



Meeting Date: January 21, 2014
Agenda Item: 12A
Reviewed by Town Manager:

Yountville Town Council Staff Report

TO: Mayor and Town Council
FROM: Steven Rogers, Town Manager
SUBJECT: Strategic Plan FY2011-16 Status Update Report

BACKGROUND/DISCUSSION

The Town of Yountville initiated the planning and development of a five-year strategic plan in early 2010. The intention of the Strategic Plan is to articulate the Vision and Strategy of the Town Council and to clearly show the implementation of that Vision over the next five year period through the Town's approved budget and annual work plan.

The Town of Yountville sought broad community stakeholder input in the development of the Strategic Plan including five (5) public meetings and workshops. In all, fourteen (14) meetings with employees, individual council members, business community, and boards and commission members were held and generated over a dozen pages of input and comments.

The Strategic Plan process included a review and reaffirmation by the Town Council of the Town Council Vision Statement and Guiding Principles which forms the cornerstone of the Strategic Plan.

The planning effort focused on the following task areas:

- A clear commitment to financial health.
- A continued enhancement of community communications
- Issues that stem from the unique mix of tourist related business and residents.
- Emerging infrastructure needs.
- Specific areas of Town operations that will need attention and upgrades.

On April 5, 2011 the Town Council approved and adopted the Town of Yountville Fiscal Year 2011-16 Strategic Plan which shall serve to provide policy direction for the operation of the Town. The adopted Strategic Plan focuses on six (6) core Thrust areas with a number of strategic goal initiatives within those areas. The Strategic Thrusts Include:

- 1.0 Leadership
 - 1.1 Council Operations
 - 1.2 Personnel/Organizational Management
 - 1.3 Administrative Management
- 2.0 Community Character
 - 2.1 Maintain & Enhance the Appearance of Yountville
 - 2.2 Land Uses for a well planned community.
 - 2.3 Historic Resources
 - 2.4 Code Enforcement
 - 2.5 Environmental Sustainability
 - 2.6 Consider Streamlining the Planning Process

- 3.0 Communication and Civic Engagement
 - 3.1 Provide Meaningful Communication and Information
 - 3.2 Update and Maintain Town web-site
 - 3.3 Invite Public Awareness through Increased Communications and Engagement
 - 3.4 Business Outreach & Education
 - 3.5 Organization and Availability of Information
 - 3.6 Involve Citizens through Boards and Commissions
- 4.0 Community Spirit
 - 4.1 Parks & Recreation 5-Year Strategic Plan
 - 4.2 Parks & Recreation Marketing Plan
 - 4.3 Community Center Operation
 - 4.4 Comprehensive Cost Recovery Program
 - 4.5 Online Registration System
 - 4.6 Seek & Develop Community Based Partnerships
- 5.0 Fiscal Health
 - 5.1 Budget to Support Town's Mission
 - 5.2 Long-Range Financial Forecast
 - 5.3 Optimize Tourism Economy
 - 5.4 Control Costs
 - 5.5 Five Year Capital Improvement Program (CIP) Budget
 - 5.6 Fiscal Policies
- 6.0 Services and Infrastructure
 - 6.1 Water
 - 6.1.1 Implement Key Water Related CIP Projects
 - 6.1.2 Prepare for Emergencies
 - 6.1.3 Maintain Compliance with Current and Evolving Regulations
 - 6.1.4 Implement Water Conservation Plan
 - 6.2 Sanitary Sewer Services
 - 6.2.1 Implement Key Sanitary Sewer Related CIP Projects
 - 6.2.2 Prepare for Emergencies
 - 6.2.3 Maintain Fats, Oils, and Grease (FOG) Program
 - 6.2.4 Produce Title 22 Unrestricted Recycled Water
 - 6.2.5 Complete Recycled Water Master Plan and Feasibility Study
 - 6.2.6 Complete Wastewater Treatment Plant Optimization Study
 - 6.3 Storm Drainage Collection & Management System
 - 6.3.1 Implement Key CIP Projects
 - 6.3.2 Prepare for Emergencies
 - 6.3.3 Maintain Compliance with Current and Evolving Regulations
 - 6.3.4 Ensure Minimized Polluted Runoff from Construction Projects
 - 6.3.5 Implement Ordinance for Post-Construction Best Management Projects
 - 6.4 Streets and Sidewalks
 - 6.4.1 Implement Key CIP projects
 - 6.4.2 Maintain Sidewalk Management Program
 - 6.4.3 Complete Accessibility Implementation Plan
 - 6.4.4 Establish Urban Forestation Management Plan
 - 6.5 Parks Maintenance and Development
 - 6.5.1 Implement Key Parks CIP Projects
 - 6.5.2 Implement Maintenance Measures
 - 6.5.3 Maintain Compliance with Current and Evolving Regulations

