

Napa County Strategic Plan 2019-2022



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Napa County Strategic Plan: 2019-2022

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Message from the Napa County Board of Supervisors

This strategic plan is the map that we will use to work collaboratively with our constituents to guide and shape the future of Napa County for the next three years. During the past 18 months, County leadership engaged with over 4,000 community members to listen to public opinion about what people value about Napa County, what challenges we face, and what solutions we should implement to create an improved quality of life for all. By listening to those we serve, we learned that while many of us have different suggestions for how to achieve our goals, many are committed to preserving our agricultural heritage and our expansive environment, while advancing the health, safety, and economic well-being of our families and future generations.

Our strategic plan will guide our decision-making and allow us to communicate a common message. It will enable us to set a clear direction with targeted priorities. We recognize that this plan will require the dedication of all County staff to achieve these ambitious goals and are looking forward to embarking on this process with our community members to create a promising future for our County.

This plan builds on five pillars, identified through our extensive outreach process, that will drive our success:

- Healthy, Safe, and Welcoming Place to Live, Work, and Visit
- Livable Economy for All
- Vibrant and Sustainable Environment
- Collaborative and Engaged Community
- Effective and Open Government

We have identified a set of ambitious goals, each supported by specific strategic actions. We will work collaboratively with our community members and partners toward achieving these goals and will regularly share the results of our progress. The leaders of our County departments will be responsible for accomplishing these actions and ensure accountability and transparency.

We are proud of the robust community engagement that went into the development of this plan. We are grateful for many members of the public, representatives of businesses and community-based groups, and employees who participated in the public meetings, completed a survey, and/or provided valuable contributions through suggestions, articles, and research via email and voicemail. It was exciting to see the engagement of people who had little or no prior interaction with County government as well as those participants who have contributed in the past, share their thoughts on ways to make this County a better place to live, work and visit.

We are also grateful for, and want to extend our thanks to, our employees. Without their assistance facilitating meetings, gathering information, and analyzing data, we never could have developed this plan.

We are eager to work together as a unified board to tackle the challenges we face in our County. We know that the path forward will require hard work and dedicated focus. We also know that the only way to achieve our goals is by working collaboratively with the community and by continuing to listen to those whom we serve. We want a Napa County where our families, community organizations, and businesses thrive; where everyone feels included and valued; and where we

continue to experience the natural beauty that this special place provides. Please join us on this journey to create a positive, shared future.

Our Vision, Mission, and Values

The following vision, mission, and values will guide our work as we implement the Napa County Strategic Plan: 2019-2022.

Our Vision for the Future

Napa County is an agricultural treasure known for its legendary wines, our small-town character, and sustainable natural resources.

Our Mission

Napa County is dedicated to preserving agriculture and the environment and to providing leadership and services to advance the health, safety, and economic well-being of current and future generations.

Our Values

- **Respect:** We value inclusion and appreciate the interests, contributions, abilities, and differences of all.
- **Accountability:** We accept responsibility for our work, behaviors, and decisions, and demonstrate transparency.
- **Dedication:** We are driven to provide public service of the highest quality.
- **Integrity:** We act with honesty, fairness, and moral courage, earning respect, trust, and confidence.
- **Innovation:** We improve the quality of service by encouraging creativity and being open to change.

The Five Pillars that Drive our Success and Overview of Goals

Over the next three years, we will work collaboratively with our community members and partners toward achieving the following goals aligned with these five pillars of success.

HEALTHY, SAFE AND WELCOMING PLACE TO LIVE, WORK, AND VISIT

Napa County focuses on the well-being of everyone by promoting safe and healthy communities that nurture people of all ages and social conditions.

GOALS: HEALTHY, SAFE AND WELCOMING PLACE TO LIVE, WORK, AND VISIT

1. Implement a community-based and comprehensive program to help people experiencing behavioral and mental health challenges.
2. Increase access to County programs by improving availability and convenience, and by providing personalized service.
3. Enhance emergency preparedness.
4. Address food insecurity.

LIVABLE ECONOMY FOR ALL

Napa County supports families through an infrastructure and economy that generates sustainable jobs, provides diverse housing options, eases traffic congestion, and maintains a healthy environment.

