive City Hall for 28 employees, move the staff into part of the existing library building and save the money to better serve the whole community of six thousand people.

Option 5: Community Center

Vote results: Include – 2, Exclude – 8.

Build a structure oriented towards community uses, including room for meetings, local events, and community gatherings. The facility could be constructed with large meeting room space with connections to outdoor grounds suitable for revenue generating rentals for performances, weddings, etc.

Option 6: Senior housing

Vote results: Include – 1, Exclude – 9.

Saint Helena has a growing senior population with a shortage of affordable housing for them. A committee member thought Adams Street would make an ideal site for cottages for seniors and another committee member commented that every city property should at least consider affordable housing. However, it was the sense of the Committee that proposals for workforce or affordable housing were outside the scope of our charge and the City Council was already looking at affordable housing city-wide. A committee member pointed out that if you put in housing at Adams Street, the current open space would feel like it belonged to the people who live there instead of for the whole community as it is now.

Option 7: Do Nothing

Vote results: Include – 1, Exclude – 9.

The city has the option to leave Adams Street as it is. The open space is beloved by many in the community and used for walks with and without dogs, bike rides and access to the Napa Valley River at the end of the trail. While almost all Committee members voted that do nothing is not desirable, some members stated that whatever is done with the Adams Street site, maintaining access for the community to use and enjoy the open space and specifically the walking trail,

stunning views and connection to nature is critical. Committee members discussed making improvements like planting trees for shade.

4.6 Former CDF / Teen Center combined property

From the EMG Facilities Condition and Needs Assessment:

Property Physical Condition: Fair
 Estimated Immediate Repair Costs: \$293,000
 Estimated Property Market Value: \$3.087 million

Preferred Uses

Numerous options for alternative uses for the Former CDF and Teen Center properties were proposed.

Option 1: Rehab both facilities for short-term city use.

Vote results: Include – 9, Exclude – 0.

This option retains the use of this property as temporary City staff space in the event that it is needed during construction of a new City Hall on the existing City Hall property. This has the advantage of providing flexibility during any rebuilding activity involving City Hall staff. The disadvantage is the cost of rehabilitation for buildings that may be torn down later, though the City would take care to only cover costs needed for safety and functionality.

Option 2: Sell or lease

Vote results: Include – 7, Exclude – 2.

Make this property available for development. Discuss with the Wine Train to determine their interest in buying or leasing for development of a small hotel or other train-oriented development. The advantage is positive cash flow from sales proceeds and long-term TOT revenue that can offset some of the development costs for other properties and fund future needs. The developer may also construct workforce and affordable housing as part of the development agreement.

Option 3: Use land as a parking lot and land bank for the future

Vote results: Include – 6, Exclude – 3.

This option is primarily based on the idea that the property may become more valuable over time and the City should not sell or otherwise lose control of City owned property. One suggestion

was the use of this site for a parking lot to meet a parking need. It is close enough to Main Street to help relieve parking issues for workers and tourists especially if Lyman Park and City Hall were used more as a larger scale community gathering spot. The disadvantage of this option is you do not receive the cash flow from sales proceeds or TOT revenue while betting on an increase in value or some better or more valuable use later.

Option 4: Leave as option for affordable housing

Vote results: Include – 5, Exclude – 4.

This site has been identified as one of many that could be used for affordable housing.

Other Identified Uses

An option was originally proposed to use this city for a new City Hall, but this did not receive any support from the Committee.

4.7 Scout Hall property

From the EMG Facilities Condition and Needs Assessment:

Property Physical Condition:	Poor
Estimated Immediate Repair Costs:	\$238,000
Estimated Property Market Value:	\$0.8 million

Preferred Uses

Scout Hall was originally deeded to the City for perpetual use by the Boy Scouts. The legal limits of the deed restrictions are somewhat unclear, but the consensus is to honor the intent of the original deed to provide space for the Scouts, whether in this building or in another space.

Option 1: Explore opportunity to give/sell to Scouts

Vote results: Include – 11, Exclude – 0.

Consider selling to the Scouts for a minimal amount of money. Include a legal review to better understand the deed restriction. The benefits of transferring ownership to the Scouts include reduced personal injury liability and reduced long-term maintenance costs to the City. Also included in this option is to explore what alternative spaces would be acceptable to the Scouts, in which case the City would retain ownership of the building and it would be available for other uses.

Other Identified Uses

Other options considered included: Move Scout Hall building and use the site for a new police station. This option could also be viable if a new home for the Scouts could be found as part of the exploration of alternatives in Option 1 above. Another option considered was selling the building, but it is unclear what can be done given the existing deed restrictions. Finally, if a new location for the Scouts could be found, using the existing building for firefighter housing was discussed.

4.8 Carnegie Building property

From the EMG Facilities Condition and Needs Assessment:

Property Physical Condition:	Fair
Estimated Immediate Repair Costs:	\$88,000
Estimated Property Market Value:	\$2.9 million

Preferred Uses

The Carnegie Building is on the national list of historic places. As such, the exterior may not be modified. The building is currently an underutilized space. Much of the discussion centered around what types of use are best suited for the building and how to achieve a more efficient utilization of the space, either through expanded City use by increased youth and adult programs and marketing its availability for room rental, etc., or finding a buyer or tenant to use the space. Selling or leasing also has the benefit of providing revenue to the City.

Option 1: Lease to highest bidder.

Vote results: Include – 9, Exclude – 2.

Put the building up for lease to see if there are viable tenants interested in leasing the building, Ideas for tenants included the Historical Society, artisans, or some other income producing entity such as shared or flex office space. Leasing has the benefit of providing revenue to the City that may offset some of the development costs for other properties.

Option 2: Keep – make EMG fixes.

Vote results: Include – 8, Exclude – 3.

Make necessary fixes and provide ongoing maintenance to continue use of the building for adult recreation, as a meeting rental space, and occasional use by the Parks and Recreation

Department. Try to ensure more consistent utilization of the building. In the absence of other spaces for community activities, the building provides some important opportunities for recreation and other public use. It is doubtful the rental revenue will be sufficient to cover future maintenance costs.

Option 3: Sell.

Vote results: Include –7, Exclude – 4.

Offer to sell the property at market value or, for example to the Historical Society or other community service organization for \$2 million (below assessed value) or set as a life estate or some type of deed reversion. Use those moneys for other needs, revert in deed. The disadvantage of selling is the loss of control over the future uses of the building, and it being sold below market rate resulting in less proceeds.

Other Identified Uses

The initial list of possible uses developed by the Committee included a long-term lease to the Historical Society. This option was rolled into Option 1 to include all potential lessees.

4.9 Corporation Yard property

From the EMG Facilities Condition and Needs Assessment:

Property Physical Condition:	Poor
Estimated Immediate Repair Costs:	\$230,000
Estimated Property Market Value:	\$2.21 million

Preferred Uses

The Corporation Yard site facilities are in poor condition and the property experiences periodic flooding. All options require improvements, though the ultimate disposition of the site is subject to further study. The City Council has recently approved money for immediate repair and replacement of the portable buildings now used as office space for Public Works employees.

Option 1: Have administration look at and fix/move as needed

Vote results: Include – 11, Exclude – 0.

The first step is to perform emergency repairs to maintain the function of the site in the short-term for Public Works. One of the limiting factors for this site is its tendency to flood during significant rain events although this might be mitigated by dredging Sulfur Creek and/or building

a short concrete wall. An alternative site for Public Works is the City's waste water property, which may also be prone to flooding. Therefore, the City should collect more information on the flooding on these sites to determine the best location for Public Works.

If the waste water site is preferred for Public Works, this site would become available for other uses. Options discussed are to sell the site; or use the site for housing or explore swapping this site with nearby sites (e.g., Harold Smith, AJ Supply) to create another, less flood prone site for housing. A sale has the advantage of generating revenue to offset other property development. There were objections raised by one Committee member to this site as a suitable place for housing, so the Committee took a vote on whether to take housing out of the description. There were 4 out of 11 votes to remove it, so it remains in the description of options to be considered.

Other Identified Uses

Most of the original options identified were combined into Option 1 above as a sequence of considerations to identify the ultimate use.

4.10 Head Start property

From the EMG Facilities Condition and Needs Assessment:

Property Physical Condition:	Poor
Estimated Immediate Repair Costs:	\$114,000
Estimated Property Market Value:	\$0.3 million

Preferred Uses

The Head Start building is currently underutilized, used only for two months of summer camp during the year. The building is in poor condition with substandard facilities, needing improvements if the building is to be preserved and more fully used.

Option 1: Complete minimal habitability improvement for summer and phase 2: after identifying needs, rebuild for Parks and Recreation

Vote results: Include – 11, Exclude – 0.

Implement the near-term repairs identified in the EMG report out of General Funds to achieve minimum habitability improvements. Have City Council direct a needs assessment of the Parks and Recreation Department to determine future space and location needs. Ideas for a new location include construction of a new building for Parks and Recreation use at Crane Park,

utilizing other sites (e.g., Catholic School gym) and improved interaction with SHUSD sites. A new building would potentially include administrative offices for Parks and Recreation staff, adult recreation space, space for teens, and continued use for summer camp. Benefits include providing improved facilities for the Parks and Recreation Department and providing community-serving space for all ages.

Option 2: Café/Food/Concession - Public/Private partnership.

Vote results: Include – 6, Exclude – 5.

Investigate ways to rehabilitate the site for use as a small café or food concession. Crane Park and surrounding sports fields attract thousands of visitors each year. Options mentioned include seeking a local restaurant to participate in a public private partnership to assist in building improvements to create a “satellite” café or opening the site for food trucks as an easy way to test the concept and viability of providing food service at this location. Benefits of this option include gaining financial support for building improvements, potential lease revenue from the site, and providing an additional community service / gathering space for residents.

Other Identified Uses

A previously identified option to combine Parks and Recreation with a food concession was rolled into option 1 above. Also discussed was the idea of rehabilitating the existing building for continued use – the existing building is not considered to be suitable over the long term.

4.11 Signorelli Barn property

From the EMG Facilities Condition and Needs Assessment:

Property Physical Condition:	Fair
Estimated Immediate Repair Costs:	\$96,000
Estimated Property Market Value:	\$0.63 million

Preferred Uses

The Signorelli Barn is broadly viewed as a valued site that honors the agricultural heritage of St. Helena. However, the building is in serious disrepair and will require significant work to make it structurally sound and even greater expense to make it viable for more than its current use as temporary storage. Committee and community input largely agreed that the site should be improved to be better utilized by the community with several options identified.

Option 1: Stabilize barn in near term

Vote results: Include – 11, Exclude – 0.

Implement the repairs and maintenance identified in the EMG report out of General Funds to stabilize the barn. This option would precede any other uses designated for the barn, including option 2 below.

Option 2: Reconstruct barn: list with someone to lease/rent.

Vote results: Include – 11, Exclude – 0.

Put the building up for lease to see if there are viable tenants interested in leasing the building. Several potential tenants were discussed: the site could be used by the Historical Society to display agricultural equipment, preserving and enhancing the historical agricultural connection of the barn; lease to a theatre group that has expressed interest to use as a playhouse, which could include a public/private partnership to defray some or most of the costs of rehabilitation; or rent out for various community events. In all cases, explore grants that may be available to supplement reconstruction work. A lease would have the advantages of a revenue stream to the City and retaining control of the appearance of the site. There is concern over parking and other public access issues. Alternative parking solutions should be considered such as creating a city parking lot by the college and having an electric trolley or something like that shuttle people to events. It could be used for locals and tourists and could be an attraction itself.

Other Identified Uses

Other uses that were discussed included taking down and then reconstructing the barn at another site, such as the Adams Street property, or taking the barn down and re-using the wood on another constructed building. Those options did not receive committee votes.

5 Integrated Packages

5.1 Overview

This section provides several integrated packages for consideration. Here the term “integrated” means that the packages include a proposal for what to do with each of the facilities or properties that the Committee was tasked with considering. A complete, integrated package allows a more

detailed discussion about timing implications, how the proposed package would be implemented and when. Complete packages are also necessary for considering the financing required and possible financing strategies that could be pursued.

The financial analysis and discussion about funding requirements shown in this report should be considered only as rough preliminary estimates. The same is true for the project sequencing and timing estimates; the time to execute the activities is probably optimistic for all packages. Overall, the assumptions about costs, revenues and timing are made to be as consistent as possible across the packages so that the *comparisons* between different packages are meaningful. The absolute values of the cash flows are not as well justified at this early stage.

The financial analysis shown in this report use the Long Range Financial Forecast scenario of a Mild Recession beginning in 2022. This is consistent with forecasts based on the current economy and provides a middle ground between LRFF scenarios that assume no recession or a deep recession. Again, the intent here is provide a means of comparing different packages; the timing and severity of any future recession is not predictable.

Also, the estimated costs for repairs and maintenance provided by EMG have been adjusted as follows. Any costs already accounted for in the City's budget for the first year have been backed out. Otherwise, the first year EMG costs are retained as-is. The costs for the next 10 years have been smoothed to spread the full costs equally over the 10-year period. There is significant uncertainty about the timing of those costs; spreading them out fully accounts for all of them but reduces unusual year-to-year variations in cash flows.

The debt financing amounts used vary with each package. To be consistent, the amount of debt was targeted to the year when it is needed, and the amounts are set so that General Reserve Funds do not fall below 20% in any year for the base case.

There are an almost unlimited number of combinations of choices that could be created. The list of packages below was constructed by a subset of the Committee and then reviewed with the full Committee for changes and concurrence. The intent is to provide a diversity of choices for consideration by City Council, and that the choices reflect the input of the Committee and the public about their preferences.

The sub-group constructed the packages as follows.

Given the primary importance of an improved facility for City Hall, the packages each start with a different choice for a new or improved City Hall, and then describe how other properties would fit with that package.

The properties were divided into two groups: those that would change with different choices for City Hall, and those that would not.

- Affected by City Hall choice: City Hall/Police, Library, Adams Street, CDF/Teen Center
- Not affected by City Hall choice: Fire Station, Lyman Park, Scout Hall, Carnegie Building, Corporation Yard, Head Start Building, Signorelli Barn.

To make comparisons between the different packages more understandable, choices for the second group were set to be the same for all packages. Those choices are intended to reflect what was most preferred by the Committee in its deliberations. The description and rationale for the choices in this second group are described in Package A1 below and then assumed for all subsequent packages. However, it's important to remember that for most of the properties there were multiple ideas that were viable - a more complete discussion of all options for the individual properties can be found in Section 4. For most of these properties the different choices don't result in significantly different financial outcomes with the exception of the Carnegie Building.

The order of presentation of the packages is based on the votes received for City Hall options; it does not represent a preference expressed by the Committee for each of the full packages. The following table summarizes the key differences between packages.

Table 3: Summary of Options in Integrated Packages

Package	City Hall destination	Property Use			
		City Hall property	Library building	CDF/Teen Center	Adams St property
A1	New in current location	New City Hall	Library/community meeting	Sale or long-term lease	Plan for future development of community-serving space
A2	New in current location	New City Hall	Library/community meeting	Sale or long-term lease	Develop as mixed-use, primarily community-serving
B	New on Adams St. property	Sale or long-term lease	Library/community meeting	Sale or long-term lease	New City Hall, remainder for future development of community-serving space
C1	In Library building	Sale or long-term lease	City Hall and Library co-located	Sale or long-term lease	Plan for future development of community-serving space
C2	In Library building	Sale or long-term lease	City Hall	Sale or long-term lease	New Library/community events center
C3	In Library building	New Library/community events center	City Hall	Parking Lot	Preserve for future revenue from a hotel
D	Lease existing building, e.g., Catholic School	Sale or long-term lease	Library/community meeting	Sale or long-term lease	Plan for future development of community-serving space

5.2 Package A1

5.2.1 Description

This package includes the choice for each property that received the most number of votes from the Committee on which options to carry forward. It starts with construction of a new City Hall on the existing City Hall site.

City Hall: Leave City Hall where it is but tear it down and completely rebuild with a 2-3 story building. Construction would begin in 2020 and for financial analysis we assume a cost of \$600 (in \$2018) per square foot for the new facility. The police station would be built as a separate structure next to or as part of the Fire Station. During construction, City Hall and Police staff would be moved to a temporary location in the Former CDF office building.

Former CDF Office Building / Teen Center: Perform EMG repairs and maintenance in the short-term, and then use the buildings for temporary space for City Hall and Police staff through 2022. After that, sell or lease the properties. The Wine Train has expressed interest; approach

them first to determine interest in a hotel on the site, likely with some workforce housing. Both a sale and a long-term lease option will be run for financial considerations discussed below. Both options will include a sensitivity for TOT from a Wine Train Hotel.

Library: Implement immediate EMG repairs, and then work with a space designer to redesign to more efficient use of the space. A new design would seek to better configure the library space to the requirements of a modern library. Additionally, since the current Library provides many community-oriented functions, the new design would explore how to better provide space for those needs. If an outdoor plaza were included on the east side of the building on the Adams Street property, the community space could be integrated with the outdoor community-serving area. For financial analysis, we will assume an additional \$500,000 for space redesign. No costs are yet assumed for an outdoor plaza.

Adams Street: Over the long-term, build community-serving facilities and outdoor areas on the site. This may be multi-use and/or a community/cultural center. The configuration would require more discussion at City Council with additional community input to determine specific items to include and may involve the formation of a group to study the viability of a cultural center to attract world-class events. The costs are highly dependent on the specific plan, and on whether sponsors can be found to help fund a cultural center. No costs are assumed for the financial analysis.

The second group of properties is described below, and these choices will apply to all remaining packages in Section 5.

Fire Station: Perform EMG repairs on the fire station building and modify the property to combine police and fire department functions in a way that works. The location of a police station would be determined from assessment of design concepts and could include constructing additional space for the police department as part of the existing fire station structure or, building a separate police station adjacent to the fire station. Construction would begin in 2020 and for financial analysis we assume a cost of \$600 per square foot (\$2018) for the added structure.

Lyman Park: Implement repairs identified in EMG report. Hire a landscape architect to advise the city on improvements to the park's layout and vegetation, and to integrate any design changes with the use chosen for the City Hall site. If a new City Hall is built on its current site, integrate the entrance and any community meeting spaces with the park.

Scout Hall: Consider selling to the Scouts for a minimal amount of money, thereby transferring any future maintenance and potential liabilities to the Scouts. Assume no costs or revenues.

Carnegie Building: Provide EMG repairs and maintenance. Longer-term, continue use of the building for adult recreation and as a meeting rental space. Note that this option received one less vote from the Committee than the long-term option of leasing the building. The option to keep the building for City use was selected due to uncertainty in who the tenant would be and the lease rates and represents a more conservative approach that does not provide the potential revenue of a lease.

Corporation Yard: Have the City administration look at and fix/move as needed. The first step is to perform emergency repairs to maintain the function of the site in the short-term for Public Works. Longer-term, the City would collect more information on the flooding on this site and at the wastewater site to determine which site is better suited to host the Public Works functions. If the waste water site is preferred for Public Works, this site would become available for other uses. Options discussed are to sell the site or evaluate use of this site for housing or explore swapping this site with nearby sites (e.g., Harold Smith, AJ Supply) to create another, less flood prone site for housing. For financial analysis, we assume the EMG repair costs.

Head Start Building: Implement the near-term repairs identified in the EMG report to achieve minimum habitability improvements. Have City Council direct a needs assessment of the Parks and Recreation Department and consider the best location for their needs. This could be construction of a new building for their use at Crane Park or using other available sites around the City (e.g., Catholic School gym). Since the needs of Parks and Recreation are not known at this time, we assume only EMG repair costs for this site (i.e., no construction costs yet).

Signorelli Barn: Approach the theatre group to use as a playhouse. In this scenario, all costs for improvements are absorbed by the theatre group, and any minimal lease revenues are assumed to be zero for financial runs.

Approximate Timeline

Table 4: City Hall on site, Timeline

City Hall Rebuild on Current Property											
Use by site	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
City Hall/Police Station	Current Use/Planning		Construction of CH			New City Hall					
Fire Station	Current Use/Planning		Addition of Police			Fire Station and New Police Station					
Teen - CDF	Repairs		Temporary City Hall			Sell or Lease to Wine Train					
Library	Current Use/Space Analysis		Renovation		Redesigned Library plus Community Meeting Spaces						
Carnegie Bldg	Repairs and Current Use										
Head Start Bldg	Repairs and Current Use										
Public Works Corp Yard	Repairs/Study Feasibility of Move		Current Use (or Alternative Uses if feasible)								
Scout Hall	Current Use but with Transfer to Scouts										
Signorelli Barn	Rehab by new user		Community Theatre or Historical Society								
Lyman Park	Rehab and integrate with adjacent buildings										
Adams St	Community Input and Study Group			Community-serving Facilities							

5.2.2 Benefits

Benefits of this package include:

- New state-of-the-art City Hall and Police Station
- Co-location of safety services (fire and police)
- Re-designed Library for enhanced library functionality and community spaces
- Planning for community-oriented facilities on Adams Street (but not yet funding)
- Donation of Scout Hall to the Scouts (removes liability and maintenance costs)
- Possible housing from sale of CDF/Teen property
- Possible sales revenue and TOT revenue from a Wine Train hotel
- Signorelli Barn improved for community use
- Ongoing maintenance of all properties

5.2.3 Financial Implications

Base Case with Mild Recession, Sale of CDF/Teen property

Financing in this scenario is assumed to come from an \$8 million bond issued in 2020, plus the sale of the CDF/Teen property in 2022.

