



CITY of NAPA

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August 18, 2006

FILED

SEP 11 2006

Clerk of the Napa Superior Court
By: C. Primmer
Deputy

The Honorable Francisca P. Tisher
Presiding Judge
Napa County Superior Court
825 Brown Street
Napa, CA 94559

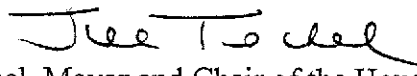
Dear Judge Tisher:

The City of Napa and the Housing Authority of the City of Napa have received and reviewed the Findings and Recommendations of the 2005-2006 Grand Jury. The areas directed to these two entities, their elected representatives, and appointed managers covered The City of Napa Finance Department, Community Development Department and the Building Application Process as well as Homeless Shelters and Services. **These prepared responses represent the individual and collective responses from the required respondents as called out in the Grand Jury Report.** Both the City Council and the Housing Authority approved the responses, as included herein, in open public session. The only dissenting vote was from Council member and Housing Board member Harry Martin with respect to Finding 2 (A) related to the Hope Center. He voted approval for all of the remaining responses along with the other elected and appointed members of these two bodies.

The staff and elected officials of the City wish to recognize the effort put into the report by the Grand Jury members, and while we respectfully disagreed with a number of items we took their recommendations seriously and dedicated many staff hours in order to formulate responses which clarified our position. We hope that Grand Jury members in the future will find this information helpful and that they will consider contacting us if they need clarification of this somewhat technical information. Trying to distill the vast array of processes and fees for planning, zoning, building and engineering within the City of Napa is a difficult task. Also, the area of Homeless Services represents a broad array of players who have been actively working to implement a Ten Year Plan to reduce or end homelessness...a noble goal set upon all localities by the federal and state government with only a modicum of resources. We believe that the City has a continuing support role to play in this endeavor.

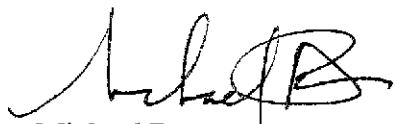
Respectfully submitted:


Patricia Thompson
City Manager

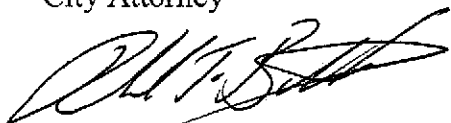

Jill Techel, Mayor and Chair of the Housing Authority
Also representing the City Council/Housing Authority Board

Received
AUG 31 2006
Napa Superior Court

August 18, 2006 Response Letter to the Grand Jury
City of Napa and Housing Authority of the City of Napa
(Continued)



Michael Barrett
City Attorney



Rich Bottarini
Community Development Director




Michael O'Bryon
Public Works Director

Tim Borman
Fire Chief



Richard Melton
Police Chief



Peter Dreier
Housing Authority Director



Jed Christensen
Finance Director



AGENDA ITEM NO. 5B

Records File #:
Retention:

(City Clerk's Use Only)

**NAPA CITY COUNCIL
AGENDA SUMMARY REPORT
August 15, 2006**

SUBJECT:

Response to Grand Jury Report 2005-2006.

ORIGINATED BY:

City Manager's Office, City Attorney, Finance, Public Works, Housing, Police, and Fire Departments

EXECUTIVE SUMMARY:

The 2005-2006 Napa County Grand Jury Final Report was submitted to the City on or around July 5, 2006. The Grand Jury requested responses from the City Council, and (for specified portions of the Grand Jury Report) the Grand Jury requested responses from individual City officials: the Mayor, the City Manager, the Finance Director, the Community Development Director, the Public Works Director, the Police Department, the Fire Department, the Housing Authority, and the City Attorney. Generally, responses from the City Council are due within 90 days, and responses from all other City officials are due within 60 days, after the Grand Jury Report was submitted to the City. In an effort to consolidate the response of the City Council with the response of each identified City official, this agenda summary report includes both a staff recommendation for the City Council's response to the Grand Jury Report, as well as the individual response for each identified City official. If Council concurs with these draft responses, they will be sent to the Grand Jury as representative of all individuals required to respond for each section of the report pertinent to the City of Napa.

The topics covered by the Grand Jury Report for 2005-2006 include "Napa Finance Department Accountability," City of Napa Building Application Processing and Billing Accountability," "California Government Code and Penal Codes Accountability," "Lack of Process Efficiency, Case Management, and Customer Satisfaction," "Chronic Homeless Outreach," and "Homeless Day Resources Center."

The Grand Jury Report identifies findings and recommendations for further action by the City. For each "finding," each responding person is required to either agree or disagree, and in the case of disagreement, specify the reasons for the disagreement. For each "recommendation," each responding person is required to provide information as to whether the recommendation has been (or will be) implemented, and if the recommendation will not be implemented, specify the reasons for not implementing the recommendation.

DISCUSSION:

The Grand Jury took on a large task and apparently did a credible job in describing what they heard and perceived as problems within the Finance and Community Development Departments. Yet, it also appears that the Grand Jury had a limited data base and a limited number (7) of people testifying. Therefore, there are many instances in which the Grand Jury made findings and recommendations based on incomplete information regarding topics that would require an analysis of voluminous information. Regardless, this response reflects the City's best effort to provide additional information to respond to the

findings, and most importantly identify the steps the City has already taken and intends to take in the future in order to implement the recommendations of the Grand Jury.

The City would like to make one comment concerning of the process that this (2005-2006) Grand Jury chose to follow, which appears to break with past practices. In years past, the Grand Jury foreman or key sub-committee chairs would invite the City Manager and relevant Department Directors to a meeting to discuss the key areas that the Grand Jury would be reviewing and how they intended to proceed, what documents might be needed from the City, etc. This allowed for complete cooperation by the City in getting needed information to various committees. This Grand Jury, unfortunately, chose to exclude the City Manager and Department Heads from providing or knowing what information was being requested of subordinate staff. The management of the City found out about the investigation from numerous sources outside of the staff, including those surveyed. In most cases the information that was requested would have and could have been supplied by the City in a more complete and efficient manner, if the request had been coordinated through the management.

Background Section

The Grand Jury Report makes several statements of fact in the Background Section, one of which is seriously in error (and reflected throughout the Report); the other is only partially correct. The Grand Jury states that (1) "project application fees were increased by 40%" and, (2) "the [Maximus Report] plan was approved, funded [and] implemented...." Both of these statements are in error to various degrees.

First, the 2002 *Maximus Report* only reviewed the Building Division fees (pages 118 and 141 through 144) and not project application fees in either Planning or Development Engineering. The recommendation for fees was implemented only in the Building Division. The Planning and Engineering fees were not increased and are charged on an hourly basis. The Grand Jury statement is misleading and incorrect.

Second, the Grand Jury Report states that the Maximus project was "funded". Unfortunately, this is not true because of budget reductions over the past several years. During the adoption of the 2005-07 bi-annual budget, roughly 40 positions within the City were frozen or eliminated. The Council had the difficult decision to cut positions in all departments, including the Community Development Department. Because of the budget reductions, three positions in the Community Development Department were frozen - one associate planning position, the Building Plan Check Engineer and Code Enforcement Officer Assistant, and two support staff in the Public Works Department were frozen which provided support to the Development Engineering section.

The City is currently going through one of its largest development surges in its history. Below is a partial list of commercial projects that have been processed since 2003 that required improvement plan and planning reviews:

Napa Square (approval and redesign)	Inn @ Town Center
Zeller Office Building	Main Street West Office Building
Riverfront Mixed Use	Oxbow Market
Craftsman Inn	Riverbend Resort
Meritage Hotel and Shell Vacations Timeshare	Blue Oak Middle School
Merryvale Winery	Redwood Plaza Remodel
Bel Aire Plaza Remodel (Target, Trader Joes and Copperfields)	Vasser Toyota
Queen of the Valley Surgery Center, and Wellness Center	Longs Drug
Tradewinds Industrial Building (51,000 sq. ft.)	Solano Commons Mixed Use
Pannattoni Office Building (60,000 sq. ft.)	Mourad Warehouse (26,000 sq. ft.)

In general, the Maximus Report was based on a limited amount of data, which was inconsistent and inaccurate. On page 6 of the Maximus Report, it is reported that there were 296 cases heard before the Planning Commission, but the number of submittals was not available. With the Trakit system, the actual

number of submittals was 196 applications. In 2005, there were more than 250 applications, more than a 25% increase in workload.

Section 1 - Napa Finance Department Accountability

Finding #1(a):

The Finance Department for the City of Napa did not provide clear documentation of total revenues generated from project applicant fees.

Finding #1 (a) City Response:

The City of Napa partially disagrees with the finding. The information initially requested on January 20, 2006 requested written billing policies but not documentation of project applicant fee revenues. A second request from the Grand Jury dated February 23, 2006 did request a "dollar amount" for two fiscal years. The information was not readily available in the format requested. However, information in a gross format was available and provided to them. The information requested has now been calculated and is provided below for five fiscal years.

Finding #1(b):

The City of Napa did not provide specific information regarding how collected planning process fees are disbursed, including allocations for street improvement.

Finding #1 (b) City Response:

The City of Napa respectfully disagrees with the finding. The Grand Jury asked for written policies dealing with Planning process and "Traffic" fees, but not disbursements. These information requests of the Finance Department were misdirected. The Grand Jury was advised to ask for the requested information from the Community Development Department. Due to the secrecy imposed upon Grand Jury respondents, the information requests were not referred to another department for a response by the original staff person contacted.

Recommendation #1 (a) and (b):

The Grand Jury recommends that the City of Napa hire an independent auditor to conduct a thorough audit of all revenues generated by the permit application billing system, as well as the application and use of those revenues for the past five years.

Response to Recommendation #1 (a) and (b):

The recommendation will not be implemented because it is not warranted. Rather than hiring an independent auditor, staff has gone to great lengths to research the information and has provided the requested data below.

The following chart is documentation of fees generated from project applicants by fee type for the last 5 years:

Development Revenues	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05
Planning Fees	\$ 158,872	\$ 10,302	\$ 43,453	\$ 168,842	\$ 235,797
Developer Deposits		150,949	84,942	532,150	786,941
Total Revenues	158,872	161,251	128,395	700,993	1,022,739

Community Development Expenditures					
Administration	895,213	990,492	943,278	406,386	438,472
Current Planning	-	-	-	534,503	599,042
Long Range Planning	80,948	104,849	64,253	253,092	365,954
Code Enforcement	-	-	20,538	159,408	110,131
Development Engineering	27	-	-	612,976	722,650
Total CDD Expenditures	976,187	1,095,341	1,028,069	1,966,364	2,236,249
Net Income/(Loss)	\$ (817,315)	\$ (934,090)	\$ (899,674)	\$ (1,265,372)	\$ (1,213,510)

Hiring an independent auditor to conduct an audit of all revenues generated by the permit application billing system, and determining the use of those revenues would be an extremely expensive as well as time-consuming project. The City fully recognizes that the old computer system, which was developed in-house over a 25 year period, was not either the best possible state of the art software system nor was it capable of providing good management reports. That does not mean however, that the billing and expenditures of project fees were incorrect or misused. Initial deposits for development projects were collected, and staff time and expenses were charged against those collected fees. In those instances when insufficient funds had been initially collected to adequately review the project, invoices were sent to developers requesting additional funds. On the other hand, if there was an over collection of fees, refunds were made. As can be seen from the charts above, the City of Napa did not charge enough in project applicant fees to cover their costs of processing those applications, even if one considers only costs attributable to Current Planning and Development Engineering alone (with no allocation for administration). Per Council direction, staff is in the process of conducting new cost allocation studies to make sure that staff time and expenses are fully recovered.

