



A Tradition of Stewardship  
A Commitment to Service

Agenda Date: 1/15/2019  
Agenda Placement: 9A  
Set Time: 9:00 AM  
Estimated Report Time: 3 Hours  
Continued From: 12/18/18

## NAPA COUNTY BOARD OF SUPERVISORS Board Agenda Letter

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**TO:** Board of Supervisors

**FROM:** Minh Tran - County Executive Officer  
County Executive Office

**REPORT BY:** Marissa Murphy-Becerra, Training and Organizational Development Officer - 707-253-4477

**SUBJECT:** Board of Supervisors Strategic Planning Session 3 (Presentation of Strategic Plan and Implementation Plan)

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### **RECOMMENDATION**

County Executive Officer requests discussion and adoption of the County's proposed Three Year Strategic Plan (2019-2022). **(CONTINUED FROM DECEMBER 18, 2018)**

### **EXECUTIVE SUMMARY**

On December 18, 2018, the Board of Supervisors received a presentation on the Strategic Plan and an initial draft of the proposed document. The Board and the public provided comments on the document that staff has considered and included in the document presented today.

This meeting is the fourth public meeting related to the Strategic Planning process (three in 2018). During this meeting Dr. Bischoff will present the modifications made to the Plan based on comments from the public and the Board. The information is being presented in order to inform the Board and allow for discussion of the plan prior to its adoption.

### **FISCAL IMPACT**

Is there a Fiscal Impact?	Yes
Is it currently budgeted?	Yes
Where is it budgeted?	The costs to implement the plan will be included in the annual budget for the 3 years.

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Is it Mandatory or Discretionary?	Discretionary
Discretionary Justification:	Adoption of a Strategic Plan will inform future Board decisions.
Is the general fund affected?	Yes
Future fiscal impact:	The costs associated with the Strategic Planning process are one-time. The implementation costs will be included in the annual budgets for the 3 years of the plan.
Consequences if not approved:	The County will not have a Strategic Plan.
Additional Information:	

### **ENVIRONMENTAL IMPACT**

ENVIRONMENTAL DETERMINATION: The proposed action is not a project as defined by 14 California Code of Regulations 15378 (State CEQA Guidelines) and therefore CEQA is not applicable.

### **BACKGROUND AND DISCUSSION**

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 feedback 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. Leaders of all County's departments met to discuss ways that Napa County could implement the public's vision of the future.

At a May 2017 public meeting, the Board of Supervisors discussed the county's strengths, weaknesses, opportunities, and threats. The Board also discussed their concerns and vision for Napa County in the following areas: diversity; housing; environment; safety; transportation; government; development; lifestyle; agriculture; and health and wellness. Efforts to complete a strategic plan were paused due to the 2017 wildfires.

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

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

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. 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 6 meetings of the Board of Supervisors;
- | Individual interviews and small group meetings with key county and community leaders; and
- | Unsolicited emails, phone calls, and comment cards submitted by members of the public.

County staff summarized the information gathered to create the County’s draft 2019-2022 Strategic Plan. Once adopted, the plan will be the road map the County will use to work collaboratively with our constituents to guide and shape the future of Napa County for the next three years. The plan is built on five pillars, identified through the extensive outreach process, which will drive our success. The pillars are:

- | 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

Each pillar contains a set of ambitious goals, supported by specific strategic actions. The draft Strategic Plan was presented to the Board and the Community on December 18. Based on the feedback received from both groups, the Plan has been revised. In addition, an initial Implementation Plan has been created to outline when the goals and associated actions will take place and who will lead and support the respective actions. The Plan outlines the commitment of the County to work collaboratively with our community members and partners toward achieving these goals, as well as its commitment to regularly share the results of our progress. The notes from the public meetings and the survey results are available on the County website at [countyofnapa.org](http://countyofnapa.org).