Table 5: City Hall on site, Finances

City Hall Rebuild on Current Property - Mild Recession	Sell CDF/Teen										
	1	2	3	4	5	6	7	8	9	10	11
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
Beginning Fund Balance	\$ 3,780,000	\$ 3,591,780	\$ 3,363,607	\$ 2,962,806	\$ 3,512,341	\$ 3,907,826	\$ 4,425,598	\$ 5,350,334	\$ 5,861,102	\$ 6,453,243	\$ 7,185,060
Scenario Costs by site											
City Hall (Police Station (could reuse))	0	(2,728,600)	0	0	0	0	0	0	0	0	0
Fire Station (add police)	(6,119)	(2,466,590)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)
Teen - CDF (use for City, then Sell)	(31,532)	(46,640)	0	0	0	0	0	0	0	0	0
Library (reassign plus community, etc)	(153,832)	(613,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)
Carnegie Bldg (rehab)	(188,013)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)
Head Start Bldg (rehab)	(104,674)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)
Public Works Corp Yard (rehab)	0	(22,800)	(22,800)	(22,800)	(22,800)	(22,800)	(22,800)	(22,800)	(22,800)	(22,800)	(22,800)
Scout Hall (sell to Scouts)	0	0	0	0	0	0	0	0	0	0	0
Signorelli Bldg (Theatre)	0	0	0	0	0	0	0	0	0	0	0
Lyman Park (rehab)	0	(25,800)	(25,800)	(25,800)	(25,800)	(25,800)	(25,800)	(25,800)	(25,800)	(25,800)	(25,800)
Adams St (plan for mixed / cultural)	0	0	0	0	0	0	0	0	0	0	0
Scenario Revenue by site											
Teen - CDF (sell)	0	0	0	3,657,904	0	0	0	0	0	0	0
Financing - \$8 million, 2020											
Principal	0	8,000,000	0	0	0	0	0	0	0	0	0
Payments	0	(512,096)	(512,096)	(512,096)	(512,096)	(512,096)	(512,096)	(512,096)	(512,096)	(512,096)	(512,096)
General Fund Surplus / Deficit											
From PPE (less capital allocated to no	480,080	1,501,208	819,222	76,765	692,056	1,126,177	2,850,783	1,740,677	1,845,446	1,908,889	2,088,170
(Less Added Cost of 2 IF @ 5% growth	(213,150)	(223,808)	(234,986)	(246,748)	(259,085)	(272,035)	(285,641)	(299,623)	(314,922)	(330,666)	(347,199)
Net Surplus / Deficit	(108,240)	(108,240)	(108,240)	(108,240)	(108,240)	(108,240)	(108,240)	(108,240)	(108,240)	(108,240)	(108,240)
Ending Fund Balance	\$ 3,451,780	\$ 3,363,607	\$ 3,135,367	\$ 2,857,566	\$ 3,512,341	\$ 3,907,826	\$ 4,425,598	\$ 5,350,334	\$ 5,861,102	\$ 6,453,243	\$ 7,185,060
General Fund % Reserve	26%	24%	21%	21%	33%	32%	34%	36%	38%	41%	43%

Sensitivities

In addition to the above scenario that included sale of the CDF/Teen property, a scenario was done including \$1 million per year in TOT from a Wine Train hotel beginning in 2023.

Also, both scenarios that included sale of the CDF/Teen property were repeated assuming instead a long-term lease of the property by the Wine Train for \$20,000 per month, escalated at 3% per year.

All four scenarios are shown here in terms of General Fund Reserves.

Table 6: City Hall on site, Sensitivities

		Fiscal Year										
General Fund % Reserves	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	
<u>Sale of CDF/Teen</u>												
Mild Recession	26%	24%	21%	37%	33%	32%	34%	36%	38%	41%	43%	
Mild Recession, \$1M/yr TOT 2023+	26%	24%	28%	51%	54%	61%	70%	78%	86%	94%	102%	
<u>Lease of CDF/Teen</u>												
Mild Recession	26%	24%	21%	12%	11%	12%	16%	21%	25%	30%	35%	
Mild Recession, \$1M/yr TOT 2023+	26%	24%	28%	27%	32%	41%	52%	63%	73%	84%	94%	

5.2.4 Execution Issues

This scenario requires temporary space for City Hall and Police staff during construction of new facilities. The CDF/Teen Center buildings can likely house both entities during the construction at some additional cost for moving to and from the CDF building.

This package assumes that \$8 million of debt financing can be obtained at a 4% interest rate, and that residents would approve the financing if done as a General Obligation bond. It also relies on a sale or lease of the CDF/Teen property at the indicated amounts and timing. The scenario also does not include any financing for any facilities to be built on the Adams St property.

Possible additional or alternative sources of financing are discussed in Section 7.2.

5.3 Package A2

5.3.1 Description

Several Committee members have described specific plans for Adams St. In this package, a concept put forward by committee member Mark Smithers is described for Adams St. that does include costs so that the financial implications of including that development can be explored.

The choices for other properties are otherwise the same as Package A1. The actual costs for such a broad development are difficult to estimate currently; consider these to be rough estimates.

City Hall: Leave City Hall where it is but tear it down and completely rebuild with a 2-3 story building. Construction would begin in 2020 and for financial analysis we assume a cost of \$600 (in \$2018) per square foot for the new facility. The police station would be built as a separate structure next to or as part of the Fire Station. During construction, City Hall and Police staff would be moved to a temporary location in the Former CDF office building.

Former CDF Office Building / Teen Center: Perform EMG repairs and maintenance in the short-term, and then use the buildings for temporary space for City Hall and Police staff through 2022. After that, sell the properties. The Wine Train has expressed interest; approach them first to determine interest in a hotel on the site, likely with some workforce housing. Financial runs will include a sensitivity for TOT from a Wine Train Hotel.

Library: Implement immediate EMG repairs, and then work with a space designer to redesign to more efficient use of the space. A new design would seek to better configure the library space to the requirements of a modern library. Additionally, since the current Library provides many community-oriented functions, the new design would explore how to better provide space for those needs. If an outdoor plaza were included on the east side of the building on the Adams Street property, the community space could be integrated with the outdoor community-serving area. For financial analysis, we will assume an additional \$500,000 for space redesign. No costs are yet assumed for an outdoor plaza.

Adams Street: Adams Street would house a community / cultural big building at 15-20,000 square feet at a cost of \$600 per square foot (\$2018). Here we will assume 15,000 since the building does not need to include library space. The site would receive park improvements (\$2 million), build out and increased parking along Adams St., Library Lane, and the back of property at an estimated cost of \$3 million. A portion of land along Adams St. would be sold for complementary commercial use and would bring in about \$2-3 million of one-time revenue and future sales and property tax revenue.

The remaining properties are as described above for Package A1.

Approximate Timeline

Table 7: City Hall on site, Develop Adams St., Timeline

City Hall Rebuild on Current Property, Develop Adams

Use by site	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
City Hall/Police Station	Current Use/Planning		Construction of CH								New City Hall
Fire Station	Current Use/Planning		Addition of Police								Fire Station and New Police Station
Teen - CDF	Repairs		Temporary City Hall								Sell to Wine Train
Library	Current Use/Space Analysis		Renovation								Redesigned Library plus Community Meeting Spaces
Carnegie Bldg											Repairs and Current Use
Head Start Bldg											Repairs and Current Use
Public Works Corp Yard	Repairs/Study Feasibility of Move										Current Use (or Alternative Uses if feasible)
Scout Hall											Current Use but with Transfer to Scouts
Signorelli Barn	Rehab by new user										Community Theatre or Historical Society
Lyman Park											Rehab and integrate with adjacent buildings
Adams St			Community Input and Planning								Community Center, parks, parking, sell part to commercial development

5.3.2 Benefits

Benefits of this package include:

- New state-of-the-art City Hall and Police Station
- Co-location of safety services (fire and police)
- Re-designed Library for enhanced library functionality and community spaces
- New plaza and open space, cultural/civic facility, site for Historical Society, parking and commercial on Adams Street
- Donation of Scout Hall to the Scouts (removes liability and maintenance costs)
- Possible housing from sale of CDF/Teen property
- Possible sales revenue and TOT revenue from a Wine Train hotel
- Possible additional sales revenue and sales tax from limited Adams St. commercial
- Signorelli Barn improved for community use
- Ongoing maintenance of all properties

5.3.3 Financial Implications

Base Case with Mild Recession, Sale of CDF/Teen property

Financing in this scenario is assumed to come from an \$8 million bond issued in 2020, a second \$12 million bond issued in 2023, sale of the CDF/Teen property in 2022, sale of a portion of the Adams St. property in 2023, and an additional annual funding source starting at \$750,000 per year beginning in 2022, needed to provide funding for debt repayments. This annual source could be hotel TOT, a sales tax increase of ¼ percent or other annual revenue of that magnitude.

Table 8: City Hall on site, Develop Adams St., Finances

City Hall Rebuild on Current Property, Adams Development - Mild Recession												
Self-Cap/Year												
	1	2	3	4	5	6	7	8	9	10	11	
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	
Beginning Fund Balance	\$ 3,551,320	\$ 3,551,320	\$ 1,468,467	\$ 1,462,856	\$ 1,511,341	\$ 1,574,745	\$ 1,604,967	\$ 1,599,864	\$ 1,614,938	\$ 1,627,878	\$ 1,637,832	
Scenario Costs by Rate												
City Hall Police Station (Build new)	0	(5,728,869)	0	0	0	0	0	0	0	0	0	
Fire Station (add police)	(6,119)	(2,446,259)	(174,700)	0	(174,700)	0	(174,700)	(174,700)	(174,700)	(174,700)	0	
Teen - CDF (see City, then Self)	0	(46,640)	0	0	0	0	0	0	0	0	0	
Library (redevelop plus community space)	(11,882)	(811,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	
City Hall (redevelop)	0	(1,171,700)	(171,700)	(171,700)	(171,700)	(171,700)	(171,700)	(171,700)	(171,700)	(171,700)	(171,700)	
Market Street (add bus)	(124,674)	(124,674)	(124,674)	(124,674)	(124,674)	(124,674)	(124,674)	(124,674)	(124,674)	(124,674)	(124,674)	
Public Works Core Fund (rehab)	0	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	
Scout Hall (add to Scouts)	0	0	0	0	0	0	0	0	0	0	0	
Sigourney (rehab theatre)	0	(25,830)	0	0	0	0	0	0	0	0	0	
Lyman Park (rehab)	0	0	0	0	(25,830)	0	(25,830)	0	(25,830)	0	(25,830)	
Adams St (develop mixed use)	0	0	0	0	(16,229,837)	0	0	0	0	0	0	
Scenario Revenue by Rate												
Teen - CDF (Self)	0	0	0	3,657,504	0	0	0	0	0	0	0	
Adams (Self part)	0	0	0	2,888,855	0	0	0	0	0	0	0	
Financing - \$8 million, 2020												
Principal	0	8,000,000	0	0	12,000,000	0	0	0	0	0	0	
Annual revenue (e.g., TOT, asset tax)	0	0	0	750,000	750,000	760,000	760,000	795,000	811,824	828,061	844,622	
Payments	0	(511,398)	0	(532,696)	(2,361,525)	(1,481,525)	(1,481,525)	(1,483,525)	(1,483,525)	(1,483,525)	(1,483,525)	
General Fund Surplus / Deficit												
From IRT (see capital allocated to 64)	(486,080)	1,501,088	819,222	76,795	692,956	1,263,177	1,600,783	1,740,077	1,845,446	1,908,869	2,008,170	
(Less Added Cost of FF @ 2% growth)	(211,150)	(234,994)	(246,748)	(259,083)	(272,039)	(285,641)	(299,823)	(310,020)	(320,660)	(330,660)	(341,599)	
Net Surplus / Selficit	(1,066,240)	(228,173)	(100,161)	2,489,535	(1,937,597)	(1,707,677)	355,626	455,245	552,535	706,448	795,778	
Ending Fund Balance	\$ 3,551,320	\$ 3,365,469	\$ 2,162,846	\$ 1,512,341	\$ 1,574,745	\$ 1,648,367	\$ 1,759,644	\$ 1,714,938	\$ 1,737,822	\$ 1,757,822	\$ 1,769,760	

Sensitivities

In addition to the above scenario that included sale of the CDF/Teen property, a scenario was run that includes \$1 million per year in TOT from a Wine Train hotel beginning in 2023.

Both scenarios are shown here in terms of General Fund Reserves.

Table 9: City Hall on site, Develop Adams St., Sensitivities

	Fiscal Year										
General Fund % Reserves	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29
Sale of CDF/Teen											
Mild Recession	26%	24%	21%	37%	23%	22%	24%	26%	28%	31%	34%
Mild Recession, \$1M/yr TOT 2023+	26%	24%	28%	51%	45%	51%	60%	68%	76%	84%	93%

5.3.4 Execution Issues

This scenario requires temporary space for City Hall and Police staff during construction of new facilities. The CDF/Teen Center buildings can likely house both entities during the construction at some additional cost for moving to and from the CDF building.

This package assumes that \$20 million of debt financing can be obtained at a 4-5% interest rate plus additional annual revenue, which may come from hotel TOT or a voter-approved sales tax increase of ¼ percent. It also relies on a sale of the CDF/Teen property and a portion of the Adams St. property at the indicated amounts and timing.

Possible additional or alternative sources of financing are discussed in Section 7.2.

5.4 Package B

5.4.1 Description

This package is based on building a new City Hall on the City-owned Adams Street property.

City Hall: Construct a new City Hall on the Adams Street property, most likely located along the Adams Street side of the property to facilitate public access, and to preserve the view portion of the property for potential community-serving facilities. Construction would begin in 2020 and for financial analysis we assume a cost of \$600 per square foot for the new facility. The police station would be built as a separate structure next to or as part of the Fire Station. It would be problematic to locate police on Adams St. due to potential access problems to downtown due to

train activity. During construction, City Hall and Police staff would remain in their current location until completion of new facilities. Once the City Hall is done, lease the City Hall property to a use that is consistent with the location.

Former CDF Office Building / Teen Center: Sell or lease the properties as soon as possible. The Wine Train has expressed interest; approach them first to determine interest in a hotel on the site, likely with some workforce housing. Both a sale and a lease option will be run for financial considerations discussed below. Both options will include a sensitivity for TOT from a Wine Train Hotel.

Library: Implement immediate EMG repairs, and then work with a space designer to redesign to more efficient use of the space. A new design would seek to better configure the library space to the requirements of a modern library. Additionally, since the current Library provides many community-oriented functions, the new design would explore how to better provide space for those needs. If an outdoor plaza were included on the east side of the building on the Adams Street property, the community space could be integrated with the outdoor community-serving area of the Library and with the new City Hall. For financial analysis, we will assume an additional \$500,000 for space redesign.

Adams Street: Over the long-term, build community-serving facilities and outdoor areas on the portion of the site not already described (City Hall and outdoor plaza). This may be multi-use and/or a community/cultural center. The configuration would require more discussion at City Council with additional community input to determine specific items to include and may involve the formation of a group to study the viability of a cultural center to attract world-class events. The costs are highly dependent on the specific plan, and on whether sponsors can be found to help fund a cultural center. For financial analysis, we will assume no immediate costs.

The remaining properties are as described above for Package A1.

Approximate Timeline

Table 10: City Hall on Adams St. property, Timeline

New City Hall on Adams St														
Use by site	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29			
City Hall/Police Station	Current Use - City Hall				Lease or Sell									
Fire Station	Current Use/Planning		Addition of Police		Fire Station and New Police Station									
Teen - CDF	Repairs													
Library	Current Use/Space Analysis		Renovation											
Carnegie Bldg												Repairs and Current Use		
Head Start Bldg												Repairs and Current Use		
Public Works Corp Yard	Repairs/Study Feasibility of Move											Current Use (or Alternative Uses if feasible)		
Scout Hall												Current Use but with Transfer to Scouts		
Signorelli Barn	Rehab by new user											Community Theatre or Historical Society		
Lyman Park												Rehab and integrate with adjacent buildings		
Adams St	Community Input and Study Group		City Hall Construction		City Hall plus Community-serving Facilities									

5.4.2 Benefits

- New state-of-the-art City Hall and Police Station
- Co-location of safety services (fire and police)
- Re-designed Library for enhanced library functionality and community spaces
- Planning for community-oriented facilities on Adams Street (but not yet funding)
- Donation of Scout Hall to the Scouts (removes liability and maintenance costs)
- Possible housing from sale of CDF/Teen property
- Possible sales revenue and TOT revenue from a Wine Train hotel
- Signorelli Barn improved for community use
- Ongoing maintenance of all properties

5.4.3 Financial Implications

Base Case with Mild Recession, Sale of CDF/Teen property

Financing in this scenario is assumed to come from an \$6 million bond issued in 2020, plus the sale of the CDF/Teen property in 2020.

Table 11: City Hall on Adams St. property, Finances

	1	2	3	4	5	6	7	8	9	10	11
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
City Hall New on Adams - Mild Recession											
Sell CDF/Teen											
Beginning Fund Balance	\$ 3,700,020	\$ 3,591,780	\$ 4,944,884	\$ 4,677,436	\$ 3,687,891	\$ 3,688,382	\$ 4,076,374	\$ 4,994,116	\$ 6,012,939	\$ 7,124,536	\$ 8,385,552
Scenario Costs by Site											
City Hall/Police Station (lease after re)	0	(41,311)	(41,311)	(174,700)	0	0	0	0	0	0	0
Fire Station (add police)	(6,150)	(2,466,269)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)
Teen - CDF (Sell)	(21,532)	0	0	0	0	0	0	0	0	0	0
Library (reassign plus community spa	(153,832)	(613,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)
Carnegie Bldg (rehab)	(88,013)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)
Head Start Bldg (rehab)	(104,674)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)
Public Works Corp Yard (rehab)	0	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)
Scout Hall (sell to Scouts)	0	0	0	0	0	0	0	0	0	0	0
Signorelli Barn (theatre)	0	0	0	0	0	0	0	0	0	0	0
Lyman Park (rehab)	0	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)
Adams St (new City Hall, plan for mile	0	(5,728,850)	0	0	0	0	0	0	0	0	0
Scenario Revenues by site											
City Hall (lscsc)	0	0	0	0	347,782	358,216	368,962	380,031	391,452	403,175	415,270
Teen - CDF (Sell)	0	3,447,925	0	0	0	0	0	0	0	0	0
Financing - \$6 million, 2020											
Principal	0	6,000,000	0	0	0	0	0	0	0	0	0
Payments	0	(384,072)	(384,072)	(384,072)	(384,072)	(384,072)	(384,072)	(384,072)	(384,072)	(384,072)	(384,072)
General Fund Surplus / Deficit											
From IRR (less capital allocated to sc	489,080	1,501,088	819,222	76,765	692,956	1,126,177	1,650,783	1,746,077	1,645,446	1,998,869	2,088,170
(Less Added Cost of 2 ff @ 5% growt	(213,150)	(221,808)	(234,968)	(246,746)	(259,085)	(272,059)	(285,641)	(299,923)	(314,920)	(330,666)	(347,199)
Net Surplus / Deficit	(168,240)	1,353,104	(267,448)	(980,345)	(28,709)	401,992	921,742	1,018,823	1,111,566	1,261,016	1,345,880
Ending Fund Balance	\$ 3,591,780	\$ 4,944,884	\$ 4,677,436	\$ 3,697,091	\$ 3,688,382	\$ 4,070,374	\$ 4,994,116	\$ 6,012,939	\$ 7,124,536	\$ 8,385,552	\$ 9,731,431
General Fund % Reserves	26%	36%	32%	25%	24%	26%	32%	37%	42%	48%	53%

Sensitivities

In addition to the above scenario that included sale of the CDF/Teen property, a scenario was done including \$1 million per year in TOT from a Wine Train hotel beginning in 2023.

Also, both scenarios that included sale of the CDF/Teen property were repeated assuming instead a long-term lease of the property by the Wine Train for \$20,000 per month, escalated at 3% per year.

All four scenarios are shown here in terms of General Fund Reserves.

Table 12: City Hall on Adams St. property, Sensitivities

	Fiscal Year											
General Fund % Reserves	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	
Sale of CDF/Teen												
Mild Recession	26%	36%	32%	25%	24%	26%	32%	37%	42%	48%	53%	
Mild Recession, \$1M/yr TOT 2023+	26%	36%	40%	39%	46%	55%	68%	79%	90%	101%	111%	
Lease of CDF/Teen												
Mild Recession	26%	11%	10%	5%	7%	11%	19%	26%	33%	41%	49%	
Mild Recession, \$1M/yr TOT 2023+	26%	11%	18%	20%	28%	40%	55%	68%	81%	95%	107%	

5.4.4 Execution Issues

This scenario requires only one move of City Staff and Police, from the current location to the new locations.

This package assumes that \$6 million of debt financing can be obtained at a 4% interest rate, and that residents would approve the financing if done as a General Obligation bond. It also relies on a sale or lease of the CDF/Teen property at the indicated amounts and timing and leasing the City Hall property. The scenario also does not include any financing for any facilities to be built on the Adams St property (aside from City Hall).

Possible additional or alternative sources of financing are discussed in Section 7.2.

5.5 Package C1

5.5.1 Description

This package is based on moving City Hall into the current Library building. There were several options discussed for where the library function would go in this scenario, with no clear

consensus on a location. The package described here is one with the least financial requirement. Other variations are included as Packages C2 and C3 below.

City Hall: Co-locate City Hall and Library functions in the current Library building. The police station would be built as a separate structure next to or as part of the Fire Station. During construction, City Hall and Police staff would remain in their current location until completion of new facilities. Once the City Hall is done, lease the City Hall property to a use that is consistent with the location.

Former CDF Office Building / Teen Center: Sell or lease the properties as soon as possible. The Wine Train has expressed interest; approach them first to determine interest in a hotel on the site, likely with some workforce housing. Both a sale and a lease option will be run for financial considerations discussed below. Both options will include a sensitivity for TOT by a Wine Train Hotel.