GOALS: LIVABLE ECONOMY FOR ALL

5. Improve and maintain the existing transportation and road system to accommodate all users.
6. Collaborate to promote a diverse and stable economy with livable wages.
7. Identify housing resources and remove barriers to maximize housing opportunities.

VIBRANT AND SUSTAINABLE ENVIRONMENT

Napa County preserves and promotes a sustainable environment and conserves resources for future generations.

GOALS: VIBRANT AND SUSTAINABLE ENVIRONMENT

8. Develop a balanced approach to growth based on data-informed decisions.
9. Provide greater protection for environmental resources, particularly agricultural land, forests, air and water.

10. Improve mobility by providing transportation alternatives and informing the public about available options.

COLLABORATIVE AND ENGAGED COMMUNITY

Napa County works with the public and our partners to create regional and long-lasting solutions that benefit our future.

GOALS: COLLABORATIVE, CONNECTED, AND ENGAGED COMMUNITY

11. Improve communication about County programs and resources.
12. Improve the quality of life for children and families.
13. Collaborate to create housing opportunities.

EFFECTIVE AND OPEN GOVERNMENT

Napa County government maintains a quality workforce to manage resources with efficiency, effectiveness, and transparency.

GOALS: EFFECTIVE AND OPEN GOVERNMENT

14. Increase intergovernmental cooperation between Napa County and the cities and town.
15. Strengthen effective, efficient and fiscally responsible County operations.
16. Increase transparency in government operations to empower residents.

Our Three-Year Goals and Strategic Actions

We will work toward achieving our goals by implementing these key strategic actions. The Plan does not present the goals and strategic actions in priority order, as all identified goals and strategic actions are essential to successful implementation.

Healthy, Safe and Welcoming Place to Live, Work and Visit

1. Implement a community-based and comprehensive program to help people experiencing behavioral and mental health challenges.

Strategic Actions

- A. Apply a Process Improvement approach to evaluate current practices to identify and address gaps in providing services.
- B. Evaluate external funding sources to enhance mental health and crisis services resources.
- C. Explore the implementation of mental health diversion programs.
- D. Provide ongoing training and education to staff and community members on culturally competent responses to homelessness.
- E. Expand embedded mental health and social work services where appropriate within County departments to increase access to services by the homeless.

2. Increase access to County programs by improving availability and convenience, and by providing personalized service.

Strategic Actions

- A. Convene a task force of vulnerable populations and service providers to identify program improvements and meet whole person needs.
- B. Work with partners to develop and implement person-centered access strategies informed by community needs and availability.
- C. Adopt training to provide services in an equitable, culturally competent manner.
- D. Develop and implement strategies for one-stop access to services in convenient locations.
- E. Convene government agencies and community-based organizations to ensure that services are integrated, efficient, non-duplicative, and close service gaps.

3. Enhance emergency preparedness.

Strategic Actions

- A. Provide regular updates to County employees on the status and response to disasters.
- B. Develop Nixle standards and policies and implement a public campaign to help Nixle subscribers understand and make most effective use.
- C. Conduct a *Prepare Yourself* education campaign to help the public better prepare to manage emergencies and disasters.
- D. Continue to reduce fire threats and other hazards to Napa County communities by updating the Hazard Mitigation Plan and Safety Element of the General Plan to focus on resiliency.
- E. Provide Incident Command System and Emergency Training to staff and involve community partners in training and drills.
- F. Continue implementation of the Board-approved Napa County Fire Strategic Plan.

4. Address food insecurity.

Strategic Actions

- A. Work with Live Healthy Napa County to increase access to healthy food.
- B. Identify an entity within Napa County to address food insecurity in the areas of sustainability, access, and emergency food.
- C. Charge the Local Food Advisory Council to connect local farmers to community needs, including urban food deserts.

Livable Economy for All

5. Improve and maintain the existing transportation and roads system to accommodate all users.

Strategic Actions

- A. Complete Segment E of Devlin Road to connect with American Canyon.
- B. Support Napa Valley Transportation Authority and Caltrans in the completion of the Soscol Junction (SR 29/Soscol Ferry Road) interchange.