That being said, as stated above, City staff fully recognized the need to replace the permit application billing system, and undertook the effort to replace the system in 2004. The new system is now in place, implemented on September 20, 2005, and has the features to collect, bill, account for and track all development projects that come into the department. The Grand Jury was given a lengthy demonstration of that new system and appeared pleased, after requesting several additional reports be prepared, with the new systems capabilities. Therefore, as shown above, funds have indeed been accounted for in the

past, and going forward, a much better system is in place to further ensure the proper accounting of all funds received through the permit application process.

Staff certainly values the input of independent auditors and believes that it would be a better value to have the new system and process reviewed for future development in invoicing and reconciling the project fee accounts.

STREET IMPROVEMENT FEES:

Street Improvement Fees are collected within the building permit process. The fees are used to pay for city-wide traffic impacts caused from implementation of the zoning in the General Plan. Every developer pays these fees to mitigate their incremental city-wide traffic impacts. The fees were established to spread the project improvement costs between the currently approved development (existing) and new development. By implementation these impact fees the City of Napa can allow development to occur and be assured that the new development is paying their incremental share of the future infrastructure requirements needed to implement the General Plan.

The list of projects attached (City of Napa Street Improvement Fee listing—Attachment 1A) is the official list of infrastructure needs and shows the improvement, cost estimate street improvement fees, description of work, cost sharing and which projects have been completed. It should be pointed out that the fees collected only cover 58% of the true costs for street construction and do not cover right of way acquisition. Therefore, street fees are under review at this time to insure that development is paying its share of actual road improvement costs.

The implementation of the projects can happen in two ways:

1. Each fiscal year the City programs (budgets) certain infrastructure improvements based upon the funds available, the anticipated funds to be collected and the priority need of the project.
2. Certain developments can be conditioned and be required to implement and construct a certain project. This method has two means to accomplish this goal:
 - a. A developer can receive a credit for the cost of the project if it is completed prior to, or concurrent with, payment of building fees.
 - b. A developer can enter into a reimbursement agreement with the City when the improvements are to be constructed after building fees have been paid.

Every year the City reviews the development fees to determine if the fees need to be raised as compared to the Construction Price Index for the Bay Area. If the index has risen 2%, fees are adjusted accordingly. If the index has risen 0.2%, the fee is accumulated until it has risen as least 1% before an adjustment is made revising it upward.

Attachment 1B, "City of Napa, Private Development Activities, Flow of Financial Transactions" is a flow chart illustrating exactly how funds collected for Street Improvements flow.

Attachment 1C, "City of Napa-Street Improvement Fee, Analysis of Transactions, FY 2003-04" shows street improvements funded for that fiscal year from Street Improvement Fees.

Attachment 1D, "City of Napa—Street Improvement Fee, Analysis of Transactions, FY 2004-05", shows street improvements funded for that fiscal year from Street Improvement Fees.

Attachment 1E, "Capital Improvement Project", is an example of a Capital Improvement Project worksheet, detailing the scope of the project, location, objective, and a description of the proposed improvement. This information is then used to prioritize projects and determine which ones will be funded in the upcoming fiscal year.

Attachment 1F, "City of Napa – Street Improvement Fee, Underground Utility Component, Analysis of Transactions, FY 2006-07. This worksheet details a potential underground utility project that will eventually be partially be financed using Street Improvement Fees.

Section 2 - City of Napa Building Application Processing and Billing Accountability

Finding #2(a):

The City did not provide clarification how hourly rates for project applicant fees are determined, or what constitutes overhead and other costs.

Response to Finding #2 (a):

The City of Napa respectfully disagrees with the finding.

In response to information requests from the Grand Jury regarding overhead rates, several documents were provided that showed the formula for calculating overhead rates. Those documents included a "City of Napa Computation of Full Labor Costs" for the City positions that would handle planning review type work, i.e., Principal Planner, Associate Planner etc. (example attached—Attachment A). They were also provided examples of an actual billing for a proposed development that indicated the date staff worked on a project, how many hours were charged, which department the employee worked in, and the amount charged. On top of that was the actual bill itself indicating again the project number, and dollar amount owed for work completed on that particular project.

Apparently that documentation did not satisfy the Grand Jury, especially when it came to explaining the overhead rates applied to staff salaries as they appeared to have wanted a specific formula and not the actual dollar amounts involved. A more complete explanation of the overhead rate calculations follows.

Recommendation #2(a):

The City Manager to establish, and provide the public, a clear formula with a complete breakdown for hourly rates charged in the planning review process.

OVERHEAD RATE CALCULATIONS:

Prior to 1996, a flat amount was charged by staff for work completed on development projects. Council and staff concluded that a more comprehensive and detailed cost allocation plan should be developed. Therefore, staff spent considerable time preparing a cost allocation plan that resulted in a "fully burdened rate" for all city employees.

The "fully burdened rate" of all employees working for the City of Napa was established in a Cost Allocation Plan that was adopted by Council on June 18, 1996, which has been subsequently updated on April 1999, May 2000, and May 2003. The intent of the plan was to be able to calculate the full cost of services and programs as well as the cost of services covered by billable job orders. The total cost of an employee includes not only their hourly salaried rate, but also includes both direct and indirect costs.

Full labor costs consist of five components (Please see attached "City of Napa Computation of Full Labor Costs" chart—Attachment 2A:

1. Actual hourly rate
2. Fringe benefit
3. Load rate (to take into account non-productive hours for each employee, i.e. vacation, sick leave, holidays)
4. Departmental overhead rate (administrative portion of service centers)
5. General city overhead rate

Attachment 2B is the original Schedule of Overhead Rates by Department. This schedule contains the average fringe rate and load rate for each department using actual costs from the most recently completed fiscal year.

Attachment 2C is the Schedule of Service and Support Centers. Each department is categorized as a service center and/or a support center. A service center generally performs direct service to citizens while support center support the former in the delivery of their services. There are instances where a department is both a service and a support center, such as the Legal Department.

Attachment 2D is the Schedule of Support Centers and allocation Bases (from the original plan). This is a listing of the support centers and the allocation bases used.

Attachment 2E is the City of Napa Cost Recovery Manual which explains in detail exactly how cost recovery is measured but also defines what is included in each of the categories in the cost recovery plan. The plan explains the Criteria for Establishing Fees. The manual ends with a section that discusses the actual monitoring of cost recovery efforts, to allow accurate revenue forecasts of costs to assure that billable job orders are being utilized as projected.

Therefore, there is already in place a clear formula that breaks down hourly rates charged in the planning review process. However, to make it more clear in the future, the City of Napa will publish on an annual basis the revised hourly rates for each classification of employees involved in the planning review process.

Finding #2(b):

The Finance Department and Community Development Department are sending out bills without explanations detailing the charges.

Response to Finding 2(b):

The City agrees in part with the findings in 2(b) to the extent that the Grand Jury was apparently reviewing bills that were generated from the old billing system, when staff hours were documented, but detailed project accounting was not provided on each customer billing. The City explained to the members of the Grand Jury that the new bills were being generated at the time their review was underway.

Recommendation #2(b):

All billings are to be comprehensive, with complete documentation showing all expenses, hours billed and meaningful descriptions of work performed.

Attached are two typical billings from the month of July 2006. See Attachments 2F and 2G. Invoices are modeled after those of professional engineers, architects and lawyers and were mailed to the applicant. These two were chosen for two purposes: first, to show the actual accounting now in place, four months after the system was implemented and refined; and second, to show the most recent approval process and the typical types of application and total fee. The Grand Jury did not have access to the refined billings because of the timing of their investigation. Further, the vast majority of the billings reviewed by the Grand Jury did not utilize the new accounting system. In summary, because of the timing of the survey, it is believed that the majority of those surveyed were not receiving bills under the new billing system; rather the responses reflect the old system, which was admittedly flawed.

The City agrees that past practices did not provide complete documentation showing all expenses, hours billed and meaningful descriptions of work performed, but believes it has corrected the condition that the Grand Jury noted for improvement. This system was implemented as part of the Maximus recommendations.

Finding 2(c):

Total review and processing costs incurred by many project applicants are not reasonable. The costs are inflated by inefficient communication, multiple reviews of the same material and use of expensive outside consultants.

Response to Finding 2(c):

The City respectfully disagrees in part with finding 2 (c), but will further examine some consulting costs.

Are the Napa processing fees significantly different than other cities? City staff undertook an internet search of City's fees in the ABAG Nine County area. The cities reviewed were the City of Novato and the City of Fairfield (which were the cities that the Grand Jury reviewed), and the cities of Concord, San Rafael, Livermore, Santa Rosa, Dixon, Brentwood, San Leandro, Benicia, Pittsburg and Antioch, in order to obtain further information on fees. Most cities charge the applicant/developer hourly fees for staff time; some cities have chosen to maintain a flat fee system. A comparison of the fees from four typical cities in different counties is provided below. If anything, the fees charged by the City of Napa are below what is charged by other cities.

The best example of an analysis of an hourly based fee system was that of the City of Santa Rosa, (Sonoma County). They published the following:

"The following application fees are those that would be charged to a subdivision. The scenario assumes a six lot subdivision required to under go environmental review similar to many local projects.

Application Fee	\$8,819
Fee per lot/unit (\$80 each)	\$480
Public Hearing	\$1,491
Environmental Review	\$2,097
Total	\$12,887
Total without Initial Study	\$10,790

The City of Benicia (Solano County) updated its Master Fee schedule recently and established a flat fee schedule. To justify the fee, they provide evidence of the actual cost. The actual costs and their fees are below:

	Actual	Adopted
Tentative Map	\$6,520	\$3,250
Initial Study	\$1,300	\$1,300
Mitigated Declaration	\$600	\$600
Design Review (Planning Commission)	\$4,460	\$1,750
Total	\$12,880	\$6,900
Total without Initial Study	\$10,980	\$5,000

The City of Pittsburg (Contra Costa County) has a fixed rate fee schedule, which is below the actual cost and it is as follows:

Subdivision (Minor – less than 5 acres)	\$4,000
Design Review (5-50 lots)	\$2,700
Initial Study	\$2,500
Negative Declaration	\$1,200
Total	\$10,500
Total without Initial Study	\$6,700

The City of Livermore (Alameda County) has the following fee schedule for a tentative map with design review at the time of the map is as follows:

Tentative Map	\$11,536
Design Review	\$9,211
Environmental Review	\$3,214
Total	\$23,961

By comparison, in two recent Napa applications (Coffield Lane and Cecile Court.), which required the processing of a site plan and small subdivision, the processing fees were \$7,600 and \$6,900 respectfully. (See Attachments 2F and 2G.) Napa's fees clearly appear to be comparable or less than other communities.