Library: Renovate and repurpose the building to serve dual roles (9,000 sq. ft for City Hall, the remainder for Library and other community use) beginning in 2020 at an estimated cost of \$2.5 million. If an outdoor plaza were included on the east side of the building on the Adams Street property, the library/community space could be integrated with the outdoor space.

Adams Street: Over the long-term, build community-serving facilities and outdoor areas on the site. This may be multi-use and/or a community/cultural center. The configuration would require more discussion at City Council with additional community input to determine specific items to include and may involve the formation of a group to study the viability of a cultural center to attract world-class events. The costs are highly dependent on the specific plan, and on whether sponsors can be found to help fund a cultural center. For financial analysis, we will assume no immediate costs.

The remaining properties are as described above for Package A1.

Approximate Timeline

Table 13: Co-locate City Hall with Library, Timeline

Co-locate City Hall with Library											
Use by site	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
City Hall/Police Station	Current Use - City Hall				Lease or Sell						
Fire Station	Current Use/Planning		Addition of Police		Fire Station and New Police Station						
Teen - CDF	Repairs										
Library	Current Use/Space Analysis		Renovation/Construction		City Hall and Library, co-located						
Carnegie Bldg											
Head Start Bldg					Repairs and Current Use						
Public Works Corp Yard	Repairs/Study Feasibility of Move		Repairs and Current Use								
Scout Hall			Current Use (or Alternative Uses if feasible)								
Signorelli Barn	Rehab by new user		Current Use but with Transfer to Scouts								
Lyman Park			Community Theatre or Historical Society								
Adams St	Community Input and Study Group			Rehab and integrate with adjacent buildings							
				Community-serving Facilities							

5.5.2 Benefits

- Relatively low financing requirements
- Preserves City Hall and Adams Street properties for other uses
- Improved City Hall space located in the Library Building
- New state-of-the-art Police Station
- Co-location of safety services (fire and police)
- Re-designed Library for enhanced library functionality, though in a smaller space
- Planning for community-oriented facilities on Adams Street (but not yet funding)
- Donation of Scout Hall to the Scouts (removes liability and maintenance costs)
- Possible housing from sale of CDF/Teen property
- Possible sales revenue and TOT revenue from a Wine Train hotel
- Signorelli Barn improved for community use
- Ongoing maintenance of all properties

5.5.3 Financial Implications

Base Case with Mild Recession, Sale of CDF/Teen property

Financing in this scenario is assumed to come from an \$1 million bond issued in 2020, plus the sale of the CDF/Teen property in 2020.

Table 14: Co-locate City Hall with Library, Finances

City Hall Co-located with Library - Mild Recession											
Sell CDF/Teen	1	2	3	4	5	6	7	8	9	10	11
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
Beginning Fund Balance	\$ 3,700,020	\$ 3,745,612	\$ 4,108,886	\$ 4,274,998	\$ 3,728,213	\$ 4,133,064	\$ 4,968,615	\$ 6,325,917	\$ 7,778,300	\$ 9,323,456	\$ 11,018,032
Scenario Costs by site											
City Hall/Police Station (lease after Lib	0	(41,311)	(41,311)	0	0	0	0	0	0	0	0
Fire Station (add police)	(6,119)	(2,466,269)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)
Teen - CDF (sell)	(31,532)	0	0	0	0	0	0	0	0	0	0
Library (re-design to include City Hall)	0	(2,652,250)	0	0	0	0	0	0	0	0	0
Carnegie Bldg (rehab)	(88,013)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)
Head Start Bldg (rehab)	(104,674)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)
Public Works Corp Yard (rehab)	0	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)
Scout Hall (sell to Scouts)	0	0	0	0	0	0	0	0	0	0	0
Signorelli Barn (rehab)	0	0	0	0	0	0	0	0	0	0	0
Lyman Park (rehab)	0	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)
Adams St (plan for mixed / cultural)	0	0	0	0	0	0	0	0	0	0	0
Scenario Revenues by site											
City Hall (lease)	0	0	0	0	347,782	358,216	368,962	380,031	391,432	403,175	415,270
Teen - CDF (sell)	0	3,447,925	0	0	0	0	0	0	0	0	0
Financing - \$5 million, 2020											
Principal	0	1,000,000	0	0	0	0	0	0	0	0	0
Payments	0	(64,012)	(64,012)	(64,012)	(64,012)	(64,012)	(64,012)	(64,012)	(64,012)	(64,012)	(64,012)
General Fund Surplus / Deficit											
From LRF (less capital allocated to scr	489,080	1,501,088	819,222	76,765	692,956	1,126,177	1,650,783	1,749,077	1,845,446	1,998,869	2,088,170
(Less Added Cost of 2 FF @ 5% growth	(213,150)	(223,808)	(234,998)	(246,748)	(259,085)	(272,039)	(285,641)	(299,933)	(314,920)	(330,666)	(347,199)
Net Surplus / Deficit	45,592	365,274	166,112	(46,785)	404,851	835,552	1,357,302	1,452,383	1,545,156	1,694,576	1,779,440
Ending Fund Balance	\$ 3,745,612	\$ 4,108,886	\$ 4,274,998	\$ 3,728,213	\$ 4,133,064	\$ 4,968,615	\$ 6,325,917	\$ 7,778,300	\$ 9,323,456	\$ 11,018,032	\$ 12,797,472
General Fund % Reserves	27%	30%	30%	25%	27%	32%	40%	48%	55%	62%	70%

Sensitivities

In addition to the above scenario that included sale of the CDF/Teen property, a scenario was done including \$1 million per year in TOT from a Wine Train hotel beginning in 2023.

Also, both scenarios that included sale of the CDF/Teen property were repeated assuming instead a long-term lease of the property by the Wine Train for \$20,000 per month, escalated at 3% per year.

All four scenarios are shown here in terms of General Fund Reserves.

Table 15: Co-locate City Hall with Library, Sensitivities

General Fund % Reserves	Fiscal Year											
	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	
<u>Sale of CDF/Teen</u>												
Mild Recession	27%	30%	30%	25%	27%	32%	40%	48%	55%	62%	70%	
Mild Recession, \$1M/yr TOT 2023+	27%	30%	37%	39%	49%	61%	76%	90%	103%	116%	128%	
<u>Lease of CDF/Teen</u>												
Mild Recession	27%	5%	8%	5%	10%	17%	27%	37%	46%	56%	65%	
Mild Recession, \$1M/yr TOT 2023+	27%	5%	15%	20%	31%	46%	63%	79%	94%	110%	124%	

5.5.4 Execution Issues

This scenario requires only one move of City Staff and Police, from the current location to the new locations.

Co-locating City Hall with the Library will not require the Library to move, but it will result in a significantly smaller space for the Library. The Library would be redesigned to be more efficient, but the reduced space could result in opposition from residents.

This package assumes that \$1 million of debt financing can be obtained at a 4% interest rate, and that residents would approve the financing if done as a General Obligation bond. It also relies on a sale or lease of the CDF/Teen property at the indicated amounts and timing and leasing the City Hall property. The scenario also does not include any financing for any facilities to be built on the Adams St property.

Possible additional or alternative sources of financing are discussed in Section 7.2.

5.6 Package C2

5.6.1 Description

This package is another variation for moving City Hall into the current Library building. This version includes building a new Library as part of a large community/event center on the Adams St. property.

City Hall: Move City Hall into the current Library building. The police station would be built as a separate structure next to or as part of the Fire Station. During construction, City Hall and Police staff would remain in their current location until completion of new facilities. Once the City Hall is done, lease the City Hall property to a use that is consistent with the location.

Adams Street: Over the long-term, there is a desire to build community-serving facilities and outdoor areas on the site. Start with a 20,000 square foot facility that will house a new state-of-the-art Library, plus space for events and other community-serving activities. The overall configuration of this property would require more discussion at City Council with additional community input to determine specific items to include. The 20,000 square foot building is assumed to cost \$600 per square foot and construction would begin in 2020. Additional costs include \$5 million for parking improvements (200 spaces at \$25,000 per space) to support the library/cultural/civic activities.

Library: Renovate and repurpose the building to serve as a City Hall beginning in 2022 (after new Library is built) at an estimated cost of \$1.5 million. There is more than enough space in the building for City Hall, so reconfigure some of the space to provide community-oriented space. If an outdoor plaza were included on the east side of the building on the Adams Street property, the community space could be integrated with the outdoor space.

Former CDF Office Building / Teen Center: Sell or lease the properties as soon as possible. The Wine Train has expressed interest; approach them first to determine interest in a hotel on the site, likely with some workforce housing. Both a sale and a lease option will be run for financial considerations. Both options will include a sensitivity for TOT by a Wine Train Hotel.

The remaining properties are as described above for Package A1.

Approximate Timeline

Table 16: Move City Hall into Library, New Library on Adams St, Timeline

City Hall move to Library/new Library on Adams											
Use by site	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
City Hall/Police Station			Current Use - City Hall						Lease or Sell		
Fire Station	Current Use/Planning		Addition of Police				Fire Station and New Police Station				
Teen - CDF	Repairs			Sell or Lease to Wine Train							
Library	Current Use/Space Analysis				Renovation		City Hall plus Community Meeting Spaces				
Carnegie Bldg	Repairs and Current Use										
Head Start Bldg	Repairs and Current Use										
Public Works Corp Yard	Repairs/Study Feasibility of Move		Current Use (or Alternative Uses if feasible)								
Scout Hall	Current Use but with Transfer to Scouts										
Signorelli Barn	Rehab by new user			Community Theatre or Historical Society							
Lyman Park	Rehab and integrate with adjacent buildings										
Adams St	Community Input and Study Group		Library/Events Construction			Library/Event Center plus Community-serving Facilities					

5.6.2 Benefits

- Improved City Hall space located in the Library Building
- New state-of-the-art Police Station
- Co-location of safety services (fire and police)
- New Library
- New Events/Community Center
- Planning for additional community-oriented facilities on Adams Street (but not yet funding)
- Donation of Scout Hall to the Scouts (removes liability and maintenance costs)
- Possible housing from sale of CDF/Teen property
- Possible sales revenue and TOT revenue from a Wine Train hotel
- Signorelli Barn improved for community use
- Ongoing maintenance of all properties

5.6.3 Financial Implications

Base Case with Mild Recession, Sale of CDF/Teen property

Financing in this scenario is assumed to come from a \$17 million bond issued in 2020, a second \$8 million bond issued in 2022, plus the sale of the CDF/Teen property in 2020.

Table 17: Move City Hall into Library, New Library on Adams St., Finances

City Hall moved to Library, new Library on Adams - Mild Recession											
Sell CDF/Teen	1	2	3	4	5	6	7	8	9	10	11
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
Beginning Fund Balance	\$ 3,700,020	\$ 3,745,612	\$ 3,701,645	\$ 2,843,565	\$ 6,975,395	\$ 5,440,652	\$ 4,484,393	\$ 4,449,884	\$ 4,310,456	\$ 4,263,801	\$ 4,366,565
Scenario Costs by site											
City Hall/Police Station (lease after Lib	0	(41,311)	(41,311)	(41,311)	0	0	0	0	0	0	0
Fire Station (add police)	(6,119)	(2,466,269)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)
Teen - CDF (sell)	(31,532)	0	0	0	0	0	0	0	0	0	0
Library (re-design to be City Hall)	0	0	0	(1,688,263)	0	0	0	0	0	0	0
Carnegie Bldg (rehab)	(88,013)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)
Head Start Bldg (rehab)	(104,674)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)
Public Works Corp Yard (rehab)	0	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)
Scout Hall (sell to Scouts)	0	0	0	0	0	0	0	0	0	0	0
Signorelli Barn (theatre)	0	0	0	0	0	0	0	0	0	0	0
Lyman Park (rehab)	0	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)
Adams St (Library/event center)	0	(18,035,300)	0	0	0	0	0	0	0	0	0
Scenario Revenues by site											
City Hall (lease)	0	0	0	0	0	358,216	368,962	380,031	391,432	403,175	415,270
Teen - CDF (sell)	0	3,447,925	0	0	0	0	0	0	0	0	0
Financing - \$8 million in 2020, \$12 million in 2022											
Principal	0	17,000,000	0	8,000,000	0	0	0	0	0	0	0
Payments	0	(1,088,203)	(1,088,203)	(1,655,823)	(1,655,823)	(1,655,823)	(1,655,823)	(1,655,823)	(1,655,823)	(1,655,823)	(1,655,823)
General Fund Surplus / Deficit											
From LRF (less capital allocated to sci	489,080	1,501,088	819,222	76,765	692,956	1,126,177	1,650,783	1,749,077	1,845,446	1,998,869	2,088,170
(Less Added Cost of 2 FF @ 5% growth)	(213,150)	(223,808)	(234,998)	(246,748)	(259,085)	(272,019)	(285,641)	(299,923)	(314,920)	(330,666)	(347,199)
Net Surplus / Deficit	45,992	(43,967)	(855,080)	4,131,830	(1,534,742)	(756,259)	(234,509)	(139,428)	(46,655)	102,765	187,628
Ending Fund Balance	\$ 3,745,612	\$ 3,701,645	\$ 2,843,565	\$ 6,975,395	\$ 5,440,652	\$ 4,484,393	\$ 4,449,884	\$ 4,310,456	\$ 4,263,801	\$ 4,366,565	\$ 4,554,194
General Fund % Reserves	27%	27%	20%	47%	36%	30%	28%	26%	25%	25%	25%

5.6.4 Execution Issues

This scenario requires only one move of City Staff and Police, from the current location to the new locations.

Moving City Hall into the Library will require space for the Library to be built first. The new Library would be built on the Adams St. property, then renovations would occur at the existing Library building, and then finally the City Hall staff would move to the new location.

This package assumes that \$25 million of debt financing can be obtained at a 4-5% interest rate, and that residents would approve the financing if done as a General Obligation bond. It also relies on a sale or lease of the CDF/Teen property at the indicated amounts and timing and leasing the City Hall property.

Possible additional or alternative sources of financing are discussed in Section 7.2.

5.7 Package C3

5.7.1 Description

This package is another variation for moving City Hall into the current Library building. This version includes building a new Library as part of a large community/event center on the City Hall property.

City Hall: Move City Hall into the current Library building. On the vacated City Hall property, build a 20,000 square foot facility that will house a new state-of-the-art Library, plus space for events and other community-serving activities. During development of the City Hall property and reconfiguration of the Library, City Hall staff would be located at the CDF/Teen Center site. The police station would be built as a separate structure next to or as part of the Fire Station. Police would also be located at the CDF/Teen Center property until the new Police Station is finished.

Library: Renovate and repurpose the building to serve as a City Hall beginning in 2022 (after new Library is built) at an estimated cost of \$1.5 million (\$2018). There is more than enough space in the building for City Hall, so reconfigure some of the space to provide community-oriented space. If an outdoor plaza were included on the east side of the building on the Adams Street property, the community space could be integrated with the outdoor space.

Former CDF Office Building / Teen Center: Build a parking lot on the site to provide additional parking for the new library and cultural center on Main Street; \$5 million (200 spaces at \$25,000 per space).

Adams Street: Save the property for possible funding from development of a hotel.

The remaining properties are as described above for Package A1.

Approximate Timeline

Table 18: Move City Hall into Library, New Library on City Hall site, Timeline

City Hall move to Library/new Library on City Hall property											
Use by site	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
City Hall/Police Station	Current Use/Planning		Library/Events Construction		Library/Event Center plus Community-serving Facilities						
Fire Station	Current Use/Planning		Addition of Police		Fire Station and New Police Station						
Teen - CDF	Repairs		Temporary City Hall				Pave Lot		Parking Lot		
Library	Current Use/Planning				Renovation		City Hall plus Community Meeting Spaces				
Carnegie Bldg	Repairs and Current Use										
Head Start Bldg	Repairs and Current Use										
Public Works Corp Yard	Repairs/Study Feasibility of Move		Current Use (or Alternative Uses if feasible)								
Scout Hall	Current Use but with Transfer to Scouts										
Signorelli Barn	Rehab by new user		Community Theatre or Historical Society								
Lyman Park	Rehab and integrate with adjacent buildings										
Adams St	Community Input and Study Group			Save for possible funding new from hotel							

5.7.2 Benefits

- Improved City Hall space located in the Library Building
- New state-of-the-art Police Station
- Co-location of safety services (fire and police)
- New Library
- New Events/Community Center
- Donation of Scout Hall to the Scouts (removes liability and maintenance costs)
- Possible sales revenue and TOT revenue from an Adams St. Hotel
- Signorelli Barn improved for community use
- Ongoing maintenance of all properties

5.7.3 Financial Implications

Base Case with Mild Recession

Financing in this scenario is assumed to come from a \$16 million bond issued in 2020, a second \$6 million bond issued in 2025, and an additional annual funding source starting at \$750,000 per year beginning in 2020, needed to provide funding for debt repayments. This annual source could be hotel TOT, a sales tax increase of ¼ percent or other annual revenue of that magnitude.

Table 19: Move City Hall into Library, New Library on City Hall site, Finances

City Hall moved to Library/New Library on City Hall site - Mild Recession											
	1	2	3	4	5	6	7	8	9	10	11
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
Beginning Fund Balance	\$ 1,700,000	\$ 5,777,144	\$ 5,446,074	\$ 5,457,318	\$ 1,042,390	\$ 2,195,185	\$ 3,104,164	\$ 3,445,302	\$ 4,076,382	\$ 4,795,726	\$ 5,489,978
Scenario Costs by Site											
City Hall/Police Station (new Library/Police Station)	0	(2,730,800)	0	0	0	0	0	0	0	0	0
Fire Station (old police)	(5,119)	(2,460,269)	0	0	0	0	0	0	0	0	0
City Hall (old police)	0	0	0	0	0	0	0	0	0	0	0
Library (old police to be City Hall)	0	0	0	0	0	0	0	0	0	0	0
Carnegie Bldg (rehab)	(88,613)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)
Head Start Bldg (rehab)	(394,574)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)
Public Works Corp Yard (rehab)	0	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)
Scout Hall (old to Scouts)	0	0	0	0	0	0	0	0	0	0	0
Signorelli Barn (theatre)	0	0	0	0	0	0	0	0	0	0	0
Lynan Park (rehab)	0	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)
Adams St (new for potential hotel)	0	0	0	0	0	0	0	0	0	0	0
Scenario Revenues by Site											
Financing - \$8 million in 2020, \$12 million in 2022											
Principal	0	16,000,000	0	0	0	0	6,000,000	0	0	0	0
Annual revenue (e.g., TOT, sales tax)	0	750,000	765,000	780,300	795,006	811,824	828,051	844,622	861,514	878,745	896,319
Payments	0	(1,024,151)	(1,024,151)	(1,024,151)	(1,024,151)	(1,024,151)	(1,024,151)	(1,024,151)	(1,024,151)	(1,024,151)	(1,024,151)
General Fund Surplus / Deficit											
From LRF (less capital allocated to not)	487,380	1,501,088	819,222	76,765	692,556	1,136,177	1,650,783	1,249,077	1,445,446	1,598,869	2,088,170
(Less Added Cost of 2 if @ 5% growth)	(211,140)	(223,808)	(234,998)	(246,788)	(259,085)	(272,039)	(285,641)	(299,923)	(314,920)	(330,640)	(347,199)
Net Surplus / Deficit	276,240	1,277,280	584,224	530,977	433,471	864,138	1,365,142	949,154	1,130,526	1,268,229	1,740,971
Ending Fund Balance	\$ 1,777,144	\$ 5,446,074	\$ 5,457,318	\$ 5,468,562	\$ 2,815,185	\$ 3,941,166	\$ 5,045,307	\$ 6,294,429	\$ 7,324,955	\$ 8,593,184	\$ 9,834,155
General Fund % Revenue	27%	39%	38%	20%	39%	21%	23%	20%	28%	31%	35%

5.7.4 Execution Issues

This scenario requires temporary space for City Hall and Police staff for several years during construction and renovation of new facilities. The CDF/Teen Center buildings can likely house both entities during the construction at some additional cost for moving to and from the CDF building.

Moving City Hall into the Library will require space for the Library to be built first. The new Library would be built on the City Hall property, then renovations would occur at the existing Library building, and then finally the City Hall staff would move from the CDF/Teen Center. Parking would be provided at the CDF/Teen Center site, but it would be needed for City staff until 2025, possibly two years after the parking is needed for the new library/cultural center.

This package assumes that \$22 million of debt financing can be obtained at a 4-5% interest rate, plus additional annual revenue, which may come from hotel TOT or a voter-approved sales tax increase of ¼ percent. and that residents would approve the sales tax and the debt financing if done as a General Obligation bond.

This scenario specifically holds the Adams St. property as a possible funding source, so sale to a hotel developer offers an alternative source of financing. Possible additional or alternative sources of financing are discussed in Section 7.2.

5.8 Package D

5.8.1 Description

This package is based on leasing an existing, non-City-owned building for City Hall. Possible locations discussed include the Catholic School and Westamerica Bank, though it is unclear whether these sites are available and the terms of any lease. We will assume the school for the purposes of this discussion.

City Hall: Relocate City Hall to the Catholic School property. The police station would be built as a separate structure next to or as part of the Fire Station. During construction, City Hall and Police staff would remain in their current location until completion of new facilities. Once the City Hall is done, lease the City Hall property to a use that is consistent with the location.

Catholic School: Renovate the Catholic School space to be suitable for City Hall and enter into a long-term lease with the church. For financial analysis, we assume a cost of \$1.5 million in renovations in 2020, and leasing rates of \$300,000 per year thereafter, escalated at 3%.