- C. Analyze and implement improvements to improve traffic flow on Silverado Trail, including use of roundabouts, turn pockets, left turn lanes, and bicycle facility improvements.
- D. Investigate all approved projects with deferred left turn lane and similar agreements and determine if those improvements should be constructed.
- E. Implement the road maintenance and rehabilitation plan, using State and Federal funding, while maintaining General Fund support of roads at current levels.
- F. Support completion of critical regional improvements, including the following: (1) Regional Measure 3 priorities for Napa County including SR 29 Corridor, North Bay Transit, and San Francisco Bay Trail/Safe Routes to Transit improvements; (2) Hwy 12/80/680 interchange improvements in Solano County; (3) Near-term and long-term congestion relief and sea-level rise improvements for SR 37; (4) Extension of Newell Drive in American Canyon, connecting to SR 29 in an appropriate location; (5) Support Napa Valley Transportation Authority and American Canyon in improvement of the operation of SR 29 in American Canyon; (6) Support Napa Valley Transportation Authority and Caltrans in intersection improvements at SR 29/121 (Carneros Interchange); (7) Support Napa Valley Transportation Authority and Caltrans in major intersection improvements at SR 29/12/Airport Blvd.; and (8) Support Napa Valley Transportation Authority countywide planning efforts.
- G. Adopt a Circulation Element that considers Vehicle Miles Traveled (VMT) and Complete Streets policies and support development of a Traffic Impact Fee.

6. Collaborate to promote a diverse and stable economy with livable wages.

Strategic Actions

- A. Convene a workgroup to explore establishing a countywide Economic Development Board with diverse representation to support small businesses and regional economic development.
- B. Partner with education institutions to promote a skilled workforce to meet current and future demands.
- C. Support, promote, and work with partners to provide on-the-job training to meet the needs of local employers.
- D. Work with stakeholders to update and develop sustainable regulations for issues including but not limited to residential development, view shed development, solar facilities, winery compatibility, outdoor winery hospitality, food pairings, and pesticide use.
- E. Implement the updated Code Enforcement Program.

- F. Implement the Process Improvement Plan for the Planning, Building, and Environmental Services (PBES) Department and expand to other permitting functions.

7. *Identify housing resources and remove barriers to maximize housing opportunities.*

Strategic Actions

- A. Continue to enforce against illegal short-term rentals.
- B. Conduct a housing inventory to inform the next update of the Housing Element in the General Plan.
- C. Support legislation and funding to authorize the creation of workforce housing in various industries using the current farmworker housing model as a framework.
- D. Update the farmworker housing needs assessment.
- E. Pursue State and Federal funding to support housing programs.
- F. Explore housing benefits when Development Agreements are considered.

Vibrant and Sustainable Environment

8. *Develop a balanced approach to growth based on data-informed decisions.*

Strategic Actions

- A. Update the Baseline Data Report.
- B. Use available data sources to evaluate grape and wine production to determine potential development capacity.
- C. Adopt and implement a Climate Action Plan.

9. *Provide greater protection for environmental resources, particularly agricultural land, forests, air and water.*

Strategic Actions

- A. Update Conservation Regulations to increase requirements for tree canopy protection, stream setbacks, and tree mitigation.
- B. Establish a cap on vineyard development through 2030, consistent with the 2008 General Plan Environmental Impact Report (EIR) project description.

- C. Complete work with UC-Davis to update vegetation mapping in the County Geographic Information System (GIS).
- D. Create buffers around municipal reservoirs and develop a surface water quality-monitoring program with the cities/town.
- E. Coordinate with the City of Napa to complete the joint municipal watershed study.
- F. Adopt the Alternative Groundwater Sustainability Plan.
- G. Integrate water data, monitoring, and permitting programs between Planning, Building, and Environmental Services and Public Works Departments.