The Grand Jury also found that there was the use of expensive "outside consultants". This conclusion needed further review. For the most part, the Community Development Department uses consultants for three tasks on a regular basis. These are Plan Checking in Building, Consulting Planners, and contract Civil Engineering consultants for use by the Engineering Division.

The Plan Checking firm used by the City of Napa in the Building Division is also used by Napa County and the City of St. Helena. The firm charges 75% of the Plan Check fee and the City Staff uses the remainder for consistency checking. The cost is the same, whether City staff or consultants provide the review. However, the Plan Check Engineer position was frozen in January 2005, thereby necessitating the additional need for a licensed professional through contract consultants to review specific building permit submittals that include engineering calculations and design. Again the cost to the applicant is the same.

In the Planning Division, there are two contract planners, both of whom were former Planning Directors for other agencies. Their billing rates are slightly higher than the Planning Manager and/or Senior Planner. One of the two also provides substantial assistance to the City of St. Helena. It should be noted however that the billing rates of these planners for the City of Napa have been negotiated to an amount less than that typically found in the Bay Area for contract employees without City benefits..

The Development Engineering Division currently uses several outside plan check consultants to assist with both the review of the projects during the entitlement phase, as well as during the improvement plan review phase. There is a 3% deposit of the construction cost at the time of submittal, but all projects are billed on an hourly basis based on the number of hours required to do the review. The plan check engineers charge per an approved hourly rate per their contract with the City. This amount is directly charged to each project. Development engineering staff checks the submittals for completeness, routes the plans to other departments as well as the plan check consultant. Engineering staff, as project managers, review the plan check comments from the consulting check engineers, prior to them being returned to the developer so that they can be familiar with the type and scope of the comments and hopefully provide clarification on any outstanding issues. Staff does not do double checks of the improvements plans.

Due to the number of frozen positions and the amount of improvement plans currently under review, the only opportunity available to the City for processing improvement plans in a reasonable time frame is to use outside consultants.

Recommendation 2(c):

The planning review process must be streamlined, to be more efficient, accountable and responsive to the public (customer). It must follow the recommendations of the adopted 2002 *Maximus Report*.

Response to Recommendation 2(c):

The recommendation has been implemented. There is no doubt that any process can be streamlined and made more efficient. Yet, the time and total cost of review of a project has several components, each can add to the cost of the review of the project. The completeness and correctness of the application submitted by the developer is a major factor. Although there is a full response below to Grand Jury concerns regarding the Permit Streamlining Act, it should be noted here that the Legislature has recognized that although an application may be complete, it may need corrections and clarification. The Grand Jury did not address the completeness and correctness of applications. Regardless, this section will also address the City costs of processing an application.

Finding #3:

After four years, the recommendations of accountability from the 2002 Maximus Report have not been implemented.

Response to Finding #3:

The City Council and City Manager agree that accountability is important, but disagree with the finding that accountability, categorically, has not been implemented. As an example, the permit tracking system is a key component of this effort that has taken many hours of staff time to implement and is now in place. This new system will allow Community Development staff to track the progress of project applications and to locate where the project is in the process, determine who has yet to provide comment, and know whether the applicant's consultant(s) needs to re-submit their changes to staff for further review.

The following is a summary of the Implementation of the Recommendations of the *Maximus Report* to date:

Recommendation	Page Number	Responsibility	Status / Progress
1. The City should consolidate its key development services in a Community Development Department (several sub-sections were included) Status: Complete	69		Complete
2. The Community Development Director should establish a vision, mission statement, values, and goals for the development review process Status: Complete	71	Community Development Director	Complete
3. The Engineering staff within the Development Engineering Division should be "pooled". Status: Complete	71	Community Development Director	The Engineering staff works as a unit and has been pooled together. Each of the three staff have specific tasks

Recommendation	Page Number	Responsibility	Status / Progress
<p>4. A formal engineering rotation and career ladder program should be developed between the Public Works Department and Community Development.</p> <p>Status: Considered impracticable given current assignments and staffing levels.</p>		Public Works Director and Development Engineering Manager	Due to changes in staff and frozen positions, this was determined to be impracticable
<p>5. Empower the case manager within the Planning Department to manage the processing of discretionary permits by a multi-disciplinary team.</p> <p>Status: The Project Managers are being trained to perform the duties.</p>	84	Planning Manager	The term "Project Manager" rather than "Case Manager" is still being used
<p>6. Utilize the automated permitting system to schedule and monitor the timeliness of the processing of discretionary permit applications.</p> <p>Status: The system has been implemented and is being refined. A copy of a status report is attached to this report. Monthly status reports have been provide to the Planning Commission since April 2006. The system is now being used to track and monitors the progress of all applications.</p>	89	Planning Manager	Complete and on-going
<p>7. Modify the role and the amount of calendar days provided for the review of discretionary permit applications by the PERC.</p> <p>Status: Incomplete</p>	93	Planning Manager	On-going and incomplete
<p>8. Schedule (tentatively) discretionary permit applications for public hearing at the time of submittal if the application is determined to meet submittal requirements</p> <p>Status: Needs further review. Although application submittals may meet the submittal requirements, in most cases, the applications need technical corrections.</p>	94	Planning Manager/ Community Development Director	Under review
<p>9. Delegate additional decision-making authority to staff for discretionary permit applications.</p> <p>Status: With the adoption of the Residential Design Guidelines, staff has been delegated the authority to make decisions on discretionary applications; this was expanded recently to include some Use Permits.</p>	95	Planning Manager	Complete and being considered for expansion.

Recommendation	Page Number	Responsibility	Status / Progress
<p>10. Take a number of steps to reduce the extent of incomplete discretionary permit applications and the number of re-submittals.</p> <p>(This has numerous sub-sections)</p> <p>Status: The handouts have been completed and the procedures modified. The number of incomplete letters has been reduced.</p>	95	Planning Manager/ Development Engineering Manage	Complete and On- going.
<p>11. The thirty-day incomplete letter should not include conditions of approval.</p> <p>Status: Forms, letters and procedures were changed to accomplish this task</p>	105	Planning Manager	Complete
<p>12. The conditions of approval and a copy of the staff report should be provided to the applicant 1 week before the meeting of the Planning Commission and posted to the City's web site.</p> <p>Status: The conditions of approval are being distributed with the Planning Commission packet, 1 week prior to the meeting. Reports are being posted on the WEB.</p>	106	Community Development Director	Complete
<p>13. The Fire Department should customize their conditions of approval to the discretionary permit applications</p> <p>Status: Complete</p>	106	Fire Chief	Complete
<p>14. Staff reports regarding discretionary permit applications should contain recommendations by staff regarding the application.</p> <p>Status: All staff reports contain recommendations and alternatives.</p>	106	Planning Manager	Complete
<p>15. A formal work program should be developed each year for long-range planning.</p> <p>Status: Completed with the budget.</p>	106	Planning Manager	Complete
<p>16. The City should expand on the extent of neighborhood plans.</p> <p>Status: The Tannery Bend Plan has been completed. Consideration for the St. Johns Area was considered in the budget, but not funded.</p>	108	Community Development Director	On-going
<p>17. The draft Residential Design Guidelines should be modified to expand on in-fill development.</p> <p>Status: Revisions have been completed.</p>	108	Senior Planner	Complete

Recommendation	Page Number	Responsibility	Status / Progress
<p>18. The City should expand its approach for public participation in the review of tentative parcel and subdivision map applications.</p> <p>Status: The Council directed developers to have pre application and pre-hearing community meetings. The meetings have been occurring.</p>	109	Planning Manager	Complete
<p>19. The City should take steps to provide priority processing for discretionary permit applications for affordable housing. The most likely option is to have an on-call outside planner process the applications.</p> <p>Status: Discussions have been started with the Housing Authority to find ways to provide faster service.</p>	110	Community Development Director	On-going
<p>20. The street standards and fire protection standards for development should be clarified.</p> <p>Status: The Fire Marshal is reviewing the Fire Standards and has made several modifications. The Traffic Engineering Division and Community Development Engineering Division are reviewing the standards. The standards are expected for Public Review in September 2006</p>	111	Traffic Engineering Division, Fire Marshal and Community Development Engineer.	On-going
<p>21. The Senior Planner for Current Planning should be held accountable for the extent of billability of division staff to discretionary permit applications.</p> <p>Status: One of the major features of the permit tracking system was the new billing system. Billable hours have been increased, and monitored by the Senior Planner.</p>	112	Planning Manager	Complete and On-going
<p>22. Modify application guides to assure building permit plan applications meet submittal requirements before acceptance for plan check</p> <p>Status: Complete</p>	119	Chief Building Inspector	Complete
<p>23. Utilize the automated permitting system to improve control over the length of time required for processing building plan applications.</p> <p>Status: Complete, with subsection (3) on-going</p>	120	Chief Building Inspector	Complete
<p>24. Expand the express permit plan check process</p> <p>Status: "Express Wednesdays" has been expanded to include 3 "Express afternoons", an increase of 50%.</p>	124	Chief Building Official	Complete

Recommendation	Page Number	Responsibility	Status / Progress
<p>25. Streamline the number of organizational units that receive some types of building permit plans.</p> <p>Status: Completed</p>	125	Chief Building Official	Complete
<p>26. Assign responsibility for case (permit) management of the building permit plan checking to the Building Division</p> <p>Status: Complete</p>	126	Chief Building Official	Complete
<p>27. The Building Division should distribute building permit plans to the divisions and agencies involved in the building permit plan checking process.</p> <p>Status: Complete</p>	128	Chief Building Official	Complete
<p>28. The City should increase staffing within the Building Division by a Plans Examiner and its clerical staff should be dedicated full-time to building inspection and plan checking.</p> <p>Status: Complete; the Clerical positions have been reclassified to [counter] Permit Technicians. The Plans Examiner position is currently filled, however, the Plan Check Engineer position was frozen in January 2005. Consultant used as necessary to save dollars.</p>	128	Chief Building Official	Complete
<p>29. The City should take steps to provide priority processing to affordable housing building permit applications.</p> <p>Status: Complete</p>	130	Chief Building Official	Complete
<p>30. The Building Division should utilize proven alternative building technologies to reduce the cost of construction.</p> <p>Status: This is vague, but as alternative materials are proposed, the division reviews them and regularly approve new materials.</p>	131	Chief Building Official	Complete and On-going
<p>31. The Chief Building Official should take steps to reduce the extent of new plan check comments made on the second and subsequent plan checks.</p> <p>Status: Each [re-submittal] plan check is reviewed for compliance with the California Codes, and to ascertain whether the responses to the first plan check letter necessitate new plan check comments. With ongoing education of the public by staff, this problem has been significantly reduced.</p>	131	Chief Building Official	Complete and On-going