Former CDF Office Building / Teen Center: Sell or lease the properties as soon as possible. The Wine Train has expressed interest; approach them first to determine interest in a hotel on the site, likely with some workforce housing. Both a sale and a lease option will be run for financial considerations discussed below. Both options will include a sensitivity for TOT by a Wine Train Hotel.

Library: Implement immediate EMG repairs, and then work with a space designer to redesign to more efficient use of the space. A new design would seek to better configure the library space to the requirements of a modern library. Additionally, since the current Library provides many community-oriented functions, the new design would explore how to better provide space for those needs. If an outdoor plaza were included on the east side of the building on the Adams Street property, the community space could be integrated with the outdoor community-serving area of the Library and with the new City Hall. For financial analysis, we will assume an additional \$500,000 for space redesign.

Adams Street: Over the long-term, build community-serving facilities and outdoor areas on the portion of the site not already described (City Hall and outdoor plaza). This may be multi-use and/or a community/cultural center. The configuration would require more discussion at City Council with additional community input to determine specific items to include and may involve the formation of a group to study the viability of a cultural center to attract world-class events. The costs are highly dependent on the specific plan, and on whether sponsors can be found to help fund a cultural center. For financial analysis, we will assume no immediate costs.

The remaining properties are as described above for Package A1.

Approximate Timeline

Table 20: Lease Catholic School for City Hall, Timeline

City Hall lease in Catholic School											
Use by site	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
City Hall/Police Station	Current Use - City Hall				Lease or Sell						
Fire Station	Current Use/Planning		Addition of Police		Fire Station and New Police Station						
Teen - CDF	Repairs		Sell or Lease to Wine Train								
Library	Current Use/Space Analysis		Renovation	Redesigned Library plus Community Meeting Spaces							
Carnegie Bldg					Repairs and Current Use						
Head Start Bldg					Repairs and Current Use						
Public Works Corp Yard	Repairs/Study Feasibility of Move		Current Use (or Alternative Uses if feasible)								
Scout Hall					Current Use but with Transfer to Scouts						
Signorelli Barn	Rehab by new user		Community Theatre or Historical Society								
Lyman Park					Rehab and integrate with adjacent buildings						
Adams St	Community Input and Study Group			Community-serving Facilities							
Catholic Church	Planning	Renovation/Construction		City Hall lease							

5.8.2 Benefits

- Relatively low financing requirements
- Preserves City Hall and Adams Street properties for other uses
- Improved City Hall space located in the Catholic School
- New state-of-the-art Police Station
- Co-location of safety services (fire and police)
- Re-designed Library for enhanced library functionality and community spaces
- Planning for community-oriented facilities on Adams Street (but not yet funding)
- Donation of Scout Hall to the Scouts (removes liability and maintenance costs)
- Possible housing from sale of CDF/Teen property
- Possible sales revenue and TOT revenue from a Wine Train hotel
- Signorelli Barn improved for community use
- Ongoing maintenance of all properties

5.8.3 Financial Implications

Base Case with Mild Recession, Sale of CDF/Teen property

Financing in this scenario is assumed to come from a \$2 million bond issued in 2020, plus the sale of the CDF/Teen property in 2020.

Table 21: Lease Catholic School for City Hall, Finances

City Hall lease from Catholic School - Mild Recession	1	2	3	4	5	6	7	8	9	10	11
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
Sell CDF/Teen											
Beginning Fund Balance	\$ 3,700,020	\$ 3,591,780	\$ 5,111,522	\$ 4,772,304	\$ 3,710,354	\$ 3,589,911	\$ 3,889,735	\$ 4,700,562	\$ 5,595,402	\$ 6,571,615	\$ 7,685,504
Scenario Costs by site											
City Hall/Police Station (lease after mc	0	(41,311)	(41,311)	(174,700)	0	0	(174,700)	0	0	0	0
Fire Station (add police)	(6,119)	(2,666,269)	(174,700)	0	(174,700)	0	(174,700)	(174,700)	(174,700)	(174,700)	(174,700)
Teen - CDF (sell)	(31,532)	0	0	0	0	0	0	0	0	0	0
Library (re/design plus community space	(153,832)	(613,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)	(113,500)
Carnegie Bldg (rehab)	(88,013)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)	(52,270)
Head Start Bldg (rehab)	(104,674)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)	(37,170)
Public Works Corp Yard (rehab)	0	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)	(22,820)
Scout Hall (sell to Scouts)	0	0	0	0	0	0	0	0	0	0	0
Signorelli Barn (theatre)	0	0	0	0	0	0	0	0	0	0	0
Lyman Park (rehab)	0	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)	(25,830)
Adams St (plan for mixed / cultural)	0	0	0	0	0	0	0	0	0	0	0
Catholic Church (renovate for City Hall	0	(1,818,270)	(327,818)	(337,653)	(347,782)	(358,216)	(368,962)	(380,031)	(391,432)	(403,175)	(415,270)
Scenario Revenues by site											
City Hall (lease)	0	0	0	0	347,782	358,216	368,962	380,031	391,432	403,175	415,270
Teen - CDF (sell)	0	3,447,925	0	0	0	0	0	0	0	0	0
Financing - \$4 million, 2020											
Principal	0	2,000,000	0	0	0	0	0	0	0	0	0
Payments	0	(128,024)	(128,024)	(128,024)	(128,024)	(128,024)	(128,024)	(128,024)	(128,024)	(128,024)	(128,024)
General Fund Surplus / Deficit											
From LRF (less capital allocated to cct	489,080	1,501,088	819,222	76,765	692,956	1,126,177	1,650,783	1,749,077	1,845,446	1,998,869	2,088,170
(Less Added Cost of 2 FF @ 5% growth	(213,150)	(223,808)	(234,998)	(246,748)	(259,085)	(272,039)	(285,641)	(299,923)	(314,920)	(330,666)	(347,199)
Net Surplus / Deficit	(108,240)	1,519,742	(389,218)	(1,061,949)	(120,443)	299,824	810,828	894,440	976,212	1,113,889	1,186,657
Ending Fund Balance	\$ 3,591,780	\$ 5,111,522	\$ 4,772,304	\$ 3,710,354	\$ 3,589,911	\$ 3,889,735	\$ 4,700,562	\$ 5,595,402	\$ 6,571,615	\$ 7,685,504	\$ 8,872,161
General Fund % Reserves	26%	37%	33%	25%	24%	25%	30%	34%	39%	44%	48%

Sensitivities

In addition to the above scenario that included sale of the CDF/Teen property, a scenario was done including \$1 million per year in TOT from a Wine Train hotel beginning in 2023.

Also, both scenarios that included sale of the CDF/Teen property were repeated assuming instead a long-term lease of the property by the Wine Train for \$20,000 per month, escalated at 3% per year.

All four scenarios are shown here in terms of General Fund Reserves.

Table 22: Lease Catholic School for City Hall, Sensitivities

	Fiscal Year										
General Fund % Reserves	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29
<u>Sale of CDF/Teen</u>											
Mild Recession	26%	37%	33%	25%	24%	25%	30%	34%	39%	44%	48%
Mild Recession, \$1M/yr TOT 2023+	26%	37%	40%	39%	45%	54%	66%	76%	87%	97%	107%
<u>Lease of CDF/Teen</u>											
Mild Recession	26%	12%	11%	5%	6%	10%	17%	24%	30%	37%	44%
Mild Recession, \$1M/yr TOT 2023+	26%	12%	18%	20%	28%	39%	53%	66%	78%	91%	102%

5.8.4 Execution Issues

This scenario requires only one move of City Staff and Police, from the current location to the new locations. It also unclear if there are sites available and what the costs and terms of use would be or if there will be sufficient parking at the new location.

This package assumes that \$2 million of debt financing can be obtained at a 4% interest rate, and that residents would approve the financing if done as a General Obligation bond. It also relies on a sale or lease of the CDF/Teen property at the indicated amounts and timing and leasing the City Hall property. The scenario also does not include any financing for any facilities to be built on the Adams St property.

Possible additional or alternative sources of financing are discussed in Section 7.2.

6 Special Issues

6.1 Property issues

The Committee did not have adequate information on several properties to make a fully informed recommendation.

Corporation Yard: This property is prone to flooding but there are a limited number of locations suitable for relocating the Public Works functions performed there. The wastewater treatment plant area has sufficient land area but has two potential problems. There are reports of flooding there as well, and possible issues with road access. The Committee proposes that the City perform an evaluation of the relative risks from the two properties and options for a potential move to the wastewater plant. This would free up the Corporation Yard property for a potential sale (estimated value \$2.1 million) or for other uses. Some members have supported housing there, with elevated structures above open carports. Another option would be to swap the land with a nearby property for housing.

Head Start Building: The Committee supported the concept of a new building at this site for Parks and Recreation. There was also discussion of providing for Parks and Recreation needs at other sites around the City such as the Catholic School gym, SHUSD sites, etc. The needs of the Parks and Recreation Department are not clear, and the recreation serving spaces not well defined. The Committee proposes that the City assess both of those needs in planning for a new location.

Adams St. property: This property was not initially included in the list of properties to be studied by the Committee, though the Committee was directed to consider the 2009 Adams Visioning document in its deliberations. Options for the property were discussed many times and contained a wide variety of possible uses. The consensus seems to be to use the property in some way that is primarily for the community - the community has expressed strong support for using the space for culture, arts, open space, and gathering areas. A detailed description of how to do that is considered somewhat outside the scope of the SHAPE Committee. There was some support for City Council engaging the public in additional input to finalize plans for what to do for this multi-use approach. For the cultural destination concept, there was support for forming a working group to consider how to use part of the property for a cultural/event center to establish St. Helena as a destination for world-class cultural events.

7 Conclusions

7.1 Funding Needs

Each of the packages were evaluated with a number of assumptions about costs, revenues and financing. While these are only preliminary estimates at this early stage, every effort was made to provide consistency in how the numbers were used across the various packages, so that reasonable comparisons can be made.

The following table summarizes the estimated financing needed for the different packages that were considered. The type of financing that would be most appropriate depends on a number of factors, including the timing of the funding need and any implications about City finances beyond 2029.

Table 23: Financing Needs for Integrated Packages

Package	City Hall destination	Funding Needs (including EMG repairs)			Financing Needs ¹ and Results		
		Total Scenario Cost 2019-2029	Total Scenario Revenue 2019-2029	Net Additional Funding Need	New Debt	Other Revenue Requirement	10-year General Fund Balance Range
A1	New in current location	\$ 13.2 million	\$ 3.6 million	\$ 9.6 million	\$ 8.0 million	\$0	21 - 43 %
A2	New in current location, Mixed-use devel on Adams	\$ 29.4 million	\$ 6.5 million	\$ 22.9 million	\$ 20 million	\$ 5.5 million	21 - 34 %
B	New on Adams St. property	\$ 13.2 million	\$ 6.1 million	\$ 7.1 million	\$ 6 million	\$0	24 - 53 %
C1	Co-located in Library building	\$ 8.3 million	\$ 6.1 million	\$ 2.2 million	\$ 1 million	\$0	25 - 70 %
C2	In Library building, new library on Adams St	\$ 25.4 million	\$ 5.7 million	\$ 19.7 million	\$ 25 million	\$0	20 - 47 %
C3	In Library building, new library on City Hall prop.	\$ 26.1 million	\$ 0 million	\$ 26.1 million	\$ 22 million	\$ 8 million	20 - 39 %
D	Lease existing building, e.g., Catholic School	\$ 12.6 million	\$ 6.1 million	\$ 6.5 million	\$ 2 million	\$0	24 - 48 %

¹ Financing chosen to maintain minimum of 20% Reserves

Note that packages A2 and C2 are the only ones that include a community-oriented development scenario (and spending) for Adams St. Package C3 is the only package that does not consider a sale or lease of the CDF/Teen Center property.

7.2 Financing Considerations

Each of the integrated packages in Section 5 is analyzed using debt and potential property sales/leases to finance. Multiple options are available for financing.

Existing Funds: There are other funds aside from the General Fund that may be available for the contemplated purposes. Funds totaling approximately \$2 million exist in funds for Parking in-lieu, Park Impact, Civic Improvements, and Tree City.

Debt Financing: These include General Obligation Bonds, requiring 2/3 voter approval to raise property taxes, and general City borrowing which does not require voter approval.

General Obligation Bonds are based on a property tax assessment for a specific purpose or use. The City used this for the fire house and the school district has been very successful using this approach. For many long-time residents the impact would be low and for recently purchased homes the impact would be the same on an assessed value basis but generate more funding. Residents and building owners are all assessed on the same percentage basis. It is an Ad valorem property tax. The interest rate on these bonds would likely be 3-4%.

General City borrowing through long term financing would be based on general fund cash flows and rating of the city's ability to service debt and meet certain financial covenants. This doesn't require a vote of the public but requires the political will and public support of City Council's decision to accept such obligations. Generally, this would be 25 years, fully amortizing through annual payments with interest between 4-5%.

The City currently has almost no debt and the Long Range Financial Forecast indicates sufficient cash flow to support additional debt. It is unclear if voters will approve increases to their property taxes with General Obligation Bonds. The City may want to consider financing repaid out of City cash flows. A 25 year debt repayment would be well received by investors given the City's strong financials, no current debt, solid cash flow and ability to service the debt.

Sales Tax: Voter approval would be required to provide a temporary increase in sales tax. A ½ cent sales tax increase would provide approximately \$1.5 million per year. Voters recently approved an increase (Measure D) so it is not clear whether another increase would pass at this time. Another way to increase sales tax revenues is through increase visitor spending. Some proposed options, such as cultural or event centers or new hotels, have the potential to increase sales tax revenue.

Sale of City-owned properties: The potential sale of the CDF/Teen Center property has been discussed in Section 4. Other properties could be sold in part or in total to achieve one-time

funding, including the Adams St. property, the Corporation Yard, and the City Hall property. However, committee and community members consistently stated a preference for retaining City-owned assets for their long-term appreciation potential.

Long-term ground lease of City-owned properties: Developers generally prefer to purchase a property over long-term leases. Kosmont indicated that highly sought properties like those in St. Helena may be attractive enough to justify leases by developers. Leasing provides a steady cash flow and retains the long-term value of the asset. It does not however provide immediate funding that may be needed to implement new construction by the City.

Tenant leases: Several properties have the potential for enhanced tenant leases to provide some additional funding, including the CDF/Teen Center properties, the Carnegie Building, and the Head Start building if used for a food concession location.

Hotel Development: The potential for a hotel on the CDF/Teen Center property was discussed in Sections 4 and 5. Other options are available for enhanced TOT from hotels. The City could encourage and support projects that are in process including the Vineland Station (approved) and Hall projects. Additional locations for possible hotel development include the Adams St. property and the City Hall property. Vineland Station and Hall have more support within the City; the Adams St. and City Hall locations are more controversial and likely to take longer to gain approval.

Sponsors/Donations: Some proposals have the potential for significant contributions from private entities. The Committee discussed the possibility of sponsorships for the construction of a cultural/event center on the Adams St. or City Hall properties and propose that a working group be formed to explore the concept. Additionally, private funding might be available for a new library, new community facilities, a new Historical Society location, improvements to Signorelli Barn, and for the Head Start building if used as a food concession.

Parcel Tax: A parcel tax is a non-ad valorem real estate tax that, unlike most real estate taxes, is not directly based on property value. It is a flat amount per parcel or unit. This tax requires a two-thirds majority and annual proceeds must be used for a specific purposes. The parcel tax is used in California to fund community facilities districts usually known as "Mello-Roos" districts.

Increase to business license fees: Businesses in the city limits are required to have business licenses and pay a fee to obtain. Our fee structure is a flat fee for each business regardless of size (employees or revenue). We can update our business licensing fee structure to better align with the impacts of businesses on our City and in doing so raise additional revenues without effecting small or large business significantly.

Property Transfer Tax: These taxes are imposed on the transfer of the title of real property within the jurisdiction. Property transfer taxes can be used for specific purposes, such as open space development. Nearly every city in California levies a Property Transfer Tax. It is based on a dollar amount per \$1,000 of sales price. When homes, buildings, land, or property are sold and purchased the tax is levied. The revenue generation would be a little volatile and not as consistent as property tax revenue or other sources noted above.

TOT rate increase: Currently our TOT rate is average for the state. A TOT rate increase for General Fund / non-specific revenue generation requires only a majority vote. If for a specific purpose or use, it requires a two-thirds vote. Our current rate is 12% and can be increased to a maximum of 15%.

Metered parking: We used to have parking meters on Main Street. Metered parking on Main Street from Mitchell to Pine and on Railroad Avenue from Hunt to Adams can produce approximately \$450,000 of revenue annually; just on Main Street can produce approximately \$350,000. This would be accomplished with “pay stations” and not meters at every parking spot.

Payroll Tax: The City could pursue a payroll tax increase. This form of funding is very rare for use by cities in California.

8 Appendix A: Resolution 2017-148

CITY OF ST. HELENA

RESOLUTION NO. 2017-148

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ST. HELENA RESCINDING RESOLUTION NO. 2017-131 AND AUTHORIZING THE ESTABLISHMENT OF THE ELEVEN (11) MEMBER ST. HELENA ASSETS PLANNING ENGAGEMENT (SHAPE) COMMITTEE

RECITALS

- A. On September 26, 2017, the City Council adopted resolution 2017-131 creating the St. Helena Asset Planning Engagement (SHAPE) Committee comprised of nine (9) members.
- B. The Council subcommittee of Council Members Dohring and Koberstein interviewed candidates the week of October 16 and is recommending the Council rescind Resolution 2017-131 appointing a nine (9) member committee and instead adopt a revised resolution establishing an eleven (11) member committee to improve the representation of the community.
- C. The City Council is planning to conduct a Facilities Condition and Needs Assessment (FCNA) to document and analyze the City's existing built facilities to assist the City with prioritizing capital improvements.
- D. The City Council recognizes the FCNA presents unique opportunities for public engagement yielding numerous benefits to the City.
- E. The City Council desires to create a committee to function in an advisory capacity to the City Council to assist the City in prioritizing and identifying strategies to address civic needs and opportunities.
- F. The general purpose of this committee will be to identify alternatives to address deficiencies and opportunities identified in the FCNA, challenges identified in the Long Range Financial Forecast (LRFF) and feasibility of concepts identified in the 2009 Visioning Statement (e.g. library expansion, civic building/amphitheater, community center, etc.). Additionally, the Committee will be identify financial strategies (along with identifying consequences and trade-offs) for City Council consideration to address identified deficiencies, opportunities and/or utilization of community assets.

OAK #4853-0587-4983 v1

RESOLUTION

NOW THEREFORE, the Council of the City of St. Helena resolves as follows:

1. The City Council hereby rescinds resolution 2017-131.
2. Waives maximum committee requirements established by Resolution 2014-45 and establishes the St. Helena Assets Planning Engagement (SHAPE) Committee consisting of eleven (11) members as appointed by the City Council. Committee members shall represent a broad cross section of the community and perspectives. All members shall be residents of St. Helena.
 - Mark Smithers, Chair
 - Jeff Feeney
 - Doug Barr
 - Susanne Salvestrin
 - Oliver Caldwell
 - Pat Dell
 - Joshua Parke
 - Anna Chouteau
 - Tim Nieman
 - Glenn Smith
 - Stan Knight
3. All meetings of the SHAPE Committee will be subject to the requirements of the Brown Act, Government Code section 54950 et seq., and as such will be agendized and open to involvement and participation by the public.
4. The SHAPE Committee will provide a final report to the City Council by April 2018. The Committee will be dissolved upon submitting its final report to the City Council.

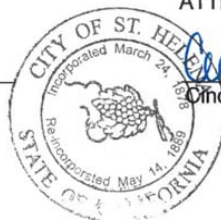
Approved at a Regular Meeting of the St. Helena City Council on October 24, 2017, by the following vote:

Mayor Galbraith:	Yes
Vice Mayor White:	Yes
Councilmember Dohring:	Yes
Councilmember Ellsworth:	Yes
Councilmember Koberstein:	Yes

APPROVED:


Alan Galbraith, Mayor

ATTEST:




Cindy Tzafopoulos, City Clerk

OAK #4853-0587-4983 v1

9 Appendix B: EMG Reports

The entire final report from EMG is available on the City website²¹. This appendix provides only summary level information of annual repair and maintenance costs for each facility. <<note we will likely need a better way to show this, text is probably too small here. I converted the file to excel so we can manipulate it. >>

²¹ “EMG Final Report” at <http://www.cityofsthelena.org/bc-shape>. This site also includes the emg background, proposal and draft reports (“2017 City of St. Helena Facilities Condition and Needs Assessment RFP”, “EMG Presentation”, “EMG Proposal/Scope of Work”, “EMG FCNA Presentation”, “Facility Needs Assessment”, “Space Analysis”).

Table 24: EMG Replacement Reserves Report, Summary[illegible]

10 Appendix C: Final LRFF

The Forecast Overview from the most recent Long Range Financial Forecast is reproduced here.

The full report and previous versions can be found on the City's website²².

FORECAST OVERVIEW

City Overview

The City of St Helena is located in the heart of the Napa Valley and has a population of approximately 6,000 residents. The City was incorporated in 1876 and reincorporated in 1889. St. Helena is a General Law city and operates under a Council-Manager form of government. The City Council is comprised of five members, with a directly elected Mayor every two years, and the other four members elected at-large that serve four-year overlapping terms. A City Manager, appointed by the Council, is responsible for the administration of City affairs and implementation of Council policy.

The City's Fiscal Year (FY) 2017-18 adjusted General Fund Operating Budget is \$13.8 million with approximately 78 budgeted positions. As a full-service City, St. Helena has the following departments: Administration, Planning and Community Improvement, Recreation, Library, Finance, Public Works, Police, and a part-time Fire Department.