10. Improve mobility by providing transportation alternatives and informing the public about available options.

Strategic Actions

- A. Support Napa Valley Transportation Authority in developing a convenient and efficient bus system that (1) decreases trips on Highway 29 through American Canyon as well as Up Valley; (2) improves corridor operations; (3) supports projects identified in Napa Valley Transportation Authority's Express Bus Study, including providing more frequent access to the Vallejo Ferry Terminal, Capitol Corridor, and BART; and (4) connects with Bay Area transit systems.
- B. Work with Napa Valley Transportation Authority to (1) update and implement the bike and pedestrian plan (Countywide Active Transportation Plan); (2) complete the Imola Corridor Complete Streets Corridor Plan; and (3) identify funding sources for construction.
- C. Increase the number of electric vehicle charging stations in the 5th Street Garage and at the South Campus to encourage the use of more electric vehicles.
- D. Promote commuting programs to large employers (including the County) and commuters to increase employer/employee participation in alternative commute incentive programs.
- E. Support the development of commuter rail service.
- F. Support Napa Valley Transportation Authority's Autonomous Vehicle bus pilot project in Downtown Napa.
- G. Revise the Standard Conditions of Approval for discretionary projects to require a range of Best Management Practices in Travel Demand Management, as well as improvements to County roads impacted by development.
- H. Support the principles of Transit Oriented Development and proposals by the cities and town to increase density along existing transit corridors.

Collaborative and Engaged Community

11. Improve communication about County programs and resources.

Strategic Actions

- A. Implement a person-centered strategy to increase awareness of available resources to serve the needs of Napa County residents.
- B. Work with community-based organizations and other jurisdictions to expand the distribution of County information, particularly to vulnerable, marginalized, and underserved populations.
- C. Establish and implement a Speakers' Bureau to discuss Napa County government operations.
- D. Create a Napa County series of workshops to increase the public's understanding of County operations.

12. Improve the quality of life for children and families.

Strategic Actions

- A. Work with local businesses to expand preferential pricing, services, activities, and products targeted to local Napa County residents of all ages.
- B. Increase family-friendly programming at the Napa County Library and in our parks.
- C. Implement family early literacy programs through the Napa County Library.
- D. Advocate for State/Federal programs and funding that support the development of the whole child, from birth to adulthood.

13. Collaborate to create housing opportunities.

Strategic Actions

- A. Explore options of using State properties located within the County for housing.
- B. Expand worker proximity housing by revising eligibility requirements and partner with funding organizations.
- C. Expand the Junior Accessory Dwelling Unit (JADU) loan program to include Accessory Dwelling Units and allow (JADUs) in the Agricultural Preserve.
- D. Work with landowners to explore farmworker housing options on privately owned parcels.

- E. Establish a structural rehabilitation program to allow more people to remain in their homes and to retain existing affordable housing.

Effective and Open Government

14. Increase intergovernmental cooperation between Napa County and the cities and town.

Strategic Actions

- A. Each month, County staff will present to the Board of Supervisors a summary of issues discussed at City and Town Council meetings within Napa County.
- B. Regionalize efforts and evaluate shared operations and services.
- C. Collaborate legislative efforts with cities/town and other local governmental agencies.
- D. Continue to work with the cities and town regarding joint projects on County-owned land within the municipalities, including the Calistoga fairgrounds and Napa Pipe.

15. Strengthen effective, efficient and fiscally responsible County operations.

Strategic Actions

- A. Maintain a quality County workforce by improving strategies for recruitment and retention in a challenging labor market.
- B. Plan for facility growth to maintain appropriate staffing levels and support infrastructure.
- C. Improve WiFi access in all County buildings.
- D. Enhance communication technologies by reducing redundancy, enhancing the user experience, achieving cost savings, and increasing effectiveness.
- E. Implement strategies to increase County's committee and commission recruitment efforts.

16. Increase transparency in government operations to empower residents.

Strategic Actions

- A. Regularly inform the public on progress of the Strategic Plan and the County's performance.
- B. Develop updated performance metrics and regularly report to the public on status of strategic and financial initiatives.

C. Begin outreach to the public in preparation of the next Strategic Plan in 2020.

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Our Planning Process

2017

In the spring of 2017, the Napa County Board of Supervisors launched an 18-month process to create a three-year strategic plan to guide and prioritize county actions. During 2017, the County leadership obtained opinions from the public through a variety of public meetings in Napa, Calistoga, Yountville, St. Helena, and American Canyon to determine what people value about Napa County; and their vision for Napa County over the coming years. In addition, the leadership of the Napa County Library conducted community conversations and small group interviews to identify the future aspirations of Napa County residents. Then, leaders of all County departments met to discuss ways that County government could implement the public's vision of the future.