- 6.6 Facilities Maintenance
 - 6.6.1 Establish a Modern Asset Management Program
 - 6.6.2 Implement Key Facilities CIP Projects
 - 6.6.3 Prepare for Emergencies
 - 6.6.4 Evaluate Emerging Technologies and Methods
 - 6.6.5 Implement Maintenance Measures

As a part of the approval process, the Town Council authorized the Town Manager and staff to implement the strategic plan as outlined in the plan, including but not limited to the budget appropriation process, update of the Town Council Meeting Staff report format, and provisions related to the monitoring and tracking and reporting back to the Town Council performance related to the Strategic Plan.

On behalf of the Town Management Team and staff, I am pleased to present Strategic Plan Status Update Report 4 – January 2014 in a written narrative summary form to illustrate the Town's progress to date toward achieving the many goals and initiatives outlined in the Strategic Plan 2011-16.

Collectively the Town Council and staff have had good success on our progress on accomplishing our strategic goals in the timeframe identified. We are now planning for implementing the ongoing and new action plans as appropriate for the final two years of this Strategic Plan effort which takes us into FY14-15 and FY15-16.

Key accomplishments completed this past year include:

1.0 Leadership

1.1.1 Sustain Effective Town Governance

Municipal Code Update: One code update completed and a second update is in progress.
Town Council Protocols: Update underway with Town Council action anticipated in first quarter of 2014.

1.1.2 Protect Community Health and Safety and 1.2.4 Provide a Safe Workplace:

The Town sold bonds and completed the Town Hall Structural Strengthening Project. The Town-wide Security Project included the installation of video cameras at the Wastewater Treatment Plant/ Corporation Yard and the installation of video cameras, motion sensors and panic alarms at Town Hall,

1.1.3 Update Town Policies and Procedures:

The Town reviewed and made modifications to its OPEB policy, updated its Purchasing Ordinance and established an Administrative Purchasing Policy and Procedure, Nuisance Abatement processes, and regulation of chicken and fowl.

1.2.1 Optimize Organizational Structure

The Town reorganized the Public Works Municipal Operations Division to replace a Maintenance Worker position with the following positions:

Facilities and Grounds Worker
Maintenance Aide (seasonal part time)

The Town reorganized the Planning Department to replace an Associate Planner position with the following positions:

Management Analyst (shared with Public Works)
Office Assistant (part time)

1.2.2 Support Effective Workplace Succession

The Town was able to internally promote and fill the following position vacancies internally as a result of employee training, development, certification, and efforts made by our individual employees to be prepared for future openings in the following:

Water Service Maintenance Worker I/II
Maintenance Worker I/II
Planning & Building Director

1.2 Personnel/Organizational Management

1.2.5 Prudently Manage Risk

Third-Party claim subrogation program (cost recovery program to the Town for damages to Town property) launched in December 2013.

1.3. Administrative Management

1.3.1 Sharing and Use of Organizational Knowledge

Completed a full year of Paperless Agenda Program which launched in January 2013.

Implemented cross-training between Accounting Technician and Administrative Assistant to provide for increased coverage in the areas of accounts payable and utility billing and collections when staff is out.

1.3.3b Implement Electronic Records Management System

The Town is in its third year of cataloging and scanning electronic records. Staff, under the coordination of the Town Clerk and temporary contract clerical support, has completed the scanning of the Council Agenda Packets, personnel records (archived and current), engineering flat map files (to be used in conjunction with GIS project)

1.3.5 Annually Update Town's Strategic Plan

Mid-year Status report presented January 21, 2014.

2.0 Community Character

2.1 Maintain and Enhance the Appearance of Yountville

The Town entered a reimbursement agreement with the owners of the Hestan Project to underground the overhead wires between Washington Street and Van de Leur Park which was completed in the summer of 2013.