Long Range Financial Forecast

The Long Range Financial Forecast (LRFF) provides a current and long-range financial assessment of revenues, expenditures, fund balance and emergency reserves. The primary objective is to provide the City Council and the community with a financial forecast and identify any significant issues that may need to be addressed in the annual budget development process.

It is important to keep in mind that a forecast is not a budget. The LRFF is a vehicle that peers into the future and make projections about what is likely to happen given certain assumptions. If future deficits are projected then the forecast allows time to take corrective action to ensure finances remain stable.

This analysis is centered on the City's General Fund because it is the primary operating budget for tax supported municipal services. Long range financial forecasting assists the City in making decisions that lead to our ability to sustain the community's core services. This document represents a review of the City of St. Helena's General Fund using a set of six revenue projections and four expenditure forecasts for a total of six scenarios.

It is a standard practice for the City to update this plan annually.

Scenarios

The LRFF scenarios illustrate trends of the City's expenditures and revenues over the next 10 years. The FY 2017-18 Operating Budget is used as the base for all scenarios. More detailed information for the assumptions is included in the *Revenue and Assumptions* and *Expenditure and Assumptions* sections of this report.

²² "03.27.18 LRFF St Helena March 2018 at <http://www.cityofsthenana.org/bc-shape>.

1. Baseline - The baseline revenue/expense growth estimate is based on a continuing modest economic recovery. This forecast is similar to the actual revenue growth the City incurred over the last ten years (removing FYs 2008-09, 2009-10, and 2010-11) and the actual expenditure growth the City incurred over the past three years (removing large one-time expenditures).
2. Baseline with a mild recession - This forecast assumes a recession during FYs 2020-21 and 2021-22 with full recovery in FY 2022-23. Typically, economic history has shown that the country experiences a recession about every ten years which, based off of the last recession, would be in FY 2017-18; however, immediate indicators do not expect a recession to begin that soon. While another recession is being forecast, it is not anticipated the recession will be as great as the previously experienced. Revenue projections for the mild recession scenario model a mild decrease in revenues for FY 2020-21 and FY 2021-22, with a full recovery in FY 2022-23. The recession expenditure scenario places a hold on salary, supply, and service growth during FY 2022-23, FY 2023-24, and FY 2024-25.
3. Baseline with a deep recession - Similar to the model above, this model assumes a recession during FYs 2020-21 and 2021-22 with a full recovery in FY 2022-23. Revenue projections for the deep recession scenario double the revenue losses modeled in the mild recession in FY 2020-21 and FY 2021-22, with a full recovery in FY 2022-23. The recession expenditure scenario places a hold on salary, supply, and service growth during FY 2022-23, FY 2023-24, and FY 2024-25.
4. Baseline with new hotel in year 4 (FY 2021-22) - This forecast assumes a new hotel online in year 4 adding \$600,000 in additional Transient Occupancy Tax revenue per year.
5. Baseline with a new hotel in year 4 (FY 2021-22) and a mild recession - This forecast assumes a new hotel in year 4 and a recession during FYs 2020-21 and 2021-22 with a full recovery in FY 2022-23. As with Scenario #2, this scenario utilizes the same revenue formula and places a hold on salary, supply, and service growth during FY 2022-23, FY 2023-24, and FY 2024-25.
6. Baseline with a new hotel in year 4 (FY 2021-22) and a deep recession - This forecast assumes a new hotel in year 4 and a deep recession during FYs 2020-21 and 2021-22 with a full recovery in FY 2022-23. As with Scenario #3, this scenario utilizes the same revenue formula and places a hold on salary, supply, and service growth during FY 2022-23, FY 2023-24, and FY 2024-25.

Risks to the Forecast

Every projection is a combination of assumptions based on analysis of historical data, use of actual data when available (e.g., labor contracts, CalPERS rates), and educated assumptions based on an analysis of available information. In addition to the built-in uncertainty of projections, the City continues to experience uncertainty in the future of revenue and major expenses that would impact the City's budget due partly to the structure of State municipal finance laws. The major risks to these projections are discussed below.

1. Volatile Economy - The City's revenues are impacted by economic conditions. As evidenced in the recent Great Recession, the City's three largest revenue sources, property, sales and transient occupancy taxes, are very tied to the broader economic trends.
2. State Takeaways and Borrowing - During times of economic downturn, the State of California has previously shifted, borrowed, or took money from cities to cover its own budget shortfalls. In an effort to protect local governments, Proposition 1A was passed in 2004 to protect local revenues from being transferred away from the state. However, Proposition 1A can be suspended if the Governor declares a fiscal necessity and two-thirds of the Legislature concur. The first emergency suspension of Proposition 1A was passed by the Legislature as part of the 2009-10 budget package. Under this provision the State borrowed 8% of the amount of property tax revenue and was required to repay the obligations plus interest by 2013. After this initial repayment, the legislature may consider only one additional borrowing within a ten-year period. While it can not be predicted if the State will once again borrow money from local governments, it is a possibility.

An October 2017 report released by Moody's Analytics show that fewer than half of states have the funds they need to weather an economic downturn with one-third likely facing significant financial stress. This report conducted the first-ever stress test on all 50 state budgets to assess their ability to absorb a fiscal shock. It found that 16 states have enough in reserves to get through the next recession somewhat comfortably. Another 19 states have some or most of the funds they would need, which means they would likely have to raise revenue and/or cut spending, as well as tap reserves, to balance their budgets during a downturn. And 15 states are so "substantially unprepared" for the next downturn, they would face major "economic repercussions." The State of California is ranked 34th and is at the bottom part of the middle group of 19. This ranking shows that California, in the modest recession scenario, has actual reserves at 5.9% with the necessary reserves during a modest recession of 10.7% leaving a shortfall of (4.8%).

3. Pension Costs - CalPERS pension costs continue to rise and are projected to double, reaching an average of 15.8% of General Fund budgets by FY 2024-25. The projections in this forecast are based on the average CalPERS unfunded liability actuals for FYs 2015-16, 2016-17, and 2017-18, which is an 11% increase each year. CalPERS continually reassesses the employer contribution, and based on market returns and other factors, rates can be increased or decreased annually. The City is currently working with Bartel Associates for a CalPERS Contribution Analysis. Upon completion of this report, CalPERS unfunded liability figures will be updated in the LRFF.
4. Compensation Increases - The Memorandum of Understanding (MOU) with the St. Helena Employees Association was adopted in February 2018 and expires in June 2020 and the MOU with the St. Helena Police Officers Association expires in June 2020. Currently the expense forecast includes merit increases and modest salary increases to keep pace with inflation. The City will complete a classification and compensation study in Fiscal Year 2017-18.

5. Fire Department - The City of St. Helena currently operates a part-time fire department for a total operations budget of \$966,000 annually. The Department consists of a Fire Chief (two days per week), Fire Marshal (two days per week), full-time Administrative Assistant, and 27 part-time firefighters who are paid on an hourly, per-call basis. The City will experience significant cost increases if there becomes a need to staff the Fire Department on a full-time basis.
6. Health Premiums - The City pays 100% of employee health premiums. The City is a participant in the Redwood Empire Municipal Insurance Fund (REMIF) which is a self-insured joint powers authority established in 1976 to handle insurance claims, benefit programs, and risk management needs of 15 cities. In 2015, REMIF changed to a self-funded health plan with the anticipation of overall savings in health care costs to all member cities. The City of St. Helena has experienced an overall reduction in health care costs; however, these costs have the risk of change and health premiums in the LRFF are projected to continue to rise over the next decade by 6% annually. Actual health care costs are not received by the City until May of each year. The risk is that health premiums may rise faster than the forecast, increasing total compensation costs.
7. Asset Recapitalization - In 2017, to help address the significant current-term and long-term costs for replacement or repair of aging buildings, the City Council formed the St. Helena Assets Planning Engagement (SHAPE) Committee with the general purpose to identify alternatives to address deficiencies and opportunities identified in the Facilities Condition Need Assessment (FCNA), challenges identified in the Long Range Financial Forecast, and feasibility of concepts identified in the 2009 Visioning Statement. The Committee will be identifying financial strategies (along with identifying consequences and trade-offs) for City Council consideration to address identified deficiencies, opportunities, and/or utilization of community assets.
8. No Major New One-Time Expenses - The expenditure forecast does not include any provisions for unexpected one-time expenses, such as changes in legislation, unexpected events, acts of nature or other such factors that could require the City to expend a significant amount of General Fund resources.

GENERAL FUND FORECAST

Six scenarios are presented in the LRFF. The following tables and charts show the General Fund balance for each of the scenarios over a 10-year period. Full-size charts are included as Appendices A-F.

TABLE 1

SCENARIO 1 - GENERAL FUND FINANCIAL FORECAST SUMMARY - BASELINE											
GENERAL FUND TEN YEAR FORECAST 2018-2028 - UNASSIGNED											
	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28
BALANCE	Revised	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
1 BEGINNING FUND BALANCE	4.41 m	3.70 m	4.09 m	5.29 m	6.60 m	8.13 m	9.74 m	11.51 m	13.50 m	15.65 m	17.96 m
2											
3 REVENUES	13.18 m	14.44 m	15.08 m	15.75 m	16.45 m	17.19 m	17.96 m	18.76 m	19.60 m	20.48 m	21.40 m
4 EXPENSES	13.89 m	14.05 m	13.88 m	14.44 m	14.93 m	15.57 m	16.19 m	16.76 m	17.45 m	18.17 m	18.88 m
5											
6 ANNUAL SURPLUS OR (DEFICIT)	-0.71 m	0.39 m	1.20 m	1.31 m	1.52 m	1.62 m	1.76 m	2.00 m	2.15 m	2.31 m	2.52 m
7											
8 ENDING FUND BALANCE	3.70 m	4.09 m	5.29 m	6.60 m	8.13 m	9.74 m	11.51 m	13.50 m	15.65 m	17.96 m	20.48 m
9 UNASSIGNED NET POSITION	27%	29%	38%	46%	54%	63%	71%	81%	90%	99%	108%

Scenario 1 (Appendix A) Baseline - The baseline revenue/expense growth estimate in Table 1 is based on a continuing modest economic recovery. This forecast is similar to the actual revenue growth the City incurred over the last ten years (extracting out FYs 2008-09, 2009-10, and 2010-11 for the recession) and the actual expenditure growth the City incurred over the past three years.

TABLE 2

SCENARIO 2 - GENERAL FUND FINANCIAL FORECAST SUMMARY - MILD RECESSION											
GENERAL FUND TEN YEAR FORECAST 2018-2028 - UNASSIGNED											
	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28
	BASELINE	Revised	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
1	BEGINNING FUND BALANCE	4.41 m	3.70 m	5.29 m	5.71 m	5.39 m	5.58 m	6.21 m	7.36 m	8.61 m	9.95 m
2											
3	REVENUES	13.18 m	14.44 m	15.08 m	14.86 m	15.41 m	16.09 m	16.80 m	17.55 m	18.33 m	19.14 m
4	EXPENSES	13.89 m	14.05 m	13.88 m	14.44 m	14.93 m	15.21 m	15.46 m	16.30 m	16.98 m	17.65 m
5											
6	ANNUAL SURPLUS OR (DEFICIT)	-0.71 m	0.39 m	1.20 m	0.42 m	-0.32 m	0.19 m	0.63 m	1.15 m	1.35 m	1.50 m
7											
8	ENDING FUND BALANCE	3.70 m	4.09 m	5.29 m	5.71 m	5.39 m	6.21 m	7.36 m	8.61 m	9.95 m	11.45 m
9	UNASSIGNED NET POSITION	27%	29%	38%	40%	36%	40%	47%	53%	59%	65%

Scenario 2 (Appendix B) Baseline with Mild Recession - This forecast assumes a recession during FYs 2020-21 and 2021-22 with a full recovery in FY 2022-23. Typically, economic history has shown that country experiences a recession about every ten years which, based off of the last recession, would be in FY 2017-18; however, immediate indicators do not expect a recession to begin that soon. This model places a hold on salary, supply, and services growth during FY 2022-23, FY 2023-24, and FY 2024-25, similar to the City's prior actions.

TABLE 3

SCENARIO 3 - GENERAL FUND FINANCIAL FORECAST SUMMARY - DEEP RECESSION													
GENERAL FUND TEN YEAR FORECAST 2018-2028 - UNASSIGNED													
		FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	
	BASELINE	Revised	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
1	BEGINNING FUND BALANCE	4.41 m	3.70 m	4.09 m	5.29 m	5.26 m	3.81 m	3.61 m	3.83 m	4.56 m	5.37 m	6.26 m	
2													
3	REVENUES	13.18 m	14.44 m	15.08 m	14.41 m	13.48 m	15.02 m	15.68 m	16.38 m	17.11 m	17.87 m	18.67 m	
4	EXPENSES	13.89 m	14.05 m	13.88 m	14.44 m	14.93 m	15.21 m	15.46 m	15.65 m	16.30 m	16.98 m	17.65 m	
5													
6	ANNUAL SURPLUS OR (DEFICIT)	-0.71 m	0.39 m	1.20 m	-0.03 m	-1.45 m	-0.20 m	0.22 m	0.73 m	0.81 m	0.89 m	1.03 m	
7													
8	ENDING FUND BALANCE	3.70 m	4.09 m	5.29 m	5.26 m	3.81 m	3.61 m	3.83 m	4.56 m	5.37 m	6.26 m	7.29 m	
9	UNASSIGNED NET POSITION	27%	29%	38%	36%	26%	24%	25%	29%	33%	37%	41%	

Scenario 3 (Appendix C) Baseline with Deep Recession - Similar to Scenario #2, this model assumes a recession during FYs 2020-21 and 2021-22 with a full recovery in FY 2022-23. This model doubles the revenue decrease projected in mild recession model. Expenditure assumptions for the deep recession do not change from the previous recession model.

TABLE 4

SCENARIO 4 - GENERAL FUND FINANCIAL FORECAST SUMMARY - BASELINE WITH NEW HOTEL YR 4													
GENERAL FUND TEN YEAR FORECAST 2018-2028 - UNASSIGNED													
		FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	
	BASELINE	Revised	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
1	BEGINNING FUND BALANCE	4.41 m	3.70 m	4.09 m	5.29 m	6.60 m	8.73 m	10.97 m	13.40 m	16.09 m	18.97 m	22.04 m	
2													
3	REVENUES	13.18 m	14.44 m	15.08 m	15.75 m	17.05 m	17.82 m	18.62 m	19.45 m	20.33 m	21.24 m	22.20 m	
4	EXPENSES	13.89 m	14.05 m	13.88 m	14.44 m	14.93 m	15.57 m	16.19 m	16.76 m	17.45 m	18.17 m	18.88 m	
5													
6	ANNUAL SURPLUS OR (DEFICIT)	-0.71 m	0.39 m	1.20 m	1.31 m	2.12 m	2.25 m	2.43 m	2.69 m	2.88 m	3.07 m	3.32 m	
7													
8	ENDING FUND BALANCE	3.70 m	4.09 m	5.29 m	6.60 m	8.73 m	10.97 m	13.40 m	16.09 m	18.97 m	22.04 m	25.36 m	
9	UNASSIGNED NET POSITION	27%	29%	38%	46%	58%	70%	83%	96%	109%	121%	134%	

Scenario 4 (Appendix D) Baseline with New Hotel in Year 4 (FY 2021-22) - This forecast assumes a new hotel online in year 4 adding \$600,000 in additional annual Transient Occupancy Tax revenue.

TABLE 5

SCENARIO 5 - GENERAL FUND FINANCIAL FORECAST SUMMARY - MILD RECESSION & HOTEL IN YEAR 4													
GENERAL FUND TEN YEAR FORECAST 2018-2028 - UNASSIGNED													
	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28		
BASELINE	Revised	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast		
1 BEGINNING FUND BALANCE	4.41 m	3.70 m	4.09 m	5.29 m	5.71 m	5.99 m	6.83 m	8.13 m	10.00 m	12.00 m	14.13 m		
2													
3 REVENUES	13.18 m	14.44 m	15.08 m	14.86 m	15.21 m	16.06 m	16.77 m	17.52 m	18.30 m	19.12 m	19.97 m		
4 EXPENSES	13.89 m	14.05 m	13.88 m	14.44 m	14.93 m	15.21 m	15.46 m	15.65 m	16.30 m	16.98 m	17.65 m		
5 ANNUAL SURPLUS OR (DEFICIT)	-0.71 m	0.39 m	1.20 m	0.42 m	0.28 m	0.84 m	1.31 m	1.87 m	2.00 m	2.13 m	2.33 m		
7													
8 ENDING FUND BALANCE	3.70 m	4.09 m	5.29 m	5.71 m	5.99 m	6.83 m	8.13 m	10.00 m	12.00 m	14.13 m	16.46 m		
9 UNASSIGNED NET POSITION	27%	29%	38%	40%	40%	45%	53%	64%	74%	83%	93%		

Scenario 5 (Appendix E) Baseline with a New Hotel in year 4 (FY 2021-22) and a Mild Recession

- This forecast assumes a new hotel in year 4 and a recession during FY 2020-21 and FY 2021-22 with a full recovery in FY 2022-23. As with Scenario #2, this scenario utilizes the same revenue formula and places a hold on salary, supply, and services growth during FYs 2022-23, 2023-24, and 2024-25.

TABLE 6

SCENARIO 6 - GENERAL FUND FINANCIAL FORECAST SUMMARY - DEEP RECESSION & NEW HOTEL YR 4											
GENERAL FUND TEN YEAR FORECAST 2018-2028 - UNASSIGNED											
	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28
BALANCE	Revised	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
1 BEGINNING FUND BALANCE	4.41 m	3.70 m	4.09 m	5.29 m	5.26 m	4.41 m	4.93 m	5.91 m	7.43 m	9.08 m	10.84 m
2											
3 REVENUES	13.18 m	14.44 m	15.08 m	14.41 m	14.08 m	15.74 m	16.44 m	17.18 m	17.94 m	18.75 m	19.59 m
4 EXPENSES	13.89 m	14.05 m	13.88 m	14.44 m	14.93 m	15.21 m	15.46 m	15.65 m	16.30 m	16.98 m	17.65 m
5											
6 ANNUAL SURPLUS (DEFICIT)	-0.71 m	0.39 m	1.20 m	-0.03 m	-0.85 m	0.52 m	0.98 m	1.52 m	1.64 m	1.77 m	1.94 m
7											
8 ENDING FUND BALANCE	3.70 m	4.09 m	5.29 m	5.26 m	4.41 m	4.93 m	5.91 m	7.43 m	9.08 m	10.84 m	12.79 m
9 UNASSIGNED NET POSITION	27%	29%	38%	36%	30%	32%	38%	47%	56%	64%	72%

Scenario 6 (Appendix F) Baseline with a New Hotel in year 4 (FY 2021-22) and a Deep Recession

- This forecast assumes a new hotel in year 4 and a deep recession during FYs 2020-21 and 2021-22 with a full recovery in FY 2022-23. As with Scenario #3, this scenario utilizes the same revenue formula and places a hold on salary, supply, and service growth during FY 2022-23, FY 2023-24, and FY 2024-25.

11 Appendix D: Alternatives Submitted by Committee Members

11.1 Doug Barr, April 18, 2018

Fellow members of the SHAPE committee:

Just a note, in anticipation of next Wednesday's conversation about the Adams Street property, to once again define what we are referring to when we call a facility or site, a "Cultural Center" in contrast, to what we are describing when we refer to a "civic center".

The confusion lies in the fact that both serve the community, both can be used for various functions, from classes to meetings to non-profit events and fundraisers. In some cases, particularly in renting the spaces for private functions, either facility could serve the exact same purpose (a wedding or business conference for example).

The difference is defined by the *specific* purpose for which the building has been or will be constructed (or remodeled).

Let's agree to say a Civic Center's uses are primarily local serving and target narrower interest groups, i.e. yoga classes, fund raisers, celebrations of life, sewing circles, children's programs, wine tastings, Christmas or handicraft markets, etc.

While a Cultural Center can, to some degree, fulfill similar roles but the programs provided are based on the humanities (literature, art, dance, music, cultural innovation and creativity) and target all ages and groups within the St. Helena community and perhaps (hopefully) a much broader audience of visitors interested in the programming offered at the center.

Even if you disagree with this definition, can we agree to use it to eliminate confusion and more clearly understand the ideas being proposed?

Because I'm going to be talking about a cultural center and amphitheater, as suggested by the 2009 Visioning Report on the Adams Street property, I've attached a list of what other towns roughly the size of St. Helena (our population is 5,947) are doing for the benefit of everyone in their community as a source of entertainment, education and inspiration. And also, as a source of revenue through proactive tourism management that provides a reason for visitors to stay for several days, weeks or even months.

You've heard me talk about Aspen and so I've included that town's extraordinary cultural offerings along with a few others. Please open the links I've provided or go to their websites listed at the end on the last page and see the kind of amazing cultural experiences I believe, with a community buy-in and a concerted effort, St. Helena might be able to bring to our town.

Thanks, Doug

11.2 Joshua Parke – April 18, 2018

Fundamentally everyone's goal seems to be to maintain St. Helena's small town distinction into future generations. In order to do so it has to be considered what ultimately is the root of that distinction. If it is a city hall on main street, updated city parks and a shiny new community center, then Yountville would meet that standard in spades. Yet most people would agree that Yountville has long since lost its small town distinction.

I would suggest that it is the existence of families, permanent residents and small local businesses that contribute most to a viable small town. However, high commercial rental rates and high residential real estate costs are making it more and more difficult for small businesses and full-time families to financially sustain life here. It is their loss that will eventually lead to St. Helena becoming just another tourist town, not the addition or not, of one more hotel or a city hall on main or two blocks off.