During a May 2017 public meeting, the Board of Supervisors discussed the County's strengths, weaknesses, opportunities, and threats. They also presented their concerns and vision for Napa County in the following areas: diversity; housing; environment; safety; transportation; government; development; lifestyle; agriculture; and health and wellness.

2018

In July of 2018, the Board of Supervisors appointed a Task Force comprised of County department heads to help lead the process of completing the three-year Napa County strategic plan. The members of this Task Force included the following individuals:

- Danis Kreimeier, Director of Library Services and Community Outreach
- David Morrison, Director of Planning, Building, and Environmental Services
- John Robertson, Sheriff
- Ronald Abernethy, Public Defender
- Steve Lederer, Director of Public Works

Between July and December 2018, the Board of Supervisors, supported by the Task Force, Napa County Executive Office, dozens of County employees, and Bischoff Consulting, led a process that involved gathering of an unprecedented amount of public input. This data gathering process included the following methods:

1. Conducted an online survey to obtain the opinions of people who live and/or work in Napa County. Any interested individual community member could respond to the survey during a six-week period. The survey obtained respondent opinions on residents' satisfaction with the current quality of life in Napa County and their level of optimism regarding the future quality of life in Napa County. In addition, the survey enabled residents the opportunity to identify their concerns and actions that should be taken to improve the quality of life in Napa County in the following areas:
 - Economic vitality
 - Health and human services
 - Social services
 - Housing
 - Natural resources and environmental sustainability
 - Public safety
 - Transportation
 - Government effectiveness.

2. Conducted a detailed interview with each member of the Board of Supervisors to determine the following:
 - What major categories the plan should include
 - What stakeholder groups should be included in the data collection process
 - How they envision using the strategic plan to guide Napa County's future
3. Obtained feedback from the Board of Supervisors during a public meeting to obtain Supervisors' opinions regarding their future priorities.
4. Obtained and reviewed planning documents developed by Napa County government departments.
5. Conducted a meeting with the City/Town Managers from Napa, Calistoga, Yountville, St. Helena, and American Canyon regarding the following issues:
 - Status of the community's relationship with the County
 - Ways in which the community and County can improve their relationship
 - Initiatives that the community is working on over the next three years that could affect the County
6. Conducted community meetings in each of five County supervisorial districts to identify Napa County residents' opinions regarding the following:
 - Barriers that prevent us from having a flourishing quality of life by 2022
 - Evidence that those barriers exist
 - Impact of these barriers on the community
 - Actions to overcome those barriers.

Participants discussed barriers and actions in the following categories during each 90-minute meeting:

- Economic vitality
 - Health and human services
 - Social services
 - Housing
 - Natural resources and environmental sustainability
 - Public safety
 - Transportation
 - Government effectiveness
 - Arts and culture
7. Conducted 30 issue/sector-focused 90-minute meetings with Napa County organizations and individuals concerned about major issues affecting the County. Meetings enabled participants to describe the following:
 - Challenges/problems
 - How we know that each challenge/problem does or will exist
 - The impact of this challenge/problem on the community
 - Actions that must happen to overcome/solve each challenge/problem
 - Who/what entities need to be involved in overcoming/solving the challenge/problem
 - The implications (pros and cons) of each solution.

Each meeting addressed one of the following issues/sectors in Napa County:

- Housing
- Transportation
- Nonprofits/Social services
- Healthcare
- Natural resources and environmental sustainability
- Commerce and tourism
- Wine, grape growing, and farming sector
- Real estate
- Needs of children ages 0-5
- Parents/young families
- Youth and teens
- Seniors/older adults
- Special community needs
- Criminal justice
- LGBTQ community
- Local government issues
- Veterans
- Spanish-speaking residents

The following Napa County groups hosted some of these 90-minute issue-focused meetings and invited their members and key stakeholders to participate:

- American Canyon Boys and Girls Club
- Board of Supervisors
- City and Town Managers
- Collabria Care
- Commission on Aging
- COPE
- First 5
- Friends of the Library
- Health Aging Population Initiative Committee (HAPI)
- LGBTQ Connection
- County Farm Bureau
- County Hispanic Network
- In-Home Supportive Services Advisory Committee and In-Home Support Services Public Authority
- Napa County League of Governments
- County Veterans Commission
- Napa NEWS
- Napa Valley Community Foundation
- Napa Valley Grapegrowers
- Napa County Health and Human Services
- Napa County Probation
- Napa County Sheriff
- Napa Valley Transportation Authority
- Napa Valley Vintners
- North Bay Association of REALTORS
- OLE Health

- On The Move
- Puertas Abiertas Community Resource Center
- Queen of the Valley
- Sierra Club
- UpValley Family Centers
- Vintners and Growers for Responsible Agriculture
- Vision 2050
- VOICES
- Winegrowers of Napa County

The following locations allowed us to use their facilities to conduct a meeting.