Recommendation	Page Number	Responsibility	Status / Progress
<p>32. The City should increase its building permit fees to the 1997 Uniform Building Code Table 1-A.</p> <p>Status: A new fee study is currently underway in order to meet new requirements.</p>	134	Chief Building Official	Complete
<p>33. The Community Development Director should work with the Fire Chief to address issues raised by the applicants in focus groups and in the customer satisfaction questionnaire.</p> <p>Status: Incomplete</p>	137	Community Development Director and Fire Chief	Incomplete
<p>34. The Building Division should conduct fire sprinkler inspections, and not the Fire Prevention Division</p> <p>Status: Will not be implemented. The Fire Department will maintain this role.</p>	138	Chief Building Official and Fire Marshal	Not implemented
<p>35. Improve the applications guides for final maps, parcel maps and grading plans applications.</p> <p>Status: Some guides have been, this task is on-going.</p>	149	Engineering Manager	On-going
<p>36. Develop and utilize checklists to assure final map, grading plan, and improvement plan applications meet submittal requirements before acceptance for plan checking.</p> <p>Status: Checklist have been developed, and are on-going</p>	151	Engineering Manager	On-going
<p>37. Utilize the automated permitting system to improve control over the length of time required for processing improvement plans and final map applications</p> <p>Status: The permit tracking system has been implemented and the review is on-going.</p>	151	Engineering Manager	On-going
<p>38. The Bridges and Urban Drainage Division (BUD) should no longer be involved in the discretionary permit, improvement plan and final plan check process.</p> <p>Status: Due to the requirements of the City's Clean Water Act permits and BUD's responsibility for the permit, BUD has a <i>limited</i> role in discretionary permit review.</p>	152	Engineering Manager	Complete

Recommendation	Page Number	Responsibility	Status / Progress
<p>39. The Community Development Director and the Public Works Director should develop an approach to tap the available workload capacity in the Development Engineering Division</p> <p>Status: The Maximus Study was based on a time period of relative little activity; there is no excess capacity in the Division.</p>	153	Community Development Director	Not implemented (see status)
<p>40. Correction comments for final maps and improvement plans should be provided to the applicant in face-to-face meetings.</p> <p>Status: Face to face meetings are made available to applicants as requested.</p>	154	Development Engineering Manager	Complete and ongoing
<p>41. The Senior Civil Engineer (Development Engineering Manager) should take steps to reduce the extent of re-submittal required for the final maps and improvement plans.</p> <p>Status: The Development Engineering Manager works with our plan check consultants and staff to ensure that complete and thorough comments are given in the first plan check to reduce any "new" comments in subsequent plan checks. Requiring sufficient information and evaluation during the entitlement process helps reduce this as well.</p>	155	Development Engineering Manager	Ongoing
<p>42. Additional legal assistance should be provided for the review of legal agreements associated with final maps and improvement plans.</p> <p>Status: There has been no increase in legal assistance due to budget constraints.</p>	156	Community Development Director	On-going
<p>43. The City should acquire an automated permitting information system.</p> <p>Status: Completed and operational September 2005.</p>	162	Information Technology Manager	Complete
<p>44. The Community Development Department should develop a strategic plan.</p> <p>Status: Not yet started, this has a lower priority. However, Department and Division Program goals are intended as part of City Budget for a 2-year period.</p>	174	Community Development Director	Deferred

Recommendation	Page Number	Responsibility	Status / Progress
45. Each division within the Community Development Department should expand their goals, objectives, and performance measures. Status: Under development – very high priority.	176	Community Development Director and Division heads	Under development
46. The Community Development Department should develop an information technology strategic plan. Status: The Department recently obtained a part time allocation of the GIS Coordinator and it will be his task to develop the strategy.	178	Community Development Director	On-going
47. The Community Development Department should develop a training plan for its employees including a needs assessment. Status: Training is being provided with each Division Manager addressing the individual division needs.	181	Community Development Director	On-going
48. The Community Development Department should develop written policies and procedures to guide its managers and supervisors. Status: Some policies have been developed and copies of procedure manuals have been obtained and will be used for preparing policy and procedures manual for the City of Napa.	183	Community Development Director	On-going
49. The Community Development Department should take steps to enhance customer service. Status: On-going and high priority. Will schedule special training in FY 06/07.	185	Entire Department	On-going
50. The City should publish a comprehensive fee schedule for development on its web site. Status: Complete, Policy 16 is available on the Web site.	188	Community Development Director	Complete

Recommendation #3(a):

Napa City Mayor and City Manager conduct a full investigation into accountability for the lack of implementation of the Maximus Report by the Community Development Department.

In response to recommendations 3(a), the City agrees that monitoring of the Implementation of the 2002 *Maximus Report* is necessary. The staff has prepared three reports to the City Council outlining the successes and challenges in implementation of the 2002 *Maximus Report* (see Attachment 3). We further believe the above chart shows substantial progress in the implementation of the Maximus Report.

Consultant reports, such as the Maximus Report, are implemented in phases over time and some portions may be determined as not acceptable or infeasible, if at odds with the policy interests of the City Council.

Recommendation #3(b):

Napa City Mayor and City Manager submit Quarterly Progress Report of the Community Development Department's implementation of the 2002 Maximus Report to City Council and make it available to the public.

We agree with the recommendation 3(b) that regular reports should be provided to the Council on the progress of the implementation. Three reports have been providing to the Council thus far. The reports should be provided every 6 to 12 months and include accomplishments as well as priority implementation areas. It is agreed that several key areas of implementation have yet to be completed.

Recommendation #3(c):

Napa City Council hold the City Manager and Community Development Department management staff accountable for implementation of the 2002 Maximus Report.

In response to recommendation 3(c) we agree that progress on implementing the Maximus Study should continue for those recommendations that support the goals and policies for the City Council and are achievable given staff and budgetary constraints.

Finding 4:

The California Government Codes quoted above may have been violated by the City of Napa as they relate to billing practices, response to public document requests, and the permit review process.

Response to Finding 4:

The City respectfully disagrees with Finding 4.

The Government Code sections cited by the Grand Jury regarding "billing practices" are California Government Code sections 66451.2, 66014 and 66016. The City complied with these Government Code requirements for the adoption of fees for development processing pursuant to Policy Resolution 16 (which was adopted on May 30, 2005, and which incorporates the Cost Allocation Plan identified in the City's Response to Finding 2(a)). The City's billing practices are implemented in accordance with the adopted fees.

The Government Code section cited by the Grand Jury regarding "response to public document requests" is California Government Code section 6253(c) (a portion of the Public Records Act, Government Code sections 6250, *et seq.*). The Grand Jury Report indicates that the City does not provide responses to requests for public records within 10 days. However, the only facts cited by the Grand Jury to support this conclusion are on page 21, which refer to claims that the City was not responsive to requests for documents from the Grand Jury, and testimony and survey comments from private citizens (without citing any examples). As noted in Response to Finding 5, below, the City made reasonable good faith efforts to respond to requests for information from the Grand Jury in compliance with California Penal Code section 925a. In several circumstances, the Grand Jury requested information that was not contained on any existing "writing" subject to the Public Records Act; however, the City still undertook reasonable efforts to provide the requested information to the Grand Jury. To the extent requests for public records are submitted to the City, the City acknowledges and complies with its obligations to provide public access to

public records in accordance with the Public Records Act. In many instances, requests for public records are made at a public counter, and access and/or copies to the records are made immediately by City staff. In other cases, requests for public records may require substantial research, and potentially obtaining records from off-site storage, in which case Government Code section 6253 requires the City to provide a response within 10 days (unless the time for response is extended), and the response is required to indicate the estimated time within which the records will be made available.

The Government Code sections cited by the Grand Jury regarding the "permit review process" are California Government Code sections 65920 – 65960 (the Permit Streamlining Act). In general, the Permit Streamlining Act establishes timing parameters by which the City processes applications for "development projects." However, it should be noted that there are important exceptions to the scope of the Permit Streamlining Act; most significantly, the Permit Streamlining Act applies only to quasi-judicatory acts, and it does not apply to legislative acts (such as General Plan Amendments and Re-Zonings). (See, Landi v. County of Monterey (1983) 139 Cal.App.3d 934.)

As required by the Permit Streamlining Act, the City has developed a submittal checklist for development project applications. If an applicant fails to submit an application in accordance with the City's submittal checklist, the City may determine (within 30 days of submittal of the application) that the application is incomplete. (Government Code Section 65943.) If the City does not find an application to be incomplete within 30 days, the application is deemed complete. After an application is complete, the City is authorized to request the applicant to submit additional information in accordance with the submittal checklist, or to "clarify, amplify, correct, or otherwise supplement the information in the application." (Government Code Section 65944(a).) The City is authorized to consider this additional information to determine whether to approve or disapprove a development project. In many cases, the processing time for development applications can be attributed to the need for corrections and/or clarifications after the applications are complete. In the two development application examples, above, for Coffield Subdivision and Cecile Court, there were a considerable number of clarifications and corrections needed. The City and the applicant may also agree to extend the time for City action on an application. (Government Code Sections 65943(d) and 65950 (b).)

While the City reviews each development project application on its substantive merits, in accordance with the criteria summarized in the submittal checklist, the City also monitors all applications for procedural compliance with the Permit Streamlining Act. As summarized above, if an applicant believes that the City has not met the timing requirements for processing a particular application, the Act specifies remedies available to the applicant, including the possibility that an applicant may notify the City that the application will be "deemed approved." (Government Code Section 65956 (b).)

Finding 5:

The Penal Code 925(a) previously listed, relating to Grand Jury investigations, has been violated by the staff of the City of Napa.

Response to Finding 5:

The City respectfully disagrees with Finding 5.

The City acknowledges and honors the authority of the Grand Jury to examine the City's books and records pursuant to California Penal Code section 925a. Accordingly, City officials from whom the Grand Jury requested records or information made a good faith effort to timely respond to the requests. There are no facts set forth in the Grand Jury Report (and the City has no facts) to support the conclusion of the Grand Jury, on page 22, that: "This Grand Jury encountered stonewalling, delay tactics, and was intentionally given misleading information by some city employees in response to specific document request[s]."