So the greater question for this committee becomes what can the city do with their assets to address these problems. In regard to commercial space it can attempt to control rates on city properties, subsidize merchants or it could utilize a property to construct a city-owned, profitable, yet-reasonably priced market for small independent stores. The existence of additional rent-controlled commercial spaces could also have the effect of driving down the rental rates on privately owned spaces by simply increasing the overall supply. In addition the city could consider providing a coworker environment for residents working remotely, small business grants, artist studios, a food truck park (CIA), etc to add to a vibrant mix of businesses to both support and sustain

citizens. Second home owners are residents of our town and fostering relations would be to the City's benefit.

Rather than taking the myopic view of the city's assets as individual items and limiting our contribution to a reflection of how to negotiate the EMG report I would suggest we take a broader view of what we can propose to the city council that will bring some creative direction and reasoning to an otherwise mediocre landscape of city assets.

City Hall:

We're all in agreement that city hall is in need of significant renovations or replacement. Renovating the existing structure to the tune of a few million will simply waste assets on freezing a very poor building in time as a reflection of our inability to make wise progressive decisions that help shape the architectural fabric of our town.

Rebuilding a new city hall in it's current position on main street will be an expensive endeavor and limits its programing to the current use and function with no added benefit to the community other than a "new" building. The idea of city hall being a reflection of civic pride is a point well taken but taking action on this point alone is foolish.

A great number of current library visitors are using the library for work, access to wifi and to use computers. A relocation of city hall to the library building would afford the opportunity to incorporate this use and maintain it as a part of city hall programming with free access to viable open plan workspaces along with the incorporation of private spaces for phone conversations etc. City hall in this location is an opportunity to break the paradigm of what a city hall is to it's community and create a beautiful space for our employees and citizens at a fraction of the cost of building a new building.

The current library building can be amended removing bump outs that detract from it's agrarian setting thus reducing it's square footage. This smaller square footage is still more than appropriate for our needs and places our City Hall in a position to be a reflection and celebration of our agrarian roots as a community. This move also conveys the message to our citizens and our visitors that we are proud of our town.

This fiscally responsible move will allow us to take other City owned assets out of a state of perpetual mediocrity and aid developing them into assets that reflect sophistication rather than neglect.

Library:

The city is fortunate enough to have a wonderful asset in the library building that was created and is primarily maintained through the generosity of others. The building currently has an incredible asset in the St Helena Public Library Friends and Foundation. This group recently posted a letter in the local newspaper outlining it's concern over the discussions surrounding the library building. This letter also spoke to the multitude of programs the library currently promotes and houses.

Modern day libraries are not only institutions of learning but also defacto community centers and our library is no exception. Unfortunately the library building is completely ill-suited to house the programs it's promoting. Rather than being a beacon of learning within a pastoral vineyard setting it feels more of confinement than openness and with no access to the outdoors, it isolates patrons and holds no relation to its surroundings. The librarians complain of the disruptions of diverse programming that ultimately take away from the functions of the library as a space for contemplation and thought. The mission of the library is valuable and exciting, the current building however is unable to fully support its mission and is in fact doing it a disservice.

Grant money can easily be had for libraries incorporating mixed community support. Grant money for a new city hall? I would argue that the library as a defacto community center is a modern day best and highest use, and that the library programming is deserving of higher standard of architectural programming that properly serves its contemporary standard. I moved here from Seattle, a municipality that in 1998 passed a 200 million dollar bond measure to update all it's libraries throughout the city. Rather than taking a prescriptive approach the city held neighborhood based community forums to determine proper architectural programming of individual libraries. This

approach was hugely successful. Even without a community forum it is simply fact that the library building is not designed for it's current multitude of uses

Our town's library needs to reflect it's contemporary use. It does not. It was built in 1979 when a library had a very different use. What else fits people's lives and ways of living in 1979 that doesn't fit now.?

The letter from Friends and Foundation brought up many important points. Community contribution, diverse programming, and visits per capita—clearly there are a number of people passionate about the library and want the best for it. When I read these statements I don't see them as reasons for keeping the library in a building that doesn't properly serve it's needs I see them as reasons to give the diverse library program that we already have a standing in the 21st century that will carry us the next hundred years. The library was moved from the Carnegie building because the building no longer fit its needs. Carnegie built the building as a library with the expectation that it would stay one. Today his legacy is no less celebrated because his gifts evolved to different uses. The contributions of those individuals who contributed to our current library should be no less celebrated. They should be honored by recognizing the success of the library programming not by limiting the library's potential for the future by making the mistake of tying an important legacy to a structure.

A modern day library for this community needs proper flexible programming space along with space for its collection. This is not a "cultural center" but a space for community that supports a diverse range of uses. A new library building on the city hall property incorporated into the park is a perfect setting for a pavilion style library building with open air exposure to the park and an incorporated flex community space for its diverse range of events. It allows the library to become a central part of town and incorporate more community needs. It's also an endeavor that would be much less expensive than developing a brand new city hall.

Signorelli Barn:

This is the one city owned asset that truly reflects our genuine agrarian heritage. It should be cherished as such and used in a way that reflects our respect for our heritage. Reconstruction of the barn for adaptive re-use within our current cultural context is the best and highest use for the structure. I would argue there is high value both philosophically, culturally, and civically to use the structure as a meeting and event space for city functions in conjunction with theater, dances, vendors, etc.

The building is a part of Meily Park and the path linking the barn to the park can be utilized accordingly. Although the layout of the parking lot is tight it could easily be amended to comfortably accommodate two rows of parking.

There are contemporary building practices that would make the reconstruction of the barn a completely feasible endeavor. Furthermore this is a property that is perfectly setup for financing beyond the City coffers by way grants and philanthropy.

Adams Street:

The development of Adams street is obviously a contentious issue driven by the preconceived notion of an all or nothing approach. It's value as green space is an obvious one however it's potential as a civic asset and a hotel partnership should not be ignored and can be far more beneficial in the long run.

Many of our residents argue that the property needs to be conserved as green space and that they use the property regularly. However this statement is not completely accurate as the land that is accessed at the end of the pavement is in fact the parcel slated for the Hunter development project, and the land adjacent the river yet another parcel. Few people step foot on what is actually the city owned Adams street parcel.

As a municipality we have the opportunity to craft a proposal based on ethical, integrated, and intentional visioning that can create a world class hotel destination we can be proud of. We have the unique opportunity as a world class destination that draws visitors to our region regardless of our towns effort's. Capturing those visitors in an appropriate way to contribute to our town should be a high goal.

Our opportunity to use a portion of Adams street for a revenue source could expand our town within the ethical guidelines of green space preservation and create a platform for cultural development that can entice visitors to stay and contribute to both our economy and our civic endeavors.

The act of securing a business partnership as a revenue source from the Adams street land we currently own puts us in a position to gain the revenue needed to buy back the Hunter development parcel. This would allow both parties to avoid years of expensive litigation and preserve the land for a more acceptable use within the community.

The next parcel to the East immediately adjacent the Napa river frontage is directly within the FEMA flood zone. It currently has no agricultural development and not protected by the levee project. It is not developable as a building parcel and due to it's falling within the flood zone has very limited possible uses. It is however perfectly situated for a beautiful city park and dedicated green space with immediate river frontage. This park could be tied into Wappo Park, another little utilized city asset, via a walking path along the levee and create sophisticated river frontage that would be a wonderful contribution and asset to our town.

Adams street is 5.6 acres of highly valuable land.

Hunter parcel is 16.9 acres of land primarily atop levee infill with little value outside entitlements.

The parcel at the river is 15.69 acres of un-developable land.

Isn't a few acres of Adams street worth the potential of 32.59 acres of useable City space that draws the town to the river in a sophisticated way?

11.3 Mark Smithers – April 25, 2018

SHAPE COMMITTEE
Remaining property discussion – April 25, 2018

CITY HALL/POLICE: FIRST PRIORITY

Rebuild City Hall and Police at current location
Two or three story reduces footprint to allow for more parking

While rebuilding, move city hall to Railroad Avenue properties
Keeps municipal functions together (police, city hall, fire, post office)

LIBRARY:

Remains the library at current location
Implement EMG repairs and maintenance program
Possible redesign interior to improve spaces and use
EMG noted the current size is appropriate for our population

ADAMS STREET:

Mostly park and plaza gathering space for the community
Make it the cultural center of town and the Napa Valley
Cultural and events center (about 15,000 square feet)
Performance art, Community events, Art exhibits, etc.
Commit an area near the library for Historical Society building
Historical Society raises its own funds to build on site
Allow some commercial development along Adams Street
Funds from sale of 1/3 to 1/2 acre help fund new facilities, etc.
Diagonal parking along Adams and Library Lane – substantial parking

RAILROAD AVENUE PROPERTIES:

Temporary use while new City Hall and Police station is being built
Begin the process of selling while being used temporary
Property is excess under new facility configuration
Sells proceeds help fund new facilities and improvements

CARNEGIE BUILDING:

Keep and complete EMG repair recommendation
Needed for recreation department programs
Needed for public programs, meetings, etc

FIRE STATION:

Implement EMG repairs and maintenance program
Not viable to add second story, no significant additional space

11.4 Oliver Caldwell – April 25, 2018

SUMMARY

Years of poor city management mean that we're now forced to make difficult decisions about how to manage our severely neglected facilities. Making the most of the Adams St. property is key to our fiscal health. I propose moving City Hall to the current library and building a new modern library and cultural complex at the current City Hall site, surrounded by an upgraded and expanded Lyman Park.

This complex would become the face of St. Helena, welcoming both the local population and visitors. Funding for the new complex would come from selling part of Adams St., building a small farm-style, luxury hotel and using the TOT stream of annual income to fund continued development, repairs and civic improvement projects.

1. **All of the City's assets have been neglected and are in major disrepair.** City Hall and the Police Station, the primary assets, are the most severe and cannot be restored. They need to be demolished ASAP.
2. **Replacement costs.** Replacement of a 10,000 sq.ft. City Hall and 3,000 sq.ft. Police Station would cost minimum \$8,000,000+, factoring in recent building quotes of \$600 / sq.ft., plus site fees and demo costs.
3. **New revenue sources to help pay for facility upgrades.** Due to the recent sales tax increase and water rate increase--with further increases scheduled--the public is probably not motivated to borrow or be taxed further to finance these civic buildings or a major civic complex at Adams. There is also some public resentment against local government for perceived past accounting malpractice and thus, resistance to funding new quality working conditions.
4. **Managing risk.** The country is long overdue for a recession, and it needs to be factored into any ten-year financial forecast, yet the severity of a coming recession is not predictable. The US treasury has incurred so much debt that its ability to borrow out for a fast recovery may be limited the next time around. Additional concerns include political volatility, both on national and international levels and the ongoing impacts from globalization and digital innovation. The combination of these factors inhibits our ability to forecast risks and thus pro forma numbers should be given a greater margin of error.
5. **Fiscal responsibility includes setting aside funds for emergencies.** Given the imminence of a recession, the City's ten-year LRFF does not yield enough funds to replace or restore all of our assets. St. Helena's financial problems are the result of years of poor planning, and it's imperative that we not deplete our resources now. We need to set aside funds for unforeseen financial expenses--labor, pensions, health benefits, lawsuits, impacts for State Takeaways, earthquakes, etc.
6. **Rethinking the St. Helena Library: part of a cultural complex.** The St. Helena Library is trying to evolve into a de facto cultural center offering performances in music, dance, art shows, multimedia lecture series, learning events in the humanities and technology, social gatherings, museum shows, public speaking engagements, etc. These functions have a greater degree of natural growth and success when offered also to visitors of St. Helena who can add patronage, recognition and revenue.

Being visible from Main Street, rather than being tucked away in its current location, would improve the complex's chance of success. The library was designed before the internet, and it doesn't have the architectural bones to be transformed into more functional and aesthetic facility. Built on the current City Hall site as part of a modern cultural complex, the library would also include an acre of Lyman Park, with shrubbery, flowers and benches to welcome residents as well as visitors to our City. The same size park land, if planted on the Adams parcel, would take up an acre of

land that is already in existence on Main. The new complex will have a grand rooftop park with sweeping 360-degree views of the valley and mountains--a majestic spot that will attract residents and draw visitors throughout the year.

7. **Transforming Lyman Park into a vibrant city open space.** Lyman Park does not have any significant relationship with its neighbors, the City Hall/Police Station. Other successful parks include museums, libraries, natural history centers, music plazas, food and beverage concessions, exotic gardens, etc. Except for the summer concert series, it's rarely used. The best future use of Lyman Park is to merge it with a library/cultural center that would enhance patronage.

In comparison, rebuilding a new City Hall on the adjacent site would only continue the stagnant and limited use of the park. A Main Street location would give the library natural pedestrian connectivity to the other businesses, restaurants and general public affairs, extending the downtown corridor. There is also a public transportation stop on Main street and Rianda House is across the street. A hotel at the old City Hall site would further marginalize the park, as there would be a tall security wall on its border. Other private commercial buildings on the old city hall site would segregate the park further and reduce its use and relevance.

8. **TOT taxes: A passive revenue stream to help modernize our city spaces.** The new complex at Lyman Park could generate excitement, restore pride and purpose to our town. Funding for the new complex would come from selling part of Adams and the resulting TOT stream of annual income. This solution means there would be no burden on the citizens.

Serving the entire population rather than a few

It makes sense to spend the money on a new Community Center/Library complex on Main, serving 6,000 people, than on a new City Hall that serves only 25 employees. The relocation and tenant improvement costs of moving City Hall to the Library are nominal compared to new construction. The average tenant improvement costs of office building ranges at an estimated \$75 / sq.ft. Thus, 10,000 sq.ft. of remodel for the City Hall would be less than a million dollars. The new, modern, technologically enhanced library/cultural center at Lyman park could provide the following facilities and community services.

- a. **Modern Library.** Extensive collection of books and periodicals, special quiet rooms for computers, special educational presentation rooms with large LED screens and sound systems, author talks, small conference rooms, kids' matinee screening rooms, Lego Workshops and Spanish/English story hours.
- b. **Creative Arts.** Pottery, Painting, Crafts, Sculpture, Game-Building Apps, Music Practice Rooms, Sound Studios Film and Video Editing
- c. **Cultural Arts.** Cooking Classes and Events, Interactive Workshops, Community Dialogue, Poetry and Public Speaking, Wine-Making and Tasting.
- d. **Genius Bar.** Apple Genius Bar and App Learning Computer, Internet Solutions Graphic and Web Design.
- e. **Exhibition Halls.** Art and Community Exhibitions, Live Music and Dance Performances, Museum Exhibitions, Social and Fundraiser Events.
- f. **Health and Wellness.** Aerobics, Pilates, Yoga, Tai Chi, Nutrition Center

9. **A luxury hotel to drive retail growth on Main Street.** Currently, as retailers retire or go out of business, there are no new businesses waiting to fill the empty storefronts. Fewer quality stores result in fewer quality visitors. Another issue is the global sociological change—Amazon and other online retailers have made it easy to shop for everything on the internet. While we love the convenience, it has forced many small retailers out of business. Main Street is the primary optic through which we and the world view our community.

An active center at Lyman Park would create a symbiotic relationship with Main Street. There's a natural pedestrian connection among the cultural, hospitality, and entertainment activities and business entities along Main street. A new small, high-end resort on the back of Adams would draw the new business that's desperately needed on Main Street. With added revenue from a luxury hotel, the retail vacancies would steadily lease up with quality stores. The hotel would create the momentum to improve inventory and services in the existing stores, and the added revenue would contribute to the beautification of the central business corridor.

10. **Leveraging the value of Adams Street.** The Adams St. property is too valuable to be used for community expansion; instead, it is perfectly suited for a small high-end, low-profile resort and open space. The resort should have a rustic, farm-like aesthetic with a major beltway pedestrian passage along the frontage for locals to access the river walk.

A major civic construction on Adams would diminish and forever remove a major revenue source for the City. Construction and maintenance of such an ambitious project would be cost-prohibitive and an ongoing financial burden. It could be another Copia.

RECOMMENDATIONS IN ORDER OF PRIORITY

- **City Hall and Library:** Move City Hall into the library, save the rebuild money to build a new community center/library complex at a restored Lyman Park. The new complex at Lyman Park could generate new excitement, pride and purpose to the town.
- **Adams St.:** Sell the back end of Adams to a low-profile farm-style resort and develop the front end into an open green corridor for local pedestrian traffic. Extend the frontal corridor to the river as a grand botanical boulevard.
- **Scout Hall and Police Station:** Negotiate with the Scouts to determine if a better location with small campgrounds and without immediate repair expenses could be purchased by the City in exchange for developing the Police Station at the current site. The contiguous parcel to the Fire Station makes it strategic for the City. It's a less than ideal location for the Scouts; there's no yard or natural relationships with its neighbors. If Scout Hall is not possible, review other Railroad Ave sites.
- **Corp Yard:** Make immediate repairs and study long-term plan for redevelopment or relocation.
- **Carnegie Building:** Do nothing important until the City Hall, Lyman Park, Library and Adams elements are resolved. If a new Center goes in on Main Street and incorporates its use, sell the building, as the revenue does not warrant the maintenance costs and liabilities. A new owner would insure the building's survival and historical worth better

than the government is able to do. Not all historical buildings have to be owned by the government.

- **Signorelli Barn:** The barn is beyond repair and only worth selling to the highest bidder. It is not feasible to develop this into a public assembly space. The current building codes would probably result in a new building and foundation within the old wood exterior. After selling the barn, save the parcel as open space for the future. This is an emotional issue, but moving, repairing or trying to restore this facility is not a good use of the City's constrained budget.
- **Teen Center / CDF/ Head Start:** Do nothing important until the City Hall, Lyman Park, Library and Adams elements are resolved. Review the needs of the Park Dept and what the youth would want at the Head Start location. Keep in mind that this facility is not now working, but it's not the fault of the building. To have a successful Teen Center, there needs to be a program that's energetically run and managed. All of this comes with a price tag.

THE NUMBERS: CALCULATING OPPORTUNITY COSTS

- Send an RFP to hotel developers about our very specific needs: a hotel on Adams St. property to look like barns and have a vintage, rustic, farm-like charm that would blend into our landscape. Not Tuscan or French-chateaux style architecture.
- If an acre of land on Adams were sold to a resort, this represents an opportunity value of \$10M per acre over the initial 10-year period, then likewise, reproducing the area of Lyman Park next to the current Library would be a loss of \$10M in opportunity costs, plus having to develop/landscape the new park.
- Our last official offer for Adams by HRV was \$22M.
 $\$22\text{M} / 5.6 \text{ acres} = \3.9M per acre
 $10 \text{ years TOT of } \$35\text{M} / 5.6 \text{ acres} = \6.25M per acre
Total opportunity cost per acre = \$10.15M (\$3.9M + \$6.25M)

TIMELINE

Year 1

- Move city hall and police staff to empty CDF building on Railroad. Add trailers to site for added offices.
- Demo old City Hall and build new center ASAP.
- Build new police station on Scout Hall site or Railroad CDF site or other suitable location.
- Sell part of Adams parcel to 5-star resort.

Year 2

- Library is 17,000 sq.ft. and has two primary groups--young children and adults/teens. Functions and facilities can exit separately.
- Begin 10,000 sq.ft. light remodel of library to accommodate City Hall. Keep 7,000 sq.ft. as children's library and smaller adult library.

Year 3

- Move adult/teen library to new building on Main Street. Keep children's library in old site as option.
- Move City Hall staff into old library once remodel completed. Move police into their new building.
- Apply new annual TOT funds to fix other City assets, improve services, help support local charity groups that need help, buy affordable land for workforce housing, make improvements to Main Street and set some cash aside for rainy day.
- Schedule and promote major opening celebration parties at our new Library/Cultural Center at Lyman Park.

Most of all, we would restore a positive attitude and be proud of our City once again. Controlled growth and properly managed development can position St. Helena for long-term financial stability.

11.5 Susanne Salvestrin, April 25, 2018

SHAPE COMMITTEE
ASSET OPTIONS AND CRITERIA

For: APRIL 25, 2018

Susanne Salvestrin

CITY HALL/POLICE: FIRST PRIORITY

Rebuild on Main Street

- Make two story, reducing footprint to make more parking in back area
- While rebuilding, move city hall to Railroad Avenue properties

Criteria

- Ensure efficient use and functionality
(second floor used for council chambers and meetings)
- Safe working environment
- Ensure maintenance
- Anticipate future needs

LIBRARY

Remains the library

Implement Repairs

Redesign interior possibly for additional or other uses

Criteria

- Ensure efficient use and functionality
- Safe working environment
- Anticipate future needs

ADAMS STREET

Multi-use plan that was the 2009 plan for use as a "city center"

Not be over developed and needs to retain some use for future needs

RAILROAD AVENUE PROPERTIES

As stated above, use for city hall until new one built and then use for leasing for income for the city. This can be decided by the city when they no longer need it

CARNEGIE BUILDING:

Do not sell, make EMG fixes
Long time use for the Historical Society (negotiate lease)

FIRE STATION:

Implement fixes identified in EMG report out of General Funds in next year's budget

11.6 Glenn Smith, April 25, 2018

Glenn Smith Recommendations

The disposition of City Hall appears to drive many of the property decisions. My preferred options for the City Hall are offered first and attempt to identify the advantages and disadvantages of each approach. In addition, I'm a strong advocate for the limited development of the Adams Street property to create a center for our citizens. While Main Street still houses several local serving business, there is little sense of community on this street--it's fundamentally a highway. Our citizens need and deserve a community space and facilities--as visioned in the 2009 Adams Street Plan

City Hall

A. (Option 2) Tear down and move to library building; Build a "big building" on Adams to house library and other community activities and event including all the programs now sponsored by the library.