- Calistoga Fairgrounds
- Calistoga Library
- CIA at Copia
- CIA Greystone
- Crossroads Church
- Harvest Middle School
- Meritage Hotel
- Mt. George Elementary
- Napa County Health and Human Services
- Napa County Probation
- Napa County Sheriff
- Napa Valley College – Up Valley Campus
- Napa Valley Transportation Authority
- Napa Valley Unified School
- New Tech High
- Silver Oaks
- St. Helena Highschool
- St. John the Baptist Church
- Tre Posti
- Vichy Elementary
- Yountville Community Center

Our Engaged Community

During the 18-month strategic planning period, County leadership provided opportunities for residents to provide their feedback in English and Spanish through a wide variety of methods to ensure broad public participation in all aspects of the planning process. More than 4,000 Napa County residents participated in the following ways to provide their input on the County's future:

- An online survey with 2,712 respondents
- 10 large group meetings—2 in each of the County's 5 Supervisorial Districts (5 in 2017 and 5 in 2018)
- 30 issue-focused meetings
- 17 community conversations and small group meetings convened by the Napa County Library
- Public comment during 5 meetings of the Board of Supervisors
- Individual interviews and small group meetings with key County and community leaders

- Unsolicited emails, phone calls, and comment cards submitted by members of the public

Through this public comment process, Napa County residents stated that what they most value about Napa County includes the following:

- Natural beauty and the environment
- Generous and giving community
- Small-town character and pace of life
- A safe place to raise a family
- Diverse population
- Accessible and supportive government
- Prosperous agriculture sector

In the online survey, 64% of respondents reported that they were satisfied with the current quality of life in Napa County. However, only 49% reported that they believe the quality of life on Napa County will improve or stay the same in the next three years.

Through a variety of public input sessions, Napa County residents collectively expressed that they have the following vision for the future of Napa County:

- Napa County is a healthy and affordable place to live and raise one's family.
- Napa County is inclusive of its diverse, growing populations and provides opportunities to build community and for everyone to feel safe.
- Napa County government is accountable, effective and transparent.
- Napa County government officials and leadership work closely with the community to overcome obstacles and solve problems.
- Napa County has strong infrastructure and good transportation, including public transportation.
- Napa County has healthy and protected water.
- Napa County seeks to protect and preserve its open space and natural environs.
- Napa County provides housing to everyone, regardless of economic background.
- Napa County puts locals over special interest priorities.
- Napa County is ready to respond to emergencies and disasters of all kinds.
- Napa County has prosperous and sustainable agriculture
- Napa County has a successful and diverse economy that is not solely reliant on hospitality/wine and provides well-paying jobs.
- Napa County supports small businesses and farmers.

During the public participation process, the following issues and trends were cited frequently by Napa County community members:

- There is a great need for more affordable housing, including housing for middle class and low-income families.
- Traffic congestion is a significant concern.
- Napa County needs to work closer with the cities and town to solve problems.
- Napa County needs to work closer with nonprofits, community-based organizations, and service providers to make access easier and to solve problems.
- Residents want to feel that the County is working for them, rather than catering to tourists, by encouraging more small businesses, family activities, and local services that focus on building community, improving well-being, and making it easier to live and work in the County.

- Policy discussions need to include Napa County's many diverse communities.
- Streamlining of permits is important.
- People have a hard time understanding the differences between the responsibilities of the County and the cities/town, especially in the areas of transportation and housing.
- Every County department needs to improve its communication with the public.
- There is concern that the County is working too closely with special interest groups.
- There is a need for increased code enforcement across every area.
- There is need for more data-driven and evidence-based decision-making and programs.

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