Yountville Arts Commission has placed 5 new public art installations in 2013 and completed a call for Artists requesting applications for submission for installation in 2014.

The Town has received shipment of approximately one-half of the sign posts that serve as the foundation for the Wayfinding Sign Program. Business signs have been ordered and are in the production stage.

Staff processed applications for new developments and uses, including the Stewart Cellars tasting room, bookstore, and café, several new and/or replacement dwellings in the Old Town Historic District, and two major revisions to the Vineyard Oaks project.

2.2 Land Uses for a Well-Planned Community

Staff processed use permit applications for many of the Town's businesses, including the first two requests for the outdoor display of merchandise.

2.3 Historic Resources

The Town Hall seismic retrofit project was evaluated by a historic consultant that determined all of the structure's character defining elements should be retained. By preserving these elements, including the historic wood windows, the building is potentially eligible for inclusion on the California Register of Historic Places and/or the National Register and staff will pursue submittal of the appropriate applications after the building is completed.

Lavender Inn received approval for the adaptive reuse of the historic barn to add a ninth guest room. Consistent with conditions of approval that have been placed on other historic properties, the applicant will participate in an historic plaque program.

The Historic Resources Ad Hoc Committee convened on one occasion to develop a work plan, expressing interest in learning more about a Historic Element of the General Plan. Staff will renew the effort in 2014.

2.4 Code Enforcement

A comprehensive update to the Nuisance Ordinance was adopted by the Town Council and as a follow up action the Council approved rules specific to backyard chickens. These ordinances serve as better tools in the enforcement of nuisance conditions.

2.5 Environmental Sustainability

The Town Council Greenhouse Gas Ad Hoc Committee provided feedback on the 2010 update of the Communitywide and Local Government Inventories and in 2014 the effort will move toward creating a climate action plan for Yountville.

3.0 Communication and Civic Engagement

3.2 Update and Maintain Website

Created five (5) new pages on www.townofyountville.com website: Yountville Station Library, FPPC, Yountville Arts Commission, Countywide Board and Commissions – Yountville Representative, and NVTID-Yountville.

3.6 Involve Citizens through Boards and Commissions:

Yountville Arts moved from a volunteer committee to full Town commission status in 2013.

Created new, modern recruitment brochures for the Zoning & Design Review Board, Parks & Recreation Advisory Commission and Yountville Arts Commission to enhance the look of the brochures with an eye towards increasing public interest and understanding in the commission positions.

4.0 Community Spirit

4.1 Parks & Recreation 5-Year Strategic Plan:

Staff will commence the planning effort for this "forward thinking" process which will be designed to involve the community, Parks & Recreation Advisory Commission, program participants and client, staff and the Town Council.

4.4 Parks and Recreation Comprehensive Cost Recovery and Pricing Policy:

This ongoing process allows for the department to create policies for how we price our programs and services based on Town Council policy direction for appropriate cost recovery in our various program areas.

4.5 Online Registration System

The Parks and Recreation Department implemented the online registration system in April of 2013. This has increased registration efficiency and enhanced customer service to meet the needs of our customers.

5.0 Fiscal Health**5.1 Budget to Support Town's Mission**

Town Council adopted a balanced budget for Fiscal Year 2013/14.

Town earned Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award and Certificate of Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) for fourth consecutive year.

Implemented third year of 5 Year Utility Rate Increase Program to eliminate the long-standing operating deficits in the water and wastewater utility funds. Both funds operated in the black this year and the future rate adjustments will pay down existing debt and pay for future system improvements.

5.2 Long-Range Financial Forecast

Finance Director attended GFOA workshop on long term financial planning in September 2013 to begin planning process and has identified a resource that can assist in development of an interactive forecast model at a reasonable cost. Work will continue on this initiative in FY2014/15.

5.5 Five Year Capital Improvement Program (CIP) Budget

Town Issued 2013 Lease Revenue Bonds in amount of \$4,260,000 to finance the Town Hall Structural Strengthening Project and Madison/Yount Streets Sewer and Street Replacement Project.

6.0 Services and Infrastructure**6.1.3 Maintain Compliance with Current and Evolving Water Regulations**

The Public Works Department completed the requirements of a new Domestic Water Supply Permit from the California Department of Public Health.