Advantages: Only one new building is needed. The library and its programs can be expanded in spaces better designed for those purposes. City Hall can remain at its present site until library building renovations are completed. Main street property would be available for other purposes. Funds that would go to renovate the library and/or renovate Railroad Ave. structures for temporary occupancy would be used instead to renovate for City Hall

Disadvantages: Public resistance to moving the library. Appears the building is as much a part of the library as all the services inside. This option will only work if the Library Board is involved in the design and takes leadership in the move.

B. (Option 3) Tear down City Hall and purchase a building for renovation (Catholic School?). This assumes a purchase price that allows for renovation costs at or below new construction; **Build a "Big Building" on Adams Street** to house community events and services and provide funds to renovate library building.

Advantages: City Hall staff can remain in present building until renovations are complete. Public will see this as a responsible decision and it will eliminate public concerns about other potential purchasers. Library is left unchanged although there should be some renovation and expansion to this building. Main street property would be available for other purposes.

Community needs a purpose designed home for events and services; Main street property would be available for other purposes.

Disadvantages: Purchase and renovation costs may equal the cost of new construction without achieving optimal results; This is still a "two building" proposal

C. (Option 1) Tear down and rebuild on current site. Temporarily move city employees to Railroad Ave. buildings during construction.

Advantages: City Hall could occupy its present site and could be integrated into Lyman park by extending the park frontage over to Park on Main and orienting the building into the park.

Disadvantages: Extended time for City staff to be in temporary locations. Holds up disposition of Railroad Ave. property and possibly others like the Carnegie Bldg.

Carnegie Bldg.

A. (Option 1) Offer building to Historical Society as a lease with a three year option to buy.

Current services can be moved to the Teen Center and later to the "big Building" on Adams

Advantages: This would be a home for the Historical Society; It is near downtown so a short walk to see the exhibits; City would receive some revenue for the property and add a cultural venue for the town; Historical Society would have 3 years to raise money for purchase.

Disadvantages: Could be perceived by other community organizations as favoring one over others

B. (Option 3) Sell the building to the highest bidder. This building offers little use in its current internal configuration and the expense of renovation would probably not be offset by potential rental income.

Advantages: The building would be a source of cash that would offset other construction and renovation costs.

Disadvantages: The public would resist the sale of this historic building so a substantial education campaign would be needed.

Teen Center /CDA Buildings (treat as one property)

A. (No option listed) Offer this property for sale. Hold until the Big Building" is constructed and the Recreation Department programs can be moved in.

Advantages: It could be a place for a small hotel that would be a source of tourist dollars and TOT; City would gain revenue to help offset some of the other renovation and development costs for other properties; Might also be developed for apartment space that could include some workforce or affordable housing

Disadvantages: The City gives up a valuable piece of land that could have future but unidentified public uses

Police Department

Separate from City Hall and build adjacent to the Fire Station; can occupy space at Railroad Ave. now used for parking or cut part way into the Park and giving the park some space now occupied by City Hall

Advantages: Will be sited with other safety services; provides good access to streets in emergency; sirens and other noises unchanged from current

Disadvantages: None that I can think of.

11.7 Tim Nieman, April 25, 2018

I start with options for where to locate City Hall, since this constrains the options on other related properties. These are described below as more or less complete packages (at least for the related sites). I propose 5 different configurations, though they share some common elements. I believe it is our responsibility to present several different ideas to Council for consideration and to spur further discussion. Preliminary funding requirements are provided but take those with a grain of salt – they depend on a number of assumptions and are mostly provided as a relative comparator.

Option A

- Library site: Reconfigure the Library building to house both City Hall and the Library
 - o 9000 sq ft for City Hall on west side
 - o 8000 sq ft for Library on east side. Consider opening the part facing the corner of Adams St/Library Lane to integrate with a new public space.
 - o Add outdoor community gathering space to corner of Adams and Library Lane. Detailed design of the space to be decided later.
 - o Co-location allows Council Chambers to serve dual purposes as meeting space
- City Hall site: Lease, to hotel or other use
- Fire Station: Add Police onto or next to Fire Station - it can't be with City Hall here since it would be on the wrong side of the tracks.
- Adams St: Save the bulk of the property for possible Cultural Center or other community-oriented purpose
 - o My concept of a Cultural Center is similar to the Doug Barr idea - musical programs, thought-leading conferences, etc.
 - o Assign a team to study the idea and form a plan, no initial funding
 - o Start with programs at Napa Valley College, Performing Arts Center in High School to make sure the idea works
 - o Ultimate costs of any new facilities uncertain depending on getting sponsorship
 - o Integrate entry with new outdoor community space on corner of Adams/Library Lane
- Carnegie: repair/rehab for current uses
- CDF/Teen Center site: lease to Wine Train or other - assume no TOT for now
- Benefits - New home for City Hall reasonably quickly and at somewhat reduced cost, efficient use of existing facilities and saves valuable properties for other uses, New Community outdoor space integrated with Library, possible new Cultural Center integrated with new community public space.
- Funding requirement is pretty low - preliminary estimate of ~5M if no Cultural Center cost to City and no hotel TOT income, near zero cost if you include hotel TOT on CH or CDF site (depending on timing)



- I lived in Los Gatos for 10 years and this configuration is similar to theirs. Their City Hall, Library, (and Police) are in one small complex with adjacent open space used for Sunday concerts-in-the-park and other outdoor events. It is also off of their main street, and works very well for the town.

Option B

- City Hall site: build New City Hall in place
 - Build on-site City Hall only, leave the design up to later discussion
- Library: Reconfigure the Library to include dedicated meeting and adult recreation spaces for the public. Put the community-oriented part on the east side and consider opening part facing Adams/Library Lane to integrate with public space.
 - This comports with Library proponents who justify the current large size and high costs in terms of the community-serving functions being provided there. Let's recognize that use and redesign the building to provide even better community facilities.
 - Add outdoor community gathering space to corner of Adams and Library Lane.
- Fire Station: Add Police onto or next to Fire Station
- Adams St: Save the bulk of the property for possible Cultural Center or other community-oriented purpose
 - Same considerations as option A
- Carnegie: If Library supplies equivalent meeting space, offer to sell or lease to Historical Society or other income producing entity
- CDF/Teen Center site: lease to Wine Train or other - assume no TOT for now
- Benefits - Shiny new CH/Police, New substantial Community meeting space indoor and outdoor, possible new Cultural Center integrated with new community public space
- Funding requirement - ~10M if no Cultural Center cost to City



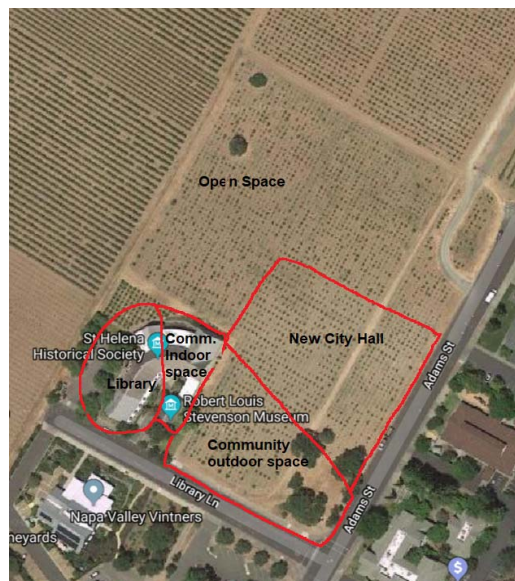
Option C

- Catholic Church: Lease Catholic for CH and Police
- City Hall site: Lease, to hotel or other use
- Library: Reconfigure the Library to include dedicated meeting and adult recreation spaces for the public. Put the community-oriented part on the east side and consider opening part facing Adams/Library to integrate with public space. Picture is the same as Option B.
- Fire Station: Basic rehab
- Adams St: Save the bulk of the property for possible Cultural Center or other community-oriented purpose
 - Same considerations as option A
- Carnegie: offer to sell or lease to Historical Society or other income producing entity
- CDF/Teen Center site: lease to Wine Train or other - assume no TOT for now
- Benefits - "New" CH/Police space quickly and at reduced cost, Saves valuable assets for other uses, New Community meeting space indoor and outdoor, possible new Cultural Center integrated with new community public space

- Funding requirement - ~5M if no Cultural Center cost and no hotel TOT

Option D

- Adams St: Build new City Hall on Adams, save the rest of the property for possible future uses
- City Hall site: Lease, to hotel or other use
- Library: Reconfigure the Library to include dedicated meeting and adult recreation spaces for the public. Put the community-oriented part on the east side and consider opening part facing Adams/ Library Lane to integrate with public space.
- Fire Station: Add Police onto or next to Fire Station
- Carnegie: offer to sell or lease to Historical Society or other income producing entity
- CDF/Teen Center site: lease to Wine Train or other - assume no TOT for now
- Benefits - Shiny new CH/Police, New substantial Community meeting space indoor and outdoor
- Funding requirement - ~12M debt if no hotel TOT



Option E

- CDF/Teen Center site: New City Hall
- City Hall site: Lease, to hotel or other use
- Library: Reconfigure the Library to include dedicated meeting and adult recreation spaces for the public. Put the community-oriented part on the east side and consider opening part facing Adams/Library to integrate with public space. Picture is the same as Option B.
- Fire Station: Add Police onto or next to Fire Station
- Adams St: Save the bulk of the property for possible Cultural Center or other community-oriented purpose
 - Same considerations as option A
- Carnegie: offer to sell or lease to Historical Society or other income producing entity
- Benefits - Shiny new CH/Police, New substantial Community meeting space indoor and outdoor, possible new Cultural Center integrated with new community public space
- Funding requirement - ~9M if no Cultural Center cost

11.8 Stan Knight, April 25, 2018

S.H.A.P.E.
FACILITIES RECOMMENDATIONS
 by Stan Knight
 Committee Member
 April 25, 2018

GUIDING VISION

See the "Mission and Vision Statement" of the City of Saint Helena

COMMUNITY "IDENTITY"

Facilities design solutions must reflect locally-identified characteristics*:

> **HERITAGE** <
> **COMMUNITY** <
> **ENVIRONMENT** <

FACILITIES - GUIDING PRINCIPLES / (from SHAPE Cmte)

- Secure, sustainable and well-defined sources of revenue
(A business plan cannot rely on "hope" - SK)
- Avoid sale of assets for immediate gain versus hold for equity growth
- Utilize creative and modern municipal funding strategies
- Think long-term versus short-term
- Define & meet facilities requirements: City operations and Community
- Take a "whole-istic" view; create synergy; keep the end result in mind

FACILITIES - GUIDING PRINCIPLES / (Added by Stan)

- Net-neutral or positive bottom line impact from total facilities solutions
(e.g., Increase revenue to offset facilities financing costs)
- Forecast accounts for comprehensive infrastructure repair/replacement
- Cost-effective, functional facility must incorporate aesthetic design theme
- Thriving downtown embracing, showcasing local businesses (vs. chains)
- Sustainable tourism - accept, adapt and manage for community "win-win"

**Incorporate these themes into an updated Town logo*

FACILITIES SOLUTIONS - COMMUNITY REQUIREMENTS

- Enhance cultural attractions and embrace art
- Pedestrian and bicycle friendly
- Venues that are family-friendly, teen-friendly
- Community meeting / event space
- Appealing natural gathering places
- Youth activities space - Scouts, summer programs, Head Start, teens
- Space for low-budget on-going programs - dance, martial arts, yoga (otherwise they use private sector, school space, etc.)
- Add Internet access/workstations - in library, city hall, or elsewhere
- Historical Society - display space and archive/office space
- Indoor performance venue (work with high school to satisfy this need)
- Green-space / open-space
- Improve traffic flow / account for traffic impact from facilities plans
- State-of-the-art public restrooms downtown
- Increase parking; on-street, close-in pods, free electric people mover

- [added by Stan]: Outdoor "festival" area - art, music, artisan crafts, wine, culinary, etc. (good design & infrastructure - parking, restrooms, etc.)
- [added by Stan]: Improve quality, amenities and maintenance in City parks

FACILITIES SOLUTIONS - CITY GOVERNMENT REQUIREMENTS

- Design / anticipate municipal operations of the future
- Shared services (technology, software, emergency communications)
- Digital storage & retrieval of documents, building permit plans, etc. (collaborate with Napa County digital warehouse project)
- Document space and features requirements/desires by department
- Safe and appealing work environment
- Determine need for adjacent functions/offices vs. off-site operations
- Conference center / City Council meeting room
- IT/network Security, disaster recovery plan, emergency operations plan

THINGS TO AVOID

- Negative impact on neighbors
- Inadequate parking
- Risky financial plan
- Negative impact on water resources and air quality

* * * *

CRITICAL SUCCESS METRIC #1:

All of the "Principles" and "Requirements" listed above, MUST be met via one or more of the following facilities solutions recommendations.

CRITICAL SUCCESS METRIC #2:

A comprehensive Financial Plan and defined funding sources must be developed as the foundation of the facilities reorganization and construction

CRITICAL SUCCESS METRIC #3:

All facilities changes must be managed via a minimally-disruptive, detailed, highly-visible migration project management strategy and work plan that is supported by and integrated with the financial plan.

* * * *

POLICE DEPARTMENT

1. **Relocate to former CDF Building (4,800 sq ft) parcel**
2. Needs approx 3,600 square feet building space plus secure official vehicle parking and maintenance/equipment storage.
3. Evaluate feasibility of Teen Center parcel, but not probably as suitable
4. Demolish this structure and build a state-of-the are low-rise "soft-profile" police facility with parking in the rear
5. Architecturally attractive (integrated Town aesthetic theme) street-facing facade
6. Eliminates existing facility cost of repairs, inefficient layout and sub-standard, unsafe environment for staff, officers, public, witnesses (and detainees).

7. Neighbors opposite - low objection; may welcome building appearance and nearby security
8. Leverage/re-design parking area at rear - for police, City staff and possibly public at specified times
9. Official vehicle parking must be totally secured

CITY HALL / ADMINISTRATION

- 1. Rebuild on current site - 2-stories with veranda or terrace on upper level**
2. Needs 9,000 sq ft for replacement per SHAPE data
3. Needs 11,000 sq ft for replacement PLUS new public amenities (below)
4. Remove Police Dept from facility (per above)
5. Architecturally attractive (integrated Town aesthetic theme) street-facing and Park-facing facade
6. Town plaza with water feature, outdoor seating, gathering places outside in front
7. Make an architectural statement consistent with Town theme viewed from Main St.
8. Redesign to incorporate welcoming Community space on ground floor with lots of natural light orientation facing Park
9. Include a Historical Society alcove / "mini-exhibit" space
10. Possibly include a satellite mini-"Wine Library" or relocate Wine Library altogether from Main Library
11. Address public gathering and festival opportunities in park / City Plaza
12. Probably 2-stories
13. Rooftop public terrace with stair and elevator access to plaza at Park
14. Ground floor integration of welcoming public space, terrace/plaza and Park
15. Conference Room / City Council chambers with state of the art media
16. Ground floor - open and inviting to the public, heritage displays, lobby seating
17. Staff areas on upper floor
18. Relocate some staff to Teen Center property, e.g., Planning & Building
19. Evaluate essential need for adjacent functions/staff/workflow
20. Consider a food-service "canteen" open to City employees and public at the City Hall and Park interface; this will attract visitors and Park users.

LYMAN PARK

1. Must be integrated with and complimentary to City Hall architecture
2. Create parking area on Railroad end of park for 20 vehicles (+/-) using eastern portion of park
3. State-of-the art restrooms - can be part of the City Hall structure (above) with access from Park side

ADAMS STREET

- 1. Sub-divide this parcel - Public Park on Adams; low-rise hotel in rear**
2. Public park / festival space / cafe-kiosk on Adams Street frontage parcel
3. Commercial low-rise luxury hotel integrated/blended into landscape on rear parcel
4. Rear parcel access via easement along Park and at rear (north or west boundary)
5. Adams Street frontage to be a public park with festival space
6. Beautiful landscape and hardscape design

7. Incorporate significant parking - for Park users and Downtown visitors (served by electric people mover to/from Main Street)
8. State-of-the-art restrooms
9. Sell rear portion of parcel to a lodging developer with stipulations:
 - Low-rise
 - Discreet / screening landscape
 - Luxury class
 - Negotiate - with hotel developer for bistro offering public access
10. Evaluate easement for access on either the north side accessing Fulton Street or northwest end accessing Library Lane

RAILROAD AVENUE

1. See "Police Dept" above
2. Teen Center (corner of Railroad and Fulton) - Use TBD / City auxillary office space or meeting space
3. Potential use during facilities migration plan for temporary needs; storage building at rear (temp offices?) and offices on street
4. Must upgrade exterior facade and landscape - integrate appearance with Police building next door (former CDF building)

FIRE STATION

1. No Change
2. Make necessary repairs

SCOUT HALL

1. No Change at present
2. Discuss/negotiate relocation of users to a new Crane Park future facility
3. Discuss City "take-over" of facility -OR- relinquish City ownership

CARNEGIE BUILDING

1. Do not Sell immediately
2. Repair elevator and mitigate below-grade water intrusion
3. City lease space
4. Potential Historical Society locaton
5. Work with scheduled program users - yoga, martial arts, etc.

LIBRARY

1. Re-organize interior space
2. Create exhibit space and office space for Historical Society
3. Make critical repairs
4. Add an exterior plaza that has more compelling public use
5. Integrate with proposed Public Park on Adams Street frontage (above)

Future Discussion: Signorelli barn, Crane Park/head start (preliminary notes)

1. Barn is currently a safety hazard / liability
2. Consider re-purposing lumber into new City Hall design - interior and/or exterior

3. All Meily Park property needs a significant upgrade/capital investment
4. Expand facility in Crane Park - Parks & Rec offices / public gathering space / Scouts? / Youth and family magnetic with amenities, food kiosk?

11.9 Jeff Feeney, May 2, 2018

Why? (please note the following thoughts are a bunch of ideas that can be filtered, modified or amended to suit the greater good, but I am pleased the conversation is happening given the state of our buildings and the City itself)

Why are we talking about building, re-building, moving, keeping, leasing/selling, combining these buildings/structures? Just like a Rubik's Cube, everytime we turn one way, we are affecting other parts of the puzzle. I believe it would be impossible, if not irresponsible to come up with a set-in-stone plan for all of our buildings without understanding the effect of how the first step affects the second and by the time we get to the 5th step, we might have found a better solution (as was pointed out in our former study of Adams Street).

I believe it's because we think we will need them....that they serve a purpose. Collectively they serve the needs of our community. It has been most difficult for me to analyze the needs without contemplating what this town might look like in the near and far future. The biggest challenges at the moment are the trend towards higher costs to own a property here and the second home buyers which are slowly eroding the fabric of our town.

Main Street, the life blood of our community is becoming anemic at the moment. We are losing OR have lost many of the mid-range retailers who thrived here for years; whether or not that's due to the impact of Amazon or Yountville doesn't really matter. We need to completely overhaul our zoning and way of doing business....Let's look at other vibrant towns (Healdsburg and the like) and mimic their winning concepts. We can't be closed for business & if that means having 10 tasting rooms on Main Street and that helps balance our retail offerings, then so be it. If we keep doing what we've been doing we are going to keep getting poor results and then the stores that are here to "serve the locals" won't even be able to stay open because the critical mass that we need to create vibrancy will be gone.

Of course, the SHAPE committee is not tasked with the preservation or revitalization of downtown, but I don't believe we need a committee, we need action; otherwise, the buildings

we build for our community will become useless without a population to serve or a tax basis to support it.

The next thing to happen will be the redundancy of the Primary and Elementary Schools...and it will keep going down from there.

The Visit Napa Valley survey had over three million people visiting this area...it is not just our town, we are the stewards of it and need to be a welcoming ambassador to our guests. Would you have somebody at your home for dinner and not even invite them in?

What can we do.

First of all, keeping a list of priorities on a long-term calendar that matches our ability to pay for what we need. We need housing for our city employees, police and fire departments.

The site at Railroad & Fulton would allow us to build X # of housing units for both singles, married people and families. The housing would be a subsidy to the payment of salary, but would also be a way an employee of our town could live here. At \$350/ft we could build a 800 SF 1/1 for \$280K, 1,000 SF 2/2 for \$350K, 1,500 SF 3/2 for \$475K. If we built three of each, that would be about \$3.5m and with 25% down (\$875K) the debt service at 4.5% would be about \$15K/month. The rent could be offset at about \$15K per month using \$1,200, \$1,500 & \$2,250 as rents. This puzzle could obviously be tweaked to find the right balance of units and rent mix. If we built 9-units it would likely double the number of City employees living and working here. We have 78 City employees....why not have an incentive for them to live and work here...I think that would increase their connectivity with the work they are charged with performing.

The most pressing concern for quality of buildings included the City Hall and the Public Works. The Public Works could have a 5-10 year fix by putting a new modular unit on it (or fixing the current one); clean up the yard; and as Anthony Micheli & Doug Barr have said, "get a maintenance guy to fix some things".....maybe would hire a single person that does just that for all of our building. He/she could start today and stay busy for quite some time. Having one person or two to work on the existing punch list would be a great place to start.

The corporation yard could be made good enough for the time being....it could be repaired and used for their needs including...why not consider a 2nd Fire Station there on an elevated

platform with limited equipment....maybe even a bunk house for some personnel. Obviously, we'd need to do some improvements to the property based on flood control, diversion, etc. If the Corporation Yard does move then we could consider a more intensive Fire Department use including moving their training area to this site.

As for City Hall, let's keep them where they're at and building a new building for them to move into on Adams Street. Then build a new library or Cultural Building on Main Street.....something that ties in with the park. The Police Department should be relocated to just east of where it is now and utilize a small footprint and share parking with the FD.