The City is aware of an example of one situation which may have been perceived as a "delay tactic" but it certainly was not intended to be. The example relates to the request for billing records from the Community Development Department (referenced on Grand Jury Report page 25). The Grand Jury was concerned that approximately 48 of 170 bills identified on the TRACKIT system were not provided to the Grand Jury. However, the 48 bills sought by the Grand Jury were never sent out by the City. Additionally, however, the records requested from the Engineering Division were provided promptly, within five working days of the original request. When the Engineering Division received the request, the information on the documents was in the process of being reviewed. After an initial review of the documents, it was clear to Engineering Division staff that clarifications and corrections were required, and City staff was interested in providing accurate information in response to the Grand Jury's request. City staff made a reasonable effort to keep the Grand Jury apprised as to the status of the City's preparation of the requested documents; however, it then became clear that the Grand Jury was more interested in promptly obtaining some information (whether accurate or not), as opposed to obtaining accurate information that was in the process of being prepared. Therefore, the Engineering Division stamped a copy of each document as a "draft" and provided the documents to the Grand Jury as requested.

Finding 6:

City employees admitted to discussing details of the investigation amongst themselves, and in a public meeting as reported by the press. This is in direct violation of the signed Grand Jury Secrecy Admonition statement.

Response to Finding 6:

The City respectfully disagrees with Finding 6.

The City acknowledges and honors the obligation of City officials to maintain secrecy regarding questions asked and answers provided during confidential investigations by the Grand Jury. The "Grand Jury Secrecy Admonition to Witnesses" provides, in pertinent part: "You are admonished not to reveal to any person, except as directed by the court, what questions were asked or what responses were given or any other matters concerning the nature or subject of the investigation of the Grand Jury which you learned during your appearance before the Grand Jury...."

Although the Grand Jury indicates that "City employees admitted" a violation, the City is not aware of any facts to support this claim. The Grand Jury certainly understands that, since the topics under investigation by the Grand Jury touched so broadly on the operations of the City, many of the "topics" under investigation were regularly discussed by City staff. As an example, the City's Finance Department could not operate if City staff in the Finance Department were precluded from discussing billing operations during a pending Grand Jury investigation on that topic. In fact, steps were taken by City staff to ensure that, as these topics were being discussed, the confidential specifics remained confidential (regarding the scope of the Grand Jury's investigation, including questions asked by, and answers provided to, the Grand Jury), while the City continued its necessary operations of discussing these broad topics (e.g., billing operations). Thus, perhaps this distinction between confidential specifics versus the regular discussion of the broad topics, led to confusion during testimony by some City employees to the Grand Jury.

The Grand Jury is also concerned regarding a quote in the Napa Register from May 11, 2006, referring to the Grand Jury investigation. However, the Register's reference to the Grand Jury is not attributed to a City official. As indicated in the Grand Jury Report, the Grand Jury's investigation of the Community Development Department was generally known by the local development community, based on the Grand Jury's publication of its "Grand Jury Customer Satisfaction Survey." In any case, during the public meeting reported in the May 11, 2006 Register article, there was no discussion of any confidential information in violation of the Grand Jury Secrecy Admonition to Witnesses.

Recommendation 4, 5, and 6:

The Napa Mayor, City Council and City Attorney need to review the findings of the Grand Jury to determine if Government and Penal Codes are being or have been violated, and if so, take measures to correct the practices.

Recommendation 4(b):

The CDD establish clear policies and procedures for full implementation of California Governments codes and ensure complete compliance via strict management oversight and accountability.

Response to Recommendation 4, 4(b), 5, and 6:

The recommendations for the most part are already in practice and therefore implemented by the City. As noted above, the Grand Jury's findings do not identify a violation of one of the cited provisions of the Government Code or the Penal Code. However, the City (through the City Council and all City officials) takes its obligation very seriously to serve the public in accordance with all requirements of law and equity. Clearly, the City understands that its obligations extend far beyond the provisions of the Government Code and the Penal Code cited by the Grand Jury, and City officials receive regular training (within the limits of City resources of time and money) on a wide variety of legal and ethical requirements. As just one example, City officials are trained regarding "open and ethical leadership" in accordance with the requirements of California Government Code section 53235 (which includes training on, among other things, financial conflicts of interest, the Public Records Act, the Ralph M. Brown Act, and due process of law). Regarding policy and procedures to require conformance with state law is redundant in that City staff is required to follow a myriad of laws for which they are accountable to their supervisors, elected officials, and the public. Also, see response to Finding 4.

Since the City Attorney has been requested by the Grand Jury to individually provide a response to Recommendation 4, 4(b), 5, and 6 (as well as Findings 4, 4(b), 5, and 6), it should be noted by the Grand Jury that the City Attorney has an ongoing responsibility to the City Council to evaluate actions taken (or proposed to be taken) by City officials, and provide confidential advice to City officials under the protection of the attorney-client privilege.

Finding #7(a):

The City of Napa approved and adopted the Maximus report's recommendations in 2002, appropriated the funding and implemented the plan by formation of the Community Development Department.

Response to Finding 7(a):

The City respectfully disagrees with finding 7(a) for the reasons set forth below.

The City Council conceptually approved the Maximus study in December 2002. It did not formally adopt the report. Formal actions taken included the approval of a re-organization plan, which created the Community Development Department structure, and the allocation of initial funding for start up costs, primarily for salary and benefits. Implementation was to occur incrementally in phases. Work began in December 2002 to streamline processes, development checklists for applicants and begin recruitment of a new Director, Plans Examiner and Senior Civil Engineer. A new Director was not hired until May 2003.

It was made clear in several presentations to Council that the Maximus report was to serve as a **target or guidelines** for implementing the report recommendations and improving service levels with refinements most likely needed as the staff worked through various issues involved in establishing a new department.

As stated in the December 10, 2002 (see Attachment 4) staff report to the City Council:

"Implementation of the proposed reorganization will begin immediately upon approval by Council with recruitment of the Community Development Director, Plans Examiner and Senior Civil Engineer. It is anticipated that it will take several months to implement this plan, beginning in Spring 2003 and continuing for at least 24 months.

It is envisioned that the proposed changes will occur incrementally in phases to ensure success. The Maximus report and implementation schedule will be used as a guideline for implementing the report recommendations and may be amended as needed. The actual staffing changes and transfer of divisions won't occur until the Community Development Director is hired and has an opportunity to develop a strategic plan and assemble a team. It should be underscored that the report recommendations are considered "stretch" goals representing service levels in the top 5% of what other established Community Development departments in cities such as Vacaville, Fremont and Santa Rosa are currently providing. The schedule is aggressive but staff is committed to meeting the goals as best as possible. Staff is currently meeting as a team to begin working out implementation details and will continue throughout the implementation process. Successful implementation of the reorganization and report recommendations will involve the cooperation, as well as education of the development community during the next 1-2 years."

It was also acknowledged that the report and schedule was ambitious and aimed high to achieve the best service levels possible. The Maximus Report stated it would take *at least* 24 months to implement, assuming optimum conditions and funding for staffing. The consultant verbally acknowledged that it would be more realistic to assume a 3-5 year implementation period but recommended aiming for 24 months in order to respond to council and community desires to implement changes as quickly as possible.

Finding #7(b):

After four and one half (4 ½) years, the objectives and goals of the 2002 Maximus Report have not been met, and, based on the Grand Jury Customer Satisfaction Survey, the public continues to express a high level of dissatisfaction with the Community Development Department.

Response to Finding 7(b)

The City agrees, in part, with finding 7(b).

As noted in Response #3, the department has implemented or is in the process of implementing a substantial number of the Maximus Report recommendations. Some were modified to more adequately respond to customer or organizational needs. However, what the report did not envision many of the circumstances that have been presented throughout this report which created significant challenges to more fully implementing the report recommendations as intended by the City. Many of the features which will improve project tracking and information to our customers have only been in place less than one year. Staff and consultants are beginning to use the system to "manage their project load" which will help with the accountability that the Grand Jury has noted as important to achieve.

Recommendation #7 (a & b):

The City Mayor, City Council and City Manager perform a complete review of the Community Development Department, and define a substantial corrective action plan, which clearly follows the findings and recommendations of the 2002 Maximus Report.

The City Mayor, City Council and City Manager will develop an ongoing, measurable review and evaluation of the correction plan (above), confirming that the goals of the *Maximus Report* are being achieved.

The City Mayor, City Council and City Manager will define a specific timeline for accomplishment of the stated goals, and the managers need to be held accountable for achieving the goals within the time line.

These reviews should be coupled with the public reports recommended in Finding and Recommendation #3.

Response to recommendations 7(a) and (b):

The Community Development Director will prepare an action plan for implementing the Maximus Report which will include documentation of items completed, prioritization of remaining items and identification of recommendations that are infeasible to implement or need to be modified, and state reasons why. The department is in the process of revising and developing written goals and objectives for each division and will identify what can be accomplished within available resources and identify additional resources needed. The Community Development Director agrees to establish targets with timelines for achieving goals and objectives. A report will be prepared for City Manager review by 1/1/07 and presented to Council in February 2007. Input will be obtained from Task Force recommended in response to Finding #9.

Finding #8(a):

The Community Development Department has little or no written policy or procedures for review and accountability of staff or management. Division heads are not regularly reviewed.

Response to Finding #8(a):

The City respectfully disagrees in part with this finding.

All staff members receive evaluations as prescribed by the Civil Service Rules, Labor Agreements and the City Charter.

Finding #8(b):

The Grand Jury finds sufficient staff and resources have been devoted to the Community Development Department. Effective utilization of those resources by management is clearly lacking. The current operational policy of the Community Development Department is to disregard many of the findings and recommendations of the *2002 Maximus Report*.

Response to #8(b):

The City respectfully disagrees with finding 8(b).

Given the level of development activity since the conclusion of the Maximus Report, the workload and resources needed to implement many of the recommendations such as the Permit Tracking system, and changes in staff due to turnover, there has not been sufficient staff resources to fully implement the Community Development Director re-organization and report recommendations in a timely manner. The Grand Jury has presented no basis for this finding. As shown in Response #3, many of the Maximus Report recommendations have been implemented with available resources and sincere commitment by management, Council and staff. To conclude that it is "the current operational policy to disregard many of the findings and recommendations of the Maximus Report is seriously flawed and not based on fact.

Recommendation #8 (a & b):

The Grand Jury recommends that the Mayor, City Council and City Manager implement an active and immediate plan, which provides for ongoing, measurable review and evaluation of all employees of the Community Development Department. The Division heads and staff are to be held accountable for the implementation of the Maximus Report's recommendations, and for improved customer service.

Response to Recommendation #8 (a&b):

The City plans to implement recommendations of the Grand Jury Report relating to Customer Satisfaction improvements. The City remains committed to working to improve communication and face-to-face interaction with applicants and members of the public. Customer Service Training will be provided to all CDD staff during the next 6-12 months. Various tools such as customer satisfaction surveys, regular meetings with development community representatives, or focus groups, will be implemented to better evaluate and document customer feedback. It should be noted that the CDD customers have various needs and levels of development experience. Therefore customer service approaches, responses and amount of staff time devoted to helping customers through the development review process must be tailored accordingly.