## **SUPPORTING DOCUMENTS**

A . Napa County Strategic Plan 2019-22

CEO Recommendation: Approve

Reviewed By: Molly Rattigan

# **Napa County Strategic Plan 2019-2022**



**January 2019**

# 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 the shared ideals of 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 our focus, prioritization of resources, and 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, which will drive our success:

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

We have identified a set of ambitious goals, each of which has specific strategic actions. Accomplishing these goals will depend on allocating sufficient person power and funding via the budget process in the context of all our other commitments, alignment with the County's legislative platform, as well as County staff working closely and collaboratively with our community members and partners.

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 contributed in the past, share their thoughts on ways to make this County a better place to live, work, and visit. We believe we heard very consistent input regarding goals, though widely divergent input as to how to achieve those goals.

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 sustaining 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 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 the Goals that Chart our Future Direction**

*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.*

### **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**

1. Engage the public with County programs and resources to promote an even greater understanding and a stronger sense of community.
2. Sustain existing programs that contribute to improved quality of life for all community members and explore opportunities to develop programs and services where gaps currently exist.
3. Collaborate with local, state and federal partners to create opportunities for development of affordable and accessible housing.

### **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**

4. Identify innovative ways to engage and treat individuals experiencing behavioral and mental health challenges who may not engage through existing methods of service delivery.
5. Improve access to and engagement with County programs by engaging service recipients and non-recipients to identify how accessibility and use of services might improve.
6. Enhance emergency preparedness functions from preparedness to post-disaster.
7. Collaborate with community partners, such as non-profits, social organizations, private sector and individuals experiencing food insecurity to improve access to healthy food.



**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**

- 8. Improve and maintain the existing transportation and roads system to accommodate all users safely.
- 9. Collaboratively design systems and structures that promote a diverse and stable economy, with livable wages.
- 10. 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**

- 11. Develop a balanced approach to growth based on data-informed decisions.
- 12. Provide greater environmental protection for environmental resources, particularly agricultural land, forests, air and water.
- 13. Improve mobility by providing transportation alternatives and informing the public about available options.

**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 and 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 pillars and goals in priority order, as all are important to the community. The strategic actions are listed based on feasibility, resources, and time as identified by the Strategic Planning Taskforce and Department Heads. Additional information and details will be provided in the Implementation Plan.*

### Collaborative and Engaged Community

#### 1. ***Engage the public with County programs and resources to promote an even greater understanding and a stronger sense of community.***

##### Strategic Actions

- A. Develop standards and policies with neighboring jurisdictions to maximize the effective use of Nixle.
  - B. Design and implement a person-centered strategy to improve experiences of community members while accessing services and increasing awareness of available resources.
  - C. Partner with Community Based Organizations and other jurisdictions to expand the distribution of County information, particularly to vulnerable, marginalized, and underserved populations.
  - D. Develop and implement a series of education and engagement opportunities, including but not limited to workshops, speakers bureaus, and focus groups, in order to further increase understanding of Napa County government operations and build partnerships.
2. ***Sustain existing programs that contribute to improved quality of life for all community members and explore opportunities to develop programs and services where gaps currently exist.***

##### Strategic Actions

- A. Implement family early literacy programs through the Napa County Library.
- B. Advance recreational amenities for local residents, including completion of trails, recreational development of Lake Berryessa, and the acquisition of Skyline Park.
- C. Create a Countywide marketing and events plan that promotes and supports community based services, activities, events and products, and is targeted to locals of all ages while fostering a stronger sense of community.
- D. Increase family-friendly programming at the Napa County Library and in our parks.

- E. Advocate for State/Federal programs and funding that support the development of the whole child, from birth to adulthood.