6.2.5 Complete the Recycled Water Master Plan and Feasibility Study

The Public Work Utility Operations Division completed and obtained approval of a Master Plan and Feasibility Study from the State Water Resources Control Board and U. S. Bureau of Reclamation, which allowed the Town to qualify for low interest rate financing for the Recycled Water Expansion Project.

6.1.3 Maintain Compliance with Current and Evolving Stormwater Regulations

The Town completed the requirements of a new National Pollutant Discharge Elimination System (NPDES) Permit for Small Municipal Systems from the State Water Resources Control Board.

6.4.1 Implement Key Streets and Sidewalk CIP Projects

The Public Works Department completed a \$250,000 Slurry Seal and Microsurfacing Project which protects the pavement on over 25% of the Town's existing streets from the effects of sun and rain for the next 5-7 years.

The Public Works Department completed several sidewalk improvement projects including along Washington Street between Mulberry and driveway into V Marketplace, bulb outs at Yount Street and Humboldt, ADA curb cuts at Vista and Finnell Road, and new pathway into Yountville Community Park from Madison Street.

6.5.3 Maintain Compliance with Current and Evolving Regulations

The Public Work Municipal Operations Division completed the requirements of a playground inspection and maintenance program per the California Health and Safety Code.

Town Public Works Department is working jointly with other Napa County agencies on the implementation and execution of the new five (5) State Stormwater Pollution Prevention Program which will have increased costs to the Town to comply with permit conditions.

6.6 Evaluate emerging technologies and methods. Installed new "air fiber" data connection at the Corporation Yard and Wastewater Treatment plant to provide a faster and more reliable internet connection allowing those Public Works Department employees to utilize Town's server and software systems.

There are a number of key initiatives outlined in the Strategic Plan 2011-16 which staff will focus on in the next two fiscal years including:

1.0 Leadership

FY13-14 and FY14-15

1.2.1 Optimize Organizational Structure: The Town is finalizing initial implementation plans for a Geographic Based Information System (GIS) and correlated Computer Maintenance Management System (CMMS) which are technology based enhancements using external consultants that will allow town staff to work more efficiently and effectively. Implementation will begin yet this year and continue into the next fiscal year. Ongoing expenditures will be necessary to maintain and support these systems in the future.

Scanning All Flat Maps by SyTech for Town EDMS are being used concurrently in support of REGIS project.

2.0 Community Character

FY14-15 and FY15-16

2.3 Historic Resources: Staff is behind anticipated time frame on this initiative. Effort will focus on working with joint Council and ZDRB Ad-hoc committee on development of a framework related to historic resources.

FY14-15 and FY15-16

2.4 Code Enforcement: continued review and modification of policies and procedures that are appropriate to address community concerns. Recently the Town updated its ORDINANCE Nuisance standards and definitions and is addressing the keeping of fowl.

FY14-5 and FY15-6

2.5 Environmental Sustainability: after recent update of our GHG inventory and targeted reduction goals, staff in coordination with the Town Council and community will work to develop our Action Plan and Implementation Measures for how to effectively reach those targets.

The Photovoltaic Project will construct solar electric panels at the Wastewater Treatment Plant, Wastewater Pump Station, and Community Center which will reduce energy bills and GHG emissions.

3.0 Communication and Civic Engagement

FY14-15

3.2 Update and Maintain Web-site: Overhauled as a part of the first phase of our Strategic Plan 2011-16, staff will review content and update as necessary with focus on use of social media, e-notifier, Finance Department, Public Works, and improving access to our growing volumes of documents and reports to make them more accessible.

Implement newly acquired software tool that allows for increased community engagement through polling and structured public opinion input mechanisms.

4.0 Community Spirit

FY14-15

4.1 Parks & Recreation 5-Year Strategic Plan: Staff will begin the planning effort for this forward thinking process which is anticipated to involve the community, Parks & Recreation Advisory Commission, various clients, stakeholders, staff and the Town Council.

5.0 Fiscal Health

FY13-14

5.2 Long-Range Financial Forecast: Finance Director has attended training program earlier this year and is beginning work on format for a forecast document. Work on this may continue into the next FY.

6.0 Services and Infrastructure

FY13-14

6.1.4 Implement Water Conservation Plan: The Public Works Director and Public Works Manager have reviewed the Plan, and the Town Council will be asked to adopt the plan in 2014.