The library should be what it is until we clearly understand how to make it the best library in the country. Then we should implement a solution that will achieve that goal. I would argue that the library is one of the strongest building blocks in our community to build on at the moment. Let's not mess with it until we tend to some of the weeds in the garden.

Fix Scout Hall whether we keep it, or sell it to the Scouts, we need to make it safe. Maybe we could put a temporary trailer on Head Start for the Scouts and make repairs to the building or rebuild it so it's safe. OR maybe we could put Scout Hall at the Head Start space as part of a shared used building? Then we could use the Scout Hall parcel for a Police Department?

Signorelli Barn needs to stay where its at and just shore it up for storage. When the City gets the money together to fix it up, then we can do that....I'm assuming that's several years away. The end use could be a small community theatre, but it would be more likely to be storage for the various community groups seasonal items. If it is just a community storage building, then the level of finish will cost much less than a theatre space. In any event a stone wall should be put in front of it....maybe three feet high.

The Carnegie building is a place for the Historical Society....The City owns it, let's use it to be good stewards of protecting our history. As for the current uses, they could be moved to the new Cultural Building (either on Adams or City Hall site). I don't think a retail would be a good use for the building. An office use could be considered, but given the lack of parking, it's gonna be tough. Perhaps, we could rent out part of the building, say the upstairs to an office user and the Historical Society could use 2/3rds of the space?? We could also have a 1,500 SF space for in the Cultural Center that the Historical society could do quarterly or bi-annual shows on a specific topic?

Adams Street....this is our blank canvas, our land bank savings account. It is time to spend some of that savings account and carve out a site for City Hall and save the rest for later. If later means building an outdoor extravaganza for hosting events for the guests that come to our town to spend money, or simply make the quality of life better for those that live here full time, then great....but let's slow the roll. We need an acre and save the rest. Maybe put City Hall on the corner and have a park-setting between the Library and City Hall until we make further plans and have more money. I think taking on some debt for this building make sense provided we straighten out our economic engine for the long term.

What is head start? A place for kids to spend summer days while their parents work....gotta have it....why not make it new and shiny with a +/-3,000 SF building used to house events, sports, classes (karate, dance, yoga, etc.) while it's not being used in the summer. We can build it when we have the money. Maybe after we finish the City Hall and Cultural center. Build a new City Hall at Adams Street as part of a larger vision plan to include outdoor theatre and park area that.

Thanks,

Jeff Feeney, May 2, 2018

11.10 Pat Dell, May 2, 2018

SHAPE COMMITTEE CITY OF ST. HELENA

May 2nd 2018

COMMENTS FROM PAT DELL ON CITY HALL, POLICE STATEION AND LIBRARY

I. CITY HALL.

- Remodeling would not save money and might cost more. It should be rebuilt.
- There is something to be said for either using the current location or building on Adams Street. I like the idea of having City Hall visible and accessible as it is now however if functions increase in City Hall there is not enough parking in the area. City Council and Planning Commission meetings will be held in a new City Hall.
- Building on Adams Street has some advantages. The City owns the property. A big advantage is that staff would only have to be moved once. This would save both tie and money.
- KOSMONT has shown us two different bond strategies that could pay for this new building.

- There is broad community support for a new City Hall
- It should include a conference room that could be used by Service Clubs for their monthly meetings at no cost. This would enhance community support.
- If built on Adams Street the current site could be leased for a source of revenue. Let the Market decide what should go in this spot. It could be parking, housing or hotel.

2. POLICE STATION

- I believe the Police Station should be housed in the same building as the Fire Station.
- This may require a second story on the Fire Station.
- There could be sharing of exercise room that is already in existence at the Fire Station.
- This plan may not be attractive to either the Firemen or Police but I feel their functions are similar and the Fire Station is very underutilized. If a new City Hall is built there will be far less need to use the conference room. Human Resources staff will be located back in City Hall freeing up even more space.
- If the City Hall property becomes available for lease that revenue could be used to pay for the remodeling necessary to house both departments in this building.

3. LIBRARY

- The library building is charming but old. Therefore, I would like to propose plans for the immediate future and plans for a later date.
- I think the EMG suggested repairs should be done as soon as possible.
- I would like to see a Space Planner and Utilization expert hired to assess the use the space. Even though there are numbers showing number of visits etc. this is not adequate information. It could be the same person visits the library 5 times a week.
- The library in essence is our current Community Center. This should be accommodated.
- If possible to consolidate some function a room build specifically for Programs could be created. This would be soundproofed and staffed. Programs could be increased. Even if we eventually build a large Community/Cultural Center the Library will be more suited to presenting many programs for the community. It also has staff and this could be increased as necessary.
- If and when the City is able to build a Community/Cultural Center I think the Library could be part of that complex. The redesign desired by some of our committee could then be incorporated into the new library.

4. ADAMS STREET

- It is my understanding from Councilmember Mary Koberstein that we are only to be considering civic buildings on Adams Street. I think another Visioning Process may be in order before decisions are made. However, you seem to be asking for our opinion on the entire acreage so I will do the best I can.
- I favor this property being a combination of filling community needs and revenue producing but not revenue from a large hotel complex that uses all the acreage.
- I like the Doug Barr idea of a Cultural center but I think it must be combined with Community Center uses and somehow incorporate the library in a new modern design. I don't think it should be 30,000sf as Mark Smithers suggested. Size TBD.
- As I said earlier I am not dogmatic about City Hall being here or on Main Street but building it here would likely save disruption and money.
- I am definitely in favor of the 28 residential units suggested in the 2009 Visioning Process. These should all be workforce or senior housing. The design should be left to a developer.
- I don't know if the City can afford a Cultural/Civic Center and an amphitheater or if there is a need for both. This would require further study.
- Some retail with competitive rent spaces may cause some of the rents on main street to come down and open up some opportunity for more local serving businesses. Certainly, a small café would be essential.
- It would be nice if it were designed to accommodate the Farmers Market in the summer.
- There should be discussion about space for a Historical Society building but this needs to be discussed at the City Council level for a decision as to how the City is going to subsidize or if the City is going to subsidize this or any other non-profit group.
- The Cultural/Civic Center will require another .5 cent sales tax.

5. RAILROAD PROPERTY

- This could be sold to a hotel developer. The space looks pretty small to me for that purpose but an RFP would solve that dilemma.
- It is a great opportunity for the City of St. Helena to meet some of its housing obligation which exists as a result of two lawsuits. The organization Our Town St. Helena has developed a plan for building self help housing on that site. I am attaching the Power Point presentation from that organization for your consideration. This would be a ready to go project.

12 Appendix E: Design Ideas

12.1 Adams St. Property – Mark Smithers

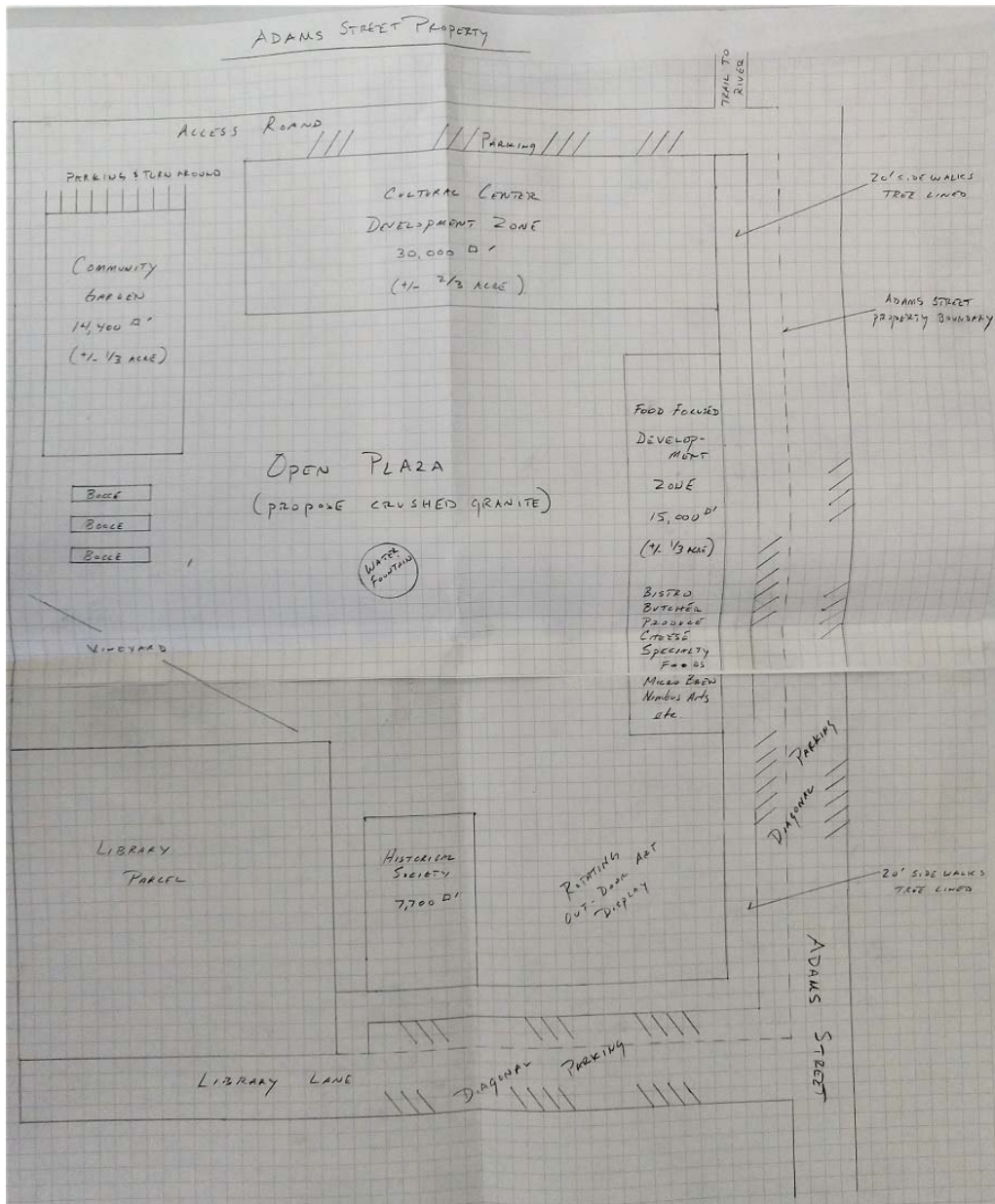


Figure 1: Adams St. Plan - M. Smithers

12.2 Adams St. Property – Oliver Caldwell

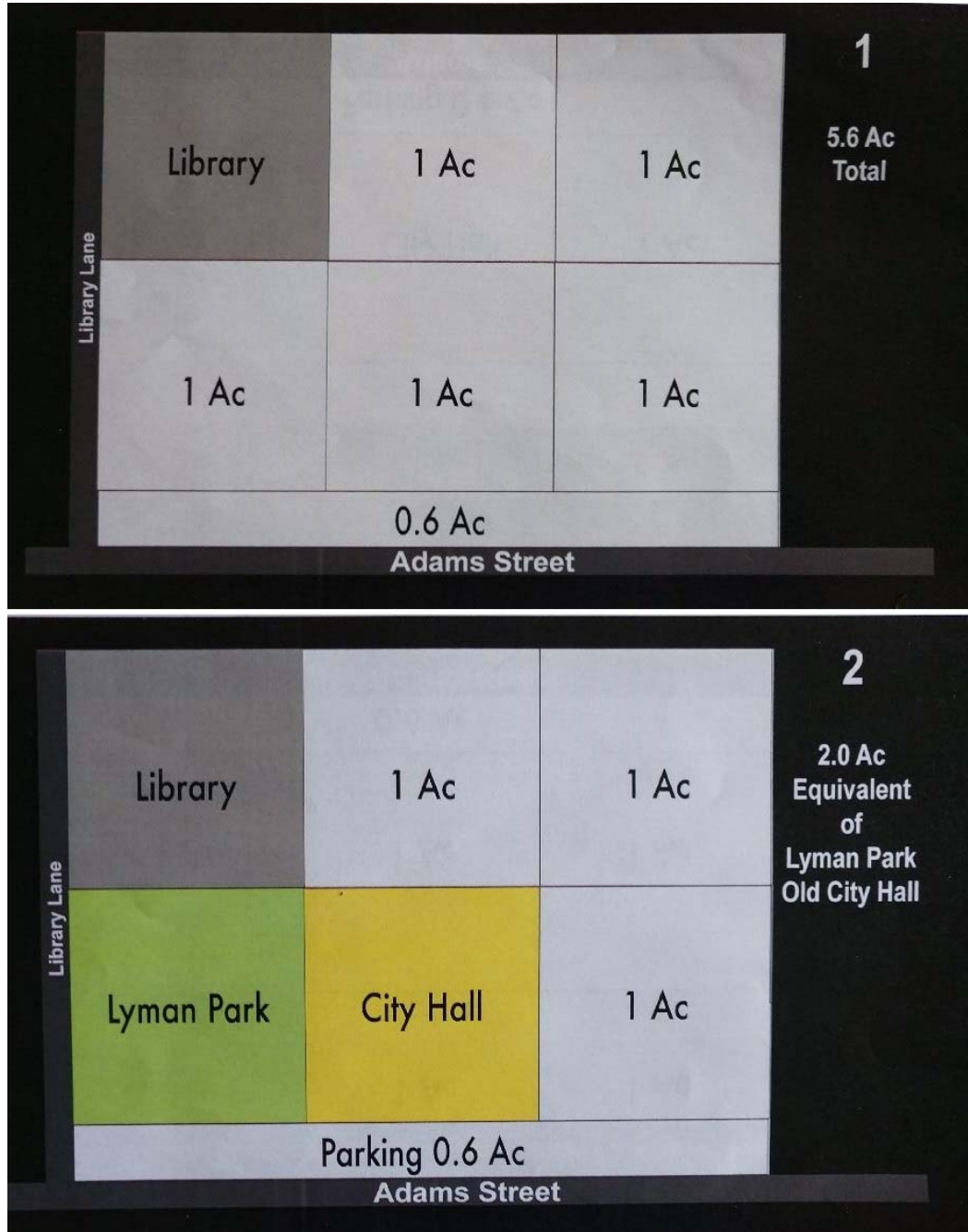


Figure 2: Adams St. Plan part 1 - O. Caldwell

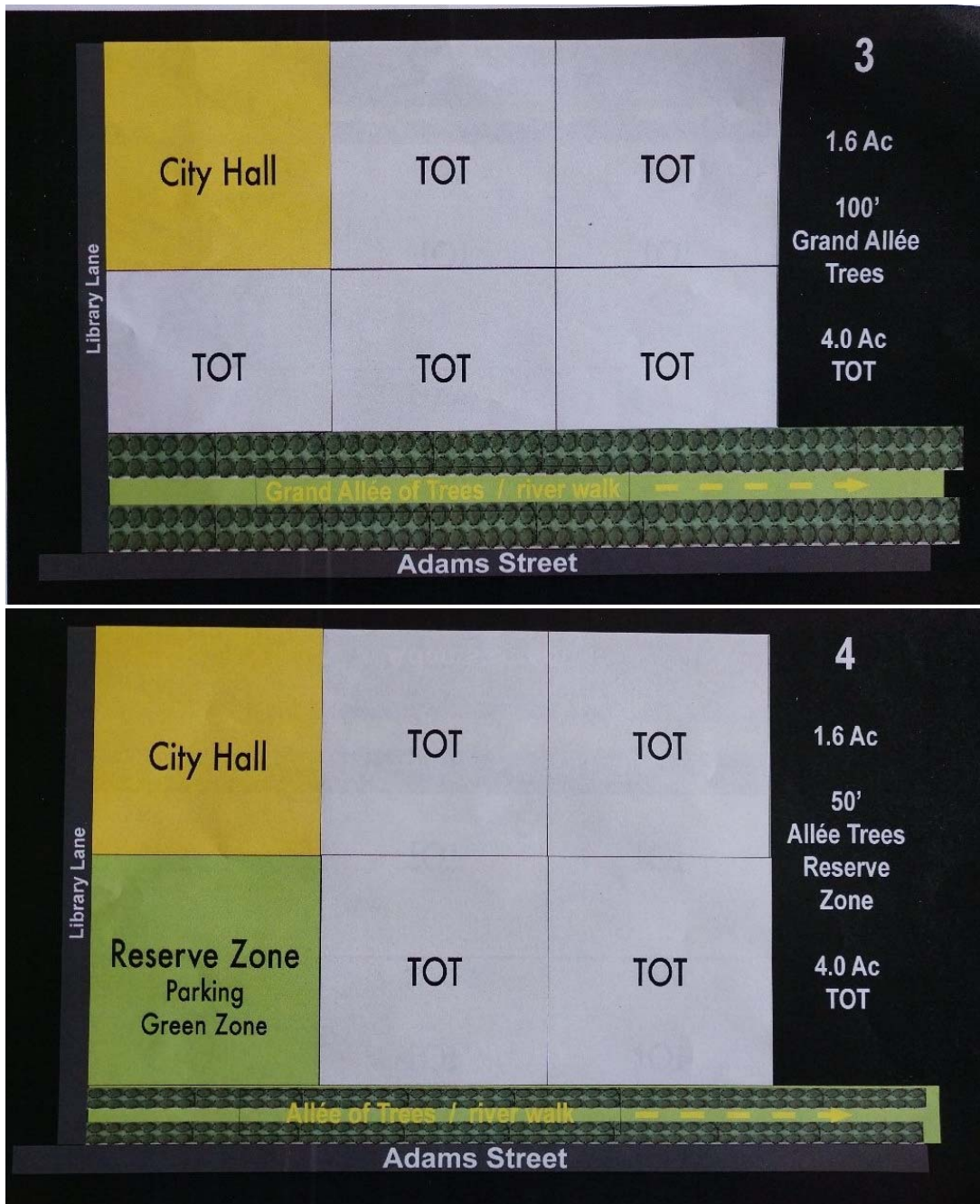


Figure 3: Adams St. Plan part 2 - O. Caldwell

12.3 Adams St. Property – Stan Knight

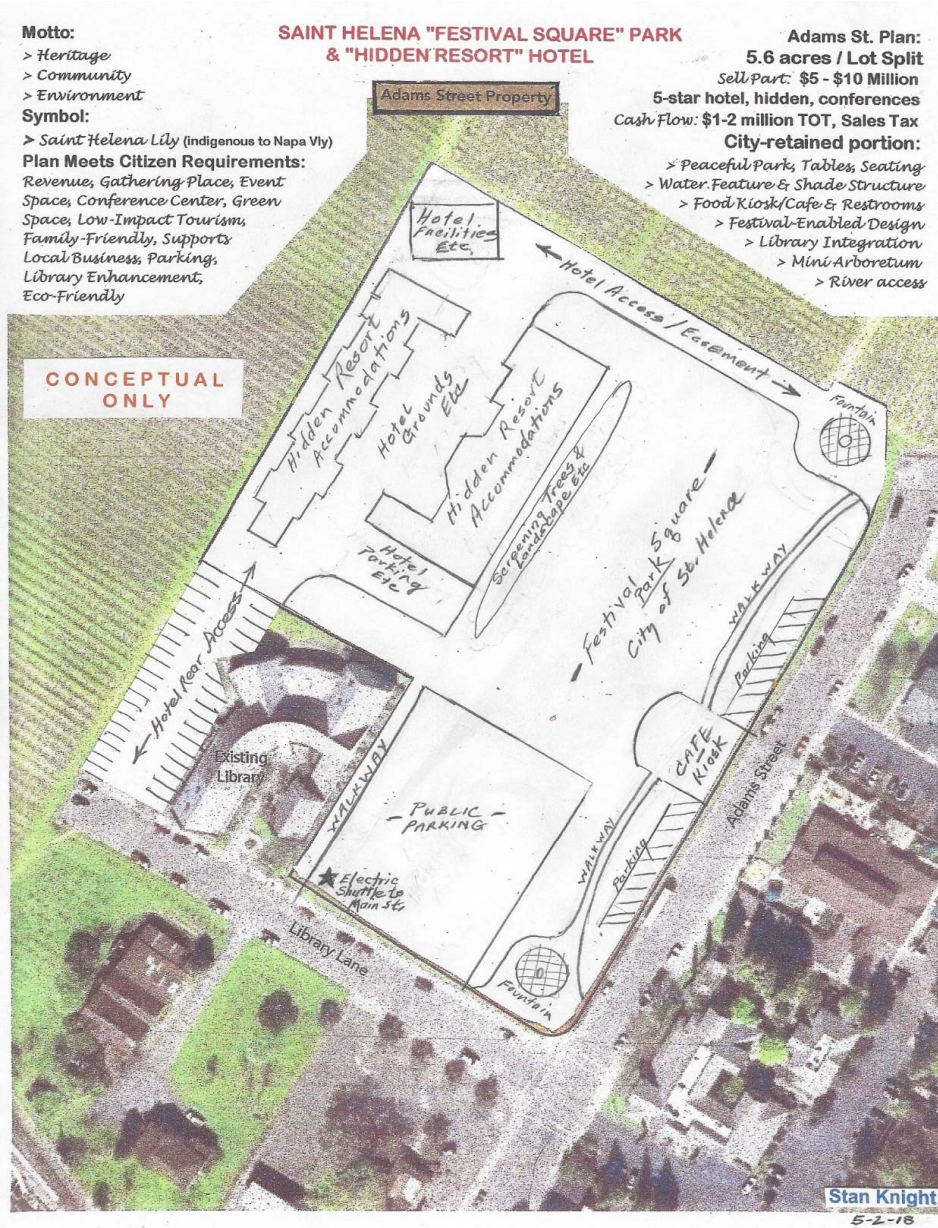


Figure 4: Adams St. Plan - S. Knight