Finding #9:

The Grand Jury has determined that a culture of arrogance, intimidation, egotism and reprisal exists within all levels of the Community Development Department.

Response to finding #9:

The City respectfully disagrees with this finding. Further, there were no examples given to substantiate such a "broadbrush" and subjective accusation. The staff in the Community Development Department and inter-related divisions in Public Works, and Fire Prevention, to name only two of several departments with input into the development review process, are dedicated, hard working professional employees charged with enforcing city, state, and federal regulations. Because each project is unique to its own setting and timetable, and, again, because no examples were cited, it is extremely difficult to respond in a more comprehensive fashion to this finding. There is a fine line between explaining the various codes and reports required to have a complete application and the expectation that staff will define in detail how the project should be designed to meet all of the standards. Applicants are expected to hire qualified professionals to address the design of their project in order to meet all standards and regulations. While hundreds of projects have gone through the Community Development Department in the last two years, and many have resulted in customer response cards of appreciation, it would be wrong to state that we did not receive any negative comments. Council feels that there was information that the Grand Jury received that was not part of the report that led them to their findings. The Grand Jury process is such that the Council cannot have access to these confidential documents. The Council is concerned about this perception and supports customer service training, a more formal grievance and review process of any perceived lack of professional conduct. Investigation of all complaints and allegations shall be made and corrective action taken.

Finally, it must be remembered that the City has an obligation to protect the interests of the community by enforcing city codes and regulations, regardless of how small or large the project may be. Developers asking for more flexible interpretation of the rules, less staff review, or mitigation waivers may indeed find themselves at odds with City staff. If the development community wants to propose more flexible regulations, interpretation or policy changes to allow for faster processing and less up front review time, they should consider doing so in written form to the Community Development Director, the Planning Commission, and ultimately, the City Council.

Recommendation #9:

The Grand Jury recommends that an oversight/grievance committee be established consisting of volunteer citizens, including members of the development community. This committee shall monitor all departments in the City of Napa, which are involved in project application review. This grievance committee will need to have the authority to recommend action to be taken by the City Manager/City Council when appropriate.

Response to Recommendation #9:

In responding to the Grand Jury Recommendation #9, and to better insure that we can improve our service to the community, customer service training will be provided to all employees of the Community Development Department. It is believed that improved communications, whether through the Internet, e-mail, traditional mail, telephone conversations, or meetings, will be critical to improved customer satisfaction.

Acts of intimidation and reprisal have never been acceptable to the City of Napa and a more formal grievance and review procedure will be established to allow for the reporting of any perceived lack of professional conduct to the Director of Community Development Department and ultimately will be reportable to the City Manager's Office. Employees will also be given the opportunity to explain, in writing, the requests, actions, and conduct of the applicant at the time said grievance occurred. If the applicant believes that management is not investigating the complaint or if it involves management, then the applicant may take the issue to the Mayor or any member of the City Council who has always had an open door to hear such concerns from the public. Investigation of all complaints and allegations shall be made, and corrective actions taken if necessary.

Finally, at the City Council's discretion based upon City priorities and further feedback from the development community, a special Task Force with representation from local residents, the development community, environmental interests, the disabled community, affordable housing advocates, a City Councilmember, and a Planning Commissioner staffed by the Community Development Director and Assistant City Manager could be formed by January 2007 to review the further implementation of the Maximus Report (including modifications necessary to achieve the overall goals), review of standards (with recommendations to the Council), and evaluate fees, contract service providers, and processing times. The proposed Task Force would have an initial term of six months with an extension to one year, if necessary, to complete their specific assignment as generally outlined herein. A more specific listing of scope and review authority shall be presented the City Council for approval as will be the specific areas of community representation. The Task Force shall hold open meetings and report their findings and recommendations to the City Council in six month intervals.

FINANCIAL IMPACT:

None by this action.

CEQA:

This action is categorically exempt from CEQA pursuant to Section 15378 of the CEQA Guidelines.

DOCUMENTS ATTACHED:

- Attachments 1A, 1B, 1C, 1D, 1E, 1F
- Attachments 2A, 2B, 2C, 2D, 2E, 2F, 2G
- Attachment 3
- Attachment 4

 (Responses to the 2005-06 Grand Jury Findings and Recommendations regarding Chronic Homeless Outreach and Homeless Day Resource Center can be found on succeeding pages.)

COUNCIL ACTION REQUESTED:

Approve the City responses to the findings and recommendations of the 2005-2006 Grand Jury Final Report related to the development processing functions of the City and to homeless services and shelters (as outlined above, and incorporating any changes made to the responses by City Council during the meeting), and direct the City Manager to prepare the formal response to the Grand Jury on behalf of the City Council and all relevant City staff, and submit the formal response to the presiding judge of the superior court.

Clerkref: City Manager's Office

IMPROVEMENT TYPE	ESTIMATED COST 1989	%	STATE/FED REVENUE \$	%	STREET IMPROVEMENT FEES \$	%	OTHER FUNDS \$	MAP NO.	RECONSTRUCTION OF STREET DESCRIPTION OF IMPROVEMENT OR WORK	ZONE PRTY	STATUS
Reconst. St.	560,000.00	75	420,000.00	25	140,000.00			01R	1 El Centro Ave. from By Way East to city limits	N	COMP 5/03
Reconst. St.	200,000.00		0	100	200,000.00			01R	2 Orchard Ave. from Solano Ave. to the west city limits	N	OA FEE
Reconst. St.	900,000.00	75	675,000.00	25	225,000.00			01R	3 Salvador Ave. from State Route 29 to the east city limits	N	COMP 5/03
Reconst. St.	340,000.00	75	255,000.00	25	85,000.00			01R	4 Browns Valley Rd. from Patrick Rd. to Patrick Rd.	W	
Reconst. St.	660,000.00	75	495,000.00	25	165,000.00			01R	5 Buhman Ave. from Browns Valley Rd. to city limits	W	COMP 92
Reconst. St.	340,000.00	75	255,000.00	25	85,000.00			01R	6 Foothill Blvd. From Laurel St. to Old Sonoma Rd.	W	COMP 3/03
Reconst. St.	250,000.00	75	187,500.00	25	62,500.00			01R	7 Foster Rd. from Imola Ave. to St. Francis Cir.	W	
Reconst. St.	880,000.00	75	660,000.00	25	220,000.00			01R	8 Laurel St. from First St. to Freeway Dr.	W	
Reconst. St.	420,000.00	75	315,000.00	25	105,000.00			01R	10 Lone Oak Ave. from Linda Vista Ave. to Solano Ave.	W	COMP 5/03
Reconst. St.	280,000.00	75	210,000.00	25	70,000.00			01R	11 Patrick Rd. from Browns Valley Rd. to Morningside Dr.	W	
Reconst. St.	410,000.00	75	307,500.00	25	102,500.00			01R	12 West Lincoln Ave. from Lone Oak Ave to Solano Ave.	W	
Reconst. St.	410,000.00	75	307,500.00	25	102,500.00			01R	13 West Park Ave. from Linda Vista Ave. to Solano Ave.	W	
Reconst. St.	125,000.00	75	93,750.00	25	31,250.00			01R	15 A St. from York St. to Jefferson St.	C	
Reconst. St.	400,000.00	75	300,000.00	25	100,000.00			01R	16 Beard Rd. from Pueblo Ave. to Trancas St.	C	
Reconst. St.	250,000.00	75	187,500.00	25	62,500.00			01R	17 California Blvd. From Second St. to Laurel St.	C	COMP 97
Reconst. St.	520,000.00	75	390,000.00	25	130,000.00			01R	18 Central Ave. from Soscol Ave. to Jefferson St.	C	COMP
Reconst. St.	410,000.00	75	307,500.00	25	102,500.00			01R	19 Main St. from Pueblo Ave. to Lincoln Ave.	C	
Reconst. St.	310,000.00	75	232,500	25	77,500.00			01R	20 Park Ave. from California Blvd. To Jefferson St.	C	
Reconst. St.	880,000.00	75	660,000.00	25	220,000.00			01R	21 Pueblo Ave. from California Blvd. To Soscol Ave.	C	1/2 COMP
Reconst. St.	1,100,000.00	75	825,000.00	25	275,000.00			01R	22 Soscol Ave. from Lincoln Ave. to La Homra Dr.	C	COMP
Reconst. St.	410,000.00	75	307,500.00	25	102,500.00			01R	23 York St. from Lincoln Ave. to A St.	C	
Reconst. St.	50,000.00		0	100	50,000.00			01R	24 Eighth St. from Soscol Ave. to Railroad	C	
Reconst. St.	190,000.00	75	142,500.00	25	47,500.00			01R	25 Jordan Lane from Lincoln Ave. to Imperial Way	E	Comp
Reconst. St.	470,000.00	75	352,500.00	25	117,500.00			01R	26 Shelter Ave. from Soscol Ave. to Shurtleff Ave.	E	
Reconst. St.	750,000.00	50	375,000.00	50	375,000.00			01R	27 Shurtleff Ave. from Terrace Dr. to Imola Ave.	E	
Reconst. St.	670,000.00	50	335,000.00	50	335,000.00			01R	28 Terrace Dr. from Coombsville Rd. to Imola Ave.	E	03/04 50% Comp
Sub Total	13,515,000.00		9,993,750.00		3,921,250.00						

CITY OF NAPA
STREET IMPROVEMENT FEE

IMPROVEMENT TYPE	ESTIMATED COST 1989	STATE/FED REVENUE %	STREET IMPROVEMENT FEES \$	STREET IMPROVEMENT %	OTHER FUNDS \$	MAP NO.	MISCELLANEOUS DESCRIPTION OF IMPROVEMENT OR WORK	ZONE	PRTY	STATUS
Misc.	280,000.00		0	100	0	M	1 Hwy 29 / Salvador Ave / Solano Ave. Modify Intersection	N		03 ROST PSR
Misc.	180,000.00		0	100	0	M	2 Lincoln Ave. at Jefferson St., Modify Intersection with right turn lanes	N		
Misc.	320,000.00		0	100	0	M	3 Freeway Dr. / First St., Modify Intersection	W		Comp
Misc.	50,000.00		0	100	0	M	4 Lincoln Ave. at Soscol Ave., Modify Intersection with right turn lanes	C		Part
Misc.	1,875,000.00		0	80	375,000.00	M	5 First St. / Hwy 29, Widen Overpass to 4 lanes	C		03 ROST PSR
Misc.	50,000.00		0	100	0	M	6 Soscol Ave. / Third St., Modify Intersection	E		Part
Misc.	20,000.00		0	100	0	M	7 Coombs St. / Imola Ave., Modify Intersection	S		Comp
Misc.	50,000.00		0	100	0	M	8 Jefferson St. / Imola Ave., Modify Intersection	S		Part Comp
Misc.	300,000.00		0	100	0	M	9 Silverado Tr. / Soscol Ave., Modify Intersection	S		03 ROST PSR
Misc.	10,000.00		0	100	0	M	10 Silverado Tr. / Third St. / Coombsville Rd., Modify Intersection	S		PSR COMP
Misc.	6,000,000.00		0	30	4,200,000.00	M	11 Interchange 12/12/29 - PS&E 2012	S		PSR COMP
Misc.	9,000,000.00		0	30	6,300,000.00	M	12 Interchange 29/221	S		PSR COMP
Misc.	1,400,000.00		50	50	700,000.00	M	13 Bus Turnouts	T		COMP 97
Misc.	11,600,000.00		75	25	8,700,000.00	M	14 Overlay City Streets	T		see PMP