**3. Collaborate with local, state and federal partners to create opportunities for development of affordable and accessible housing.**

**Strategic Actions**

- A. Establish a structural rehabilitation program to allow people to remain in their homes and to retain existing affordable housing.
- B. Expand the Junior Accessory Dwelling Unit (JADU) loan program to include Accessory Dwelling Units and allow (JADUs) in the Agricultural Preserve.
- C. Explore the availability of vacant or under-utilized County and State owned properties for housing.
- D. Expand worker proximity housing by revising eligibility requirements and partnering with funding organizations.
- E. Work with landowners to explore farmworker housing options on privately owned parcels.

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

4. ***Identify innovative ways to engage and treat individuals experiencing behavioral and mental health challenges who may not engage through existing methods of service delivery.***

### **Strategic Actions**

- A. Expand embedded mental health and social work services where appropriate within County departments to increase access to services for individuals experiencing mental health, behavioral health, and/or housing crisis.
- B. Analyze and report on viable strategies for consideration in the implementation of mental health diversion program.
- C. Apply a Process Improvement approach to evaluate current practices to identify and address service and resource gaps to individuals experiencing behavioral and mental health challenges in the field and in custody.
- D. Evaluate external funding sources to enhance mental health and crisis services resources.
- E. Provide ongoing training and education to staff and community members on culturally competent responses to homelessness.

5. ***Improve access to and engagement with County programs by engaging service recipients and non-recipients to identify how accessibility and use of services might improve.***

### **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.
- C. Provide staff training and design operations to ensure services are delivered 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.

**6. Enhance emergency preparedness functions from preparedness to post-disaster.**

**Strategic Actions**

- A. Create an Emergency Preparedness campaign to help the public, especially vulnerable populations, and employees better prepare for and manage emergencies and disasters.
- B. Provide Incident Command System and Emergency Training to staff and involve community partners in training and drills.
- C. Continue implementation of the Board-approved Napa County Fire Strategic Plan.
- 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, while seeking state and federal funds.

**7. Collaborate with community partners, such as non-profits, social organizations, private sector and individuals experiencing food insecurity to improve access to healthy food.**

**Strategic Actions**

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

**Livable Economy for All**

**8. Improve and maintain the existing transportation and roads system to safely accommodate all users.**

**Strategic Actions**

- A. Implement the road maintenance and rehabilitation plan, using State and Federal funding, while maintaining General Fund support of roads at the current levels.
- B. Support completion of critical regional transportation and transit improvements.

- C. Adopt a Circulation Element that considers Vehicle Miles Traveled (VMT) and Complete Street policies and support development of a Traffic Impact Fee.
- D. Analyze and implement improvements to improve traffic flow on Silverado Trail, including use of roundabouts, turn pockets, left turn lanes, and bicycle facility improvements (sequenced to adoption of the circulation element and development of a traffic impact fee program).
- E. Investigate all approved projects with deferred left turn lane and similar agreements and determine if those improvements should be constructed.

**9. Collaboratively design systems and structures that promote a diverse and stable economy, with livable wages.**

**Strategic Actions**

- A. Partner with cities, town and other vested parties to explore establishing a Countywide Economic Development Board to represent and support small businesses and regional economic development.
- B. Support, promote, and work with partners to provide on-the-job training to meet the needs of local employers.
- C. 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.
- D. Support legislative and regional efforts to provide universal resilient broadband access throughout Napa County.
- E. Partner with educational institutions to promote a skilled workforce to meet current and future demands.
- F. Implement and enforce the updated Code Enforcement Program.
- G. Provide a healthy and welcoming business environment by implementing the Process Improvement Plan for the Planning, Building, and Environmental Services (PBES) Department and expanding the process to other permitting functions.
- H. Protect family-owned businesses, local wineries, and small farmers as a vital part of the economy, including preservation of the small vineyard exemption.

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

**Strategic Actions**

- A. Update the farmworker housing needs assessment.
- B. Support legislation and seek State and Federal to support housing programs, including funding to authorize the creation of a workforce housing model in various industries using the current framework for farmworker housing.
- C. Conduct a housing inventory to inform the next update of the Housing Element in the General Plan.
- D. Continue to enforce against illegal short-term rentals.
- E. Initiate conversations for working with the cities and town to streamline the development of housing on County-owned land.