FY13-14

6.2.6 Complete the Wastewater Treatment Plant Optimization Plan: The Recycled Water Expansion Project includes a supervisory control and data acquisition (SCADA) system. The Town Council approved the plans and specifications, financing has been obtained, and user agreements have been executed, so the project will be constructed in 2014.

FY13-14

6.3.1 Implement Key Storm Drainage CIP Projects: The preliminary design of four Measure A half cent sales tax funded projects have been completed. It is anticipated that the environmental document and regulatory permit applications will be completed in 2014, and construction will be completed in 2015.

FY13-14

6.3.5 Implement Ordinance for Post Construction Best Management Practices: The new NPDES Stormwater Permit for Small Municipal Systems mandates that the Town Council adopt the Ordinance in 2014 or 2015.

FY13-14	<u>6.4.1 Implement Key Streets and Sidewalk CIP Projects:</u> The Town sold bonds to complete the Madison and Yount Improvement Project. The preliminary plans and specifications have been completed, and it is anticipated that the project will be constructed in 2014.
FY13-14	<u>6.4.3 Complete Accessibility Implementation Plan:</u> Many items in the 2007 Americans with Disability Act (ADA) Transition Plan have been completed, such as the improvements to Community Hall, Town Hall, park restrooms and sidewalk curb ramps. In 2013, an ADA Self Evaluation and Transition Plan Update was completed with a 12 year implementation schedule. The Town Council will be asked to hold a public meeting and adopt the new Transition Plan in early 2014.
FY13-14	<u>6.4.4 Establish Urban Forestation Management Plan:</u> The Public Works Director and Public Works Manager have reviewed the Plan, and A Plus Tree Care has been hired to inventory and maintain Town owned trees. It is anticipated that the Town Council will be asked to adopt the Plan in 2014.
FY13-14	<u>6.5.2 and 6.6.5 Implement Maintenance Measures:</u> The Computer Maintenance Management System (CMMS) will include an inventory of assets and a work order program for scheduling maintenance of parks, facilities, and other infrastructure.
FY13-14	<u>6.6.1 Establish a Modern Asset Management Program:</u> The Computer Maintenance Management System (CMMS) will include an inventory of assets and a work order program for scheduling maintenance of parks, facilities, and other infrastructure.
FY13-14	<u>6.6.2 Implement Key Facility CIP Projects:</u> The Town Hall Structural Strengthening Project will be completed in early 2014. Town staff is working with staff at 12 other agencies on the joint purchase of photovoltaic solar electric panels to be installed at the Wastewater Treatment Plant, Wastewater Pump Station, Community Center and Community Hall.

The following represent initiatives which have not been completed by the anticipated target date. The delay in some cases is the result of staff being overly optimistic on amount of planning work that could be completed, changed objectives, workload limitations, and external issues such as regulatory compliance conditions, permitting and review. Where possible, staff has identified a new target completion date for these goals.

5.2 Long Range Financial Forecast: staff planning effort has commenced but this project will likely not be completed by end of FY13-14 and will carry into FY14-15.

6.1.4 Implement Water Conservation Plan: Initially targeted for FY12-13 but staff has been drawn to other more pressing projects. Given the current drought situation emerging in California staff will make this a priority project for FY14-15.

Staff will continue to monitor and review the status of our efforts during the upcoming budget process. At that time we will review and the outlined Thrusts and Timelines in more detail to determine if modification or additional revision may be necessary.

<u>FISCAL IMPACT</u>	
Is there a Fiscal Impact?	Updating and reporting on status does not have direct fiscal impact.
Is it Currently Budgeted?	Yes.
Where is it Budgeted?	Reflected in the whole budget document.
Is it Mandatory or Discretionary?	Mandatory by Town Council policy direction.
Is there a Staff Resource Impact?	Yes.
<u>STRATEGIC PLAN GOAL</u>	
Is item Identified in Strategic Plan?	Yes
If yes, Identify Strategic Goal and Objective.	Leadership 1.35 Administrative Management, Annually Update Town's Strategic Plan
Briefly Explain Relationship to Strategic Plan Goal and Objective.	Periodic status update reports to the Town Council on progress made by the Town toward accomplishing and implementing the work plan identified in the Strategic Plan

ALTERNATIVES

1. Not Applicable. Informational report only.

RECOMMENDATION

1. Review Report and provide feedback.

ATTACHMENTS

1. None