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CITY OF NAPA

Sub Total 31,135,000.00
 IMPROVEMENT TYPE COST 1989 % STATE/FED REVENUE \$ % STREET IMPROVEMENT FEES \$ % STREET IMPROVEMENT OTHER FUNDS \$ MAP NO. BRIDGE REPLACEMENT/ CONSTRUCTION DESCRIPTION OF IMPROVEMENT OR WORK ZONE PRTY STATUS

IMPROVEMENT TYPE	COST 1989	% STATE/FED REVENUE	\$	% STREET IMPROVEMENT FEES	\$	% STREET IMPROVEMENT OTHER FUNDS	\$	MAP NO.	BRIDGE REPLACEMENT/ CONSTRUCTION DESCRIPTION OF IMPROVEMENT OR WORK	ZONE PRTY	STATUS
Bridges	760,000.00		0	100	760,000.00		0	01B	1 Linda Vista Ave., new at Redwood Creek	W	9
Bridges	440,000.00		0	100	440,000.00		0	01B	2 Solano Ave., new at Napa Creek	W	8
Bridges	510,000.00	20	102,000.00	10	51,000.00	70	357,000.00	01B	3 Behrens St., replace bridge at Napa Creek w/ pedestrian bridge	C	5 NCFCD
Bridges	1,000,000.00	0	0	100	1,000,000.00		0	01B	4 California Blvd., new at Napa Creek	C	Comp
Bridges	1,700,000.00	50	850,000.00	20	340,000.00	30	510,000.00	01B	6 Third St., replace bridge at Napa River	C	1 COMP 02
Bridges	1,220,000.00		0	100	1,220,000.00		0	01B	7 Main St., new at Napa River	C	4
Bridges	1,100,000.00	40	440,000.00	20	220,000.00	40	440,000.00	01B	8 First St., replace bridge at Napa River	E	6 HBRR-RFP 03
Bridges	610,000.00		0	100	610,000.00		0	01B	9 Terrace Dr., new at Cayetano Creek	E	7 Castle design
Sub Total	13,450,000.00		1,575,000.00		7,513,000.00		4,362,000.00				

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CITY OF NAPA

IMPROVEMENT TYPE ESTIMATED COST 1989 STATE/FED REVENUE % STREET IMPROVEMENT FEES % STREET IMPROVEMENT MAP NO. TRAFFIC SIGNAL INSTALLATION DESCRIPTION OF IMPROVEMENT OR WORK ZONE PRTY STATUS

IMPROVEMENT TYPE	ESTIMATED COST 1989	STATE/FED REVENUE %	STREET IMPROVEMENT FEES %	STREET IMPROVEMENT MAP NO.	TRAFFIC SIGNAL INSTALLATION DESCRIPTION OF IMPROVEMENT OR WORK	ZONE PRTY	STATUS
Signals	125,000.00	0	100	0 S	1 Jefferson St. / Sierra Ave.	N	
Signals	125,000.00	0	100	0 S	2 Trower Ave. / Jefferson St.	N	Comp 98
Signals	125,000.00	0	100	0 S	3 Trower Ave. / Lassen St.	N	BRSP
Signals	280,000.00	0	80	0 S	4 First St. / Hwy 29 off ramps west, also eliminate loop	W	Comp 97
Signals	125,000.00	0	100	0 S	5 First St. / Laurel St.	W	
Signals	250,000.00	0	100	0 S	6 Freeway Dr. / Kilburn Ave. / Laurel St. also modify intersection	W	Comp
Signals	125,000.00	0	80	0 S	7 First St. / Hwy 29 off ramp east	C	
Signals	125,000.00	0	100	0 S	8 Jefferson St. / Callistoga Ave.	C	
Signals	125,000.00	0	100	0 S	9 Jefferson St. / Park Ave.	C	
Signals	125,000.00	0	100	0 S	10 School St. / Second St.	C	
Signals	125,000.00	0	100	0 S	11 Seminary St. / First St.	C	
Signals	125,000.00	0	100	0 S	12 Seminary St. / Second St.	C	
Signals	125,000.00	0	100	0 S	13 Soscol Ave. / Eighth St.	C	
Signals	160,000.00	0	100	0 S	14 Soscol Ave. / Kansas Ave.	C	Comp 97
Signals	125,000.00	0	100	0 S	15 Soscol Ave. / Pueblo Ave.	C	Comp
Signals	125,000.00	0	100	0 S	16 Soscol Ave. / Sousa Ln.	C	Comp
Signals	150,000.00	0	100	0 S	17 Traucas St. / Villa Ln.	C	Comp
Signals	125,000.00	0	100	0 S	18 Coombsville Rd. / Terrace Dr.	E	Comp
Signals	160,000.00	0	100	0 S	19 Sousa Ln. / Silverado Tr.	E	
Signals	160,000.00	0	80	0 S	20 Imola Ave. / Hwy. 29 off ramp east	S	03 ROST PSR
Signals	160,000.00	0	80	0 S	21 Imola Ave. / Hwy. 29 off ramp west	S	03 ROST PSR

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CITY OF NAPA
STREET IMPROVEMENT FEE
145,000.00

Sub Total 3,070,000.00 0.00 2,925,000.00

IMPROVEMENT TYPE ESTIMATED COST 1989 % STATE/FED REVENUE % STREET IMPROVEMENT FEES % OTHER FUNDS \$ MAP NO. CONSTRUCTION OF NEW STREET / EXTENSION DESCRIPTION OF IMPROVEMENT OR WORK

IMPROVEMENT TYPE	ESTIMATED COST 1989	% STATE/FED REVENUE	% STREET IMPROVEMENT FEES	OTHER FUNDS \$	MAP NO.	CONSTRUCTION OF NEW STREET / EXTENSION DESCRIPTION OF IMPROVEMENT OR WORK
New Streets	560,000.00				01N	1 Lassen St. crossing of Salvador Channel, includes box culvert
New Streets	860,000.00				01N	2 New Street between Villa Ln. and Big Ranch Rd.
New Streets	1,250,000.00				01N	3 Salvador Ave. extension to Linda Vista Ave.
New Streets	580,000.00	25	125,000.00		01N	4 Sierra Ave. to Garfield Lane connection, includes box culvert
New Streets	1,810,000.00				01N	5 Tower Ave. extension to Big Ranch Rd.
New Streets	1,300,000.00				01N	6 Villa Lane from north end to Garfield Ln.
New Streets	1,100,000.00				01N	7 Villa Lane from north end to Garfield Ln.
New Streets	570,000.00				01N	8 Linda Vista Ave. connection to Robinson Ln. (see bridge section)
New Streets	500,000.00				01N	9 Solano Ave. connection to Freeway Dr. (see bridge section)
New Streets	1,000,000.00				01N	10 California Blvd. From Lincoln Ave. to Napa Creek (see bridge section)
New Streets	410,000.00	25	102,500.00		01N	11 Permanente Way (Home Property)
New Streets	280,000.00				01N	12 Rubicon St., from stub to Villa Lane
New Streets	1,050,000.00				01N	13 Soscol Ave. from La Homa Dr. to end of stub (Trancas-Big Ranch)
New Streets	700,000.00				01N	14 Eighth St. to Main St. connection (see bridge section)
New Streets	430,000.00	75	322,500.00		01N	15 Hidden Glen, connect Montecito Blvd. To Coombsville Rd.
New Streets	630,000.00				01N	16 Saratoga Dr. from Silverado Tr. To stub
New Streets	570,000.00				01N	17 Terrace Dr. from Saratoga Dr. to Cayetano Dr. (see bridge section)
New Streets	570,000.00				01N	18 Terrace Dr. from Saratoga Dr. to Cayetano Dr. (see bridge section)

Sub Total 14,570,000.00 570,000.00 14,000,000.00 0.00

CITY OF NAPA
STREET IMPROVEMENT FEE

IMPROVEMENT TYPE ESTIMATED COST 1989 STATE/FED REVENUE % STREET IMPROVEMENT FEES % OTHER FUNDS \$ MAP NO. WIDEN EXISTING STREET DESCRIPTION OF IMPROVEMENT OR WORK ZONE PRTY STATUS

IMPROVEMENT TYPE	ESTIMATED COST 1989	STATE/FED REVENUE %	STREET IMPROVEMENT FEES %	OTHER FUNDS \$	MAP NO.	WIDEN EXISTING STREET DESCRIPTION OF IMPROVEMENT OR WORK	ZONE PRTY STATUS
St. Widening	120,000.00	0.00	120,000.00	0.00	1	Big Ranch Road turn packets at intersections	N BRSP
St. Widening	250,000.00	0.00	250,000.00	0.00	2	Browns Valley Road, Westview to McCormick Lane	N
St. Widening	450,000.00	0.00	270,000.00	180,000.00	3	Redwood Road, Forest Drive to West Pueblo Ave. - See Redwood Rd #N	N
St. Widening	40,000.00	0.00	40,000.00	0.00	4	Freeway Drive, at Old Sonoma Road	N
St. Widening	3,000,000.00	0.00	3,000,000.00	0.00	5	Soscol Avenue, widen to six lanes or install median, Silverado Tr. To 3rd	C
St. Widening	1,650,000.00	0.00	1,650,000.00	0.00	6	Coombsville Road, Silverado Tr. To 3rd	E
St. Widening	2,100,000.00	0.00	2,100,000.00	0.00	7	Imola Avenue, South Coombs to Shurtleff Ave. widen to 4 lanes	S
St. Widening	600,000.00	0.00	600,000.00	0.00	8	Soscol Avenue, widen to six lanes from Magnolia Dr. to Kansas Ave.	S
St. Widening	1,180,000.00	0.00	1,180,000.00	0.00	9	Soscol Avenue, widen to six lanes from Kansas Ave. to Silverado Trail	S
Sub Total	9,390,000.00	0.00	9,210,000.00	180,000.00			

Total Program 85,130,000.00 24.83% 21,138,750.00 56.89% 48,429,250.00 18.28% 15,562,000.00