## Vibrant and Sustainable Environment

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

#### **Strategic Actions**

- A. Use available data sources to evaluate grape and wine production to determine potential development capacity.
- B. Work with agencies, non-profit organizations, universities, and other experts to update the Baseline Data Report.
- C. Adopt and implement a Climate Action Plan.

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

#### **Strategic Actions**

- A. Update the Conservation Regulations to improve requirements for stream setbacks, to better protect riparian habitat while providing flexibility for farming.
- B. Improve tree preservation by adopting a separate ordinance increasing canopy protection and mitigation requirements throughout the unincorporated area.
- C. Establish a cap on vineyard development through 2030, consistent with the 2008 General Plan Environmental Impact Report (EIR) project description.

- D. Complete the work with UC-Davis to update vegetation mapping in the County Geographic Information System (GIS).
- E. Evaluate modification of buffers around municipal reservoirs.
- F. Propose to Cities and Town to coordinate and develop a regional approach to municipal watershed studies and monitoring.
- G. Adopt the Alternative Groundwater Sustainability Plan.
- H. Integrate water data, monitoring, and permitting programs between Planning, Building, and Environmental Services and Public Works Departments.

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

**Strategic Actions**

- A. Increase the number of electric vehicle charging stations in the 5<sup>th</sup> Street Garage and at the South Campus, to encourage the use of more electric vehicles.
- B. Support Napa Valley Transportation Authority's Autonomous Vehicle bus pilot project in Downtown Napa.
- C. Support Napa Valley Transportation Authority in developing a convenient and efficient bus system which
  - (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.
- D. Work with Napa Valley Transportation Authority to:
  - (1) Update and implement the bike and pedestrian plan (Countywide Active Transportation Plan); and
  - (2) Complete the Imola Corridor Complete Streets Corridor Plan and identify funding sources for construction.
- E. Promote commuting programs to large employers (including the County) and commuters to increase employer/employee participation in alternative commute incentive programs.
- F. Support the development of commuter rail service.



- 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. Partner with the Cities and Town to apply the principles of Transit Oriented Development and support proposals to increase density along existing transit corridors.

## Effective and Open Government

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

#### **Strategic Actions**

- A. Convene a meeting to investigate the feasibility of a regionally integrated Climate Action Plan.
- B. Regionalize efforts and evaluate shared operations and services.
- C. Develop a unified approach to legislative initiatives that impact the County, 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, Old Sonoma Road campus, and Napa Pipe.
- E. Work with the cities and town to align our collective strategic goals and actions.

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

#### **Strategic Actions**

- A. Implement strategies to increase County's committee and commission recruitment efforts.
- B. Advocate for, support, and promote a comprehensive and accurate Census count within Napa County.
- C. Improve public WiFi access in all County buildings.

- D. Enhance communication technologies by reducing redundancy, enhancing the user experience, achieving cost savings, and increasing effectiveness.
- E. Invest in our workforce by improving strategies for recruitment and retention and creating a workplace culture where individuals and operations can thrive.
- F. Plan for infrastructure maintenance (facility, equipment, and technology) growth, and modernization to support County services.
- G. Maintain the County's commitment to core services, including but not limited to: the replacement jail, Federal and State mandated programs, and administrative support functions.

**16. Increase transparency in government operations and 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. Implement open data portals to allow the public to access and interpret information directly.
- D. Evaluate local campaign finance reform options, and increase public access to existing online campaign financing data.

## **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 on what people value about Napa County; and what their vision is 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, the 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 members of 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 government 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 on-line 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 Napa County 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
- Napa County 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
- Vichy Elementary
- 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 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, instead of catering to tourists, by encouraging more small businesses, family activities, and local services

that focus on building community, improve well-being, and make 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.