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CITY OF NAPA
STREET IMPROVEMENT FEE

IMPROVEMENT TYPE	ESTIMATED COST 1989	%	STATE/FED REVENUE \$	%	STREET IMPROVEMENT FEES \$	%	OTHER FUNDS \$	MAP NO.	RECONSTRUCTION OF STREET DESCRIPTION OF IMPROVEMENT OR WORK
Reconst. St.	560,000.00	75	420,000.00	25	140,000.00			0 R	1 El Centro Ave. from By Way East to city limits
Reconst. St.	200,000.00		0	100	200,000.00			0 R	2 Orchard Ave. from Solano Ave. to the west city limits
Reconst. St.	900,000.00	75	675,000.00	25	225,000.00			0 R	3 Salvador Ave. from State Route 29 to the east city limits
Reconst. St.	340,000.00	75	255,000.00	25	85,000.00			0 R	4 Browns Valley Rd. from Patrick Rd. to Patrick Rd.
Reconst. St.	660,000.00	75	495,000.00	25	165,000.00			0 R	5 Burnham Ave. from Browns Valley Rd. to city limits
Reconst. St.	340,000.00	75	255,000.00	25	85,000.00			0 R	6 Foothill Blvd. From Laurel St. to Old Sonoma Rd.
Reconst. St.	250,000.00	75	187,500.00	25	62,500.00			0 R	7 Foster Rd. from Imola Ave. to St. Francis Cir.
Reconst. St.	880,000.00	75	660,000.00	25	220,000.00			0 R	8 Laurel St. from First St. to Freeway Dr.
Reconst. St.	420,000.00	75	315,000.00	25	105,000.00			0 R	10 Lone Oak Ave. from Linda Vista Ave. to Solano Ave.
Reconst. St.	280,000.00	75	210,000.00	25	70,000.00			0 R	11 Patrick Rd. from Browns Valley Rd. to Morningside Dr.
Reconst. St.	410,000.00	75	307,500.00	25	102,500.00			0 R	12 West Lincoln Ave. from Lone Oak Ave. to Solano Ave.
Reconst. St.	410,000.00	75	307,500.00	25	102,500.00			0 R	13 West Park Ave. from Linda Vista Ave. to Solano Ave.
Reconst. St.	125,000.00	75	93,750.00	25	31,250.00			0 R	15 A St. from York St. to Jefferson St.
Reconst. St.	400,000.00	75	300,000.00	25	100,000.00			0 R	16 Beard Rd. from Pueblo Ave. to Trancas St.
Reconst. St.	250,000.00	75	187,500.00	25	62,500.00			0 R	17 California Blvd. From Second St. to Laurel St.
Reconst. St.	520,000.00	75	390,000.00	25	130,000.00			0 R	18 Central Ave. from Soscol Ave. to Jefferson St.
Reconst. St.	410,000.00	75	307,500.00	25	102,500.00			0 R	19 Main St. from Pueblo Ave. to Lincoln Ave.
Reconst. St.	310,000.00	75	232,500	25	77,500.00			0 R	20 Park Ave. from California Blvd. To Jefferson St.
Reconst. St.	880,000.00	75	660,000.00	25	220,000.00			0 R	21 Pueblo Ave. from California Blvd. To Soscol Ave.
Reconst. St.	1,100,000.00	75	825,000.00	25	275,000.00			0 R	22 Soscol Ave. from Lincoln Ave. to La Homa Dr.
Reconst. St.	410,000.00	75	307,500.00	25	102,500.00			0 R	23 York St. from Lincoln Ave. to A St.
Reconst. St.	50,000.00		0	100	50,000.00			0 R	24 Eighth St. from Soscol Ave. to Railroad
Reconst. St.	190,000.00	75	142,500.00	25	47,500.00			0 R	25 Jordan Lane from Lincoln Ave. to Imperial Way
Reconst. St.	470,000.00	75	352,500.00	25	117,500.00			0 R	26 Sheller Ave. from Soscol Ave. to Shurtleff Ave.
Reconst. St.	750,000.00	50	375,000.00	50	375,000.00			0 R	27 Shurtleff Ave. from Terrace Dr. to Imola Ave.
Reconst. St.	670,000.00	50	335,000.00	50	335,000.00			0 R	28 Terrace Dr. from Coombsville Rd. to Imola Ave.

Sub Total 13,515,000.00 9,593,750.00 3,921,250.00

CITY OF NAPA
STREET IMPROVEMENT FEE

IMPROVEMENT TYPE	ESTIMATED COST 1989	STATE/FED REVENUE %	STREET IMPROVEMENT FEES \$	STREET IMPROVEMENT %	OTHER FUNDS \$	MAP NO.	MISCELLANEOUS DESCRIPTION OF IMPROVEMENT OR WORK	ZONE PRTY	STATUS
Misc.	280,000.00		280,000.00	100		01M	1 Hwy 29 / Salvador Ave. Modify Intersection	N	03 ROST PSR
Misc.	180,000.00		180,000.00	100		01M	2 Lincoln Ave. at Jefferson St. Modify Intersection with right turn lanes	N	
Misc.	320,000.00		320,000.00	100		01M	3 Freeway Dr. / First St. Modify Intersection	W	Comp
Misc.	50,000.00		50,000.00	100		01M	4 Lincoln Ave. at Soscol Ave. Modify intersection with right turn lanes	C	Part
Misc.	1,875,000.00		1,500,000.00	80	375,000.00	01M	5 First St. / Hwy 29. Widen Overpass to 4 lanes	C	03 ROST PSR
Misc.	50,000.00		50,000.00	100		01M	6 Soscol Ave. / Third St. Modify Intersection	E	Part
Misc.	20,000.00		20,000.00	100		01M	7 Coombs St. / Imola Ave. Modify Intersection	S	Comp
Misc.	50,000.00	0	50,000.00	100		01M	8 Jefferson St. / Imola Ave. Modify Intersection	S	Part Comp
Misc.	300,000.00		300,000.00	100		01M	9 Silverado Tr. / Soscol Ave. Modify Intersection	S	03 ROST PSR
Misc.	10,000.00		10,000.00	100		01M	10 Silverado Tr. / Third St. / Coombsville Rd. Modify Intersection	S	PSR COMP
Misc.	6,000,000.00		1,800,000.00	30	4,200,000.00	01M	11 Interchange 12/121/29 - PS&E 2012	S	PSR COMP
Misc.	9,000,000.00		2,700,000.00	30	6,300,000.00	01M	12 Interchange 29/221	S	PSR COMP
Misc.	1,400,000.00	50	700,000.00	50		01M	13 Bus Turnouts	T	COMP 97
Misc.	11,600,000.00	75	8,700,000.00	25		01M	14 Overlay City Streets	T	see PMP

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Sub Total 31,135,000.00
 IMPROVEMENT TYPE COST 1989 % STATE/FED REVENUE % STREET IMPROVEMENT FEES % STREET IMPROVEMENT FEE 10,860,000.00
 CITY OF NAPA
 STREET IMPROVEMENT FEE 10,875,000.00
 OTHER FUNDS \$
 MAP NO. BRIDGE REPLACEMENT/ CONSTRUCTION
 DESCRIPTION OF IMPROVEMENT OR WORK
 ZONE PRTY STATUS

IMPROVEMENT TYPE	ESTIMATED COST	STATE/FED REVENUE %	STREET IMPROVEMENT FEES %	STREET IMPROVEMENT FEE	OTHER FUNDS \$	MAP NO.	BRIDGE REPLACEMENT/ CONSTRUCTION DESCRIPTION OF IMPROVEMENT OR WORK	ZONE PRTY STATUS
Bridges	760,000.00			760,000.00		01B	1 Linda Vista Ave., new at Redwood Creek	W 9
Bridges	440,000.00			440,000.00		01B	2 Solano Ave., new at Napa Creek	W 8
Bridges	510,000.00	20		51,000.00	357,000.00	01B	3 Behrens St., replace bridge at Napa Creek w/ pedestrian bridge	C 5 NCFCD
Bridges	1,000,000.00	0		1,000,000.00		01B	4 California Blvd., new at Napa Creek	C Comp
Bridges	1,700,000.00	50		850,000.00	510,000.00	01B	6 Third St., replace bridge at Napa River	C 1 COMP 02
Bridges	1,220,000.00			1,220,000.00		01B	7 Main St., new at Napa River	C 4
Bridges	1,100,000.00	40		440,000.00	440,000.00	01B	8 First St., replace bridge at Napa River	E 6 HBRR-RFP 03
Bridges	610,000.00			610,000.00		01B	9 Terrace Dr., new at Cayetano Creek	E 7 Castle design

Sub Total 13,450,000.00
 1,575,000.00
 7,513,000.00
 4,362,000.00

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CITY OF NAPA

IMPROVEMENT TYPE ESTIMATED COST 1989 STATE/FED REVENUE % STREET IMPROVEMENT FEES % OTHER FUNDS \$ NO. MAP DESCRIPTION OF IMPROVEMENT OR WORK TRAFFIC SIGNAL INSTALLATION ZONE PRTY STATUS

IMPROVEMENT TYPE	ESTIMATED COST 1989	STATE/FED REVENUE %	STREET IMPROVEMENT FEES %	OTHER FUNDS \$	NO. MAP	DESCRIPTION OF IMPROVEMENT OR WORK	TRAFFIC SIGNAL INSTALLATION	ZONE PRTY	STATUS
Signals	125,000.00	0	100	125,000.00	0	1 Jefferson St. / Sierra Ave.	0 S	N	
Signals	125,000.00	0	100	125,000.00	0	2 Trower Ave / Jefferson St.	0 S	N	Comp 98
Signals	125,000.00	0	100	125,000.00	0	3 Trower Ave / Lassen St.	0 S	N	BRSP
Signals	280,000.00	0	80	224,000.00	20	4 First St. / Hwy 29 off ramps west, also eliminate loop	0 S	W	Comp 97
Signals	125,000.00	0	100	125,000.00	0	5 First St. / Laurel St.	0 S	W	
Signals	250,000.00	0	100	250,000.00	0	6 Freeway Dr. / Kilburn Ave. / Laurel St. also modify intersection	0 S	W	Comp
Signals	125,000.00	0	80	100,000.00	20	7 First St. / Hwy 29 off ramp east	0 S	C	
Signals	125,000.00	0	100	125,000.00	0	8 Jefferson St. / Calistoga Ave.	0 S	C	
Signals	125,000.00	0	100	125,000.00	0	9 Jefferson St. / Park Ave.	0 S	C	
Signals	125,000.00	0	100	125,000.00	0	10 School St. / Second St.	0 S	C	
Signals	125,000.00	0	100	125,000.00	0	11 Seminary St. / First St.	0 S	C	
Signals	125,000.00	0	100	125,000.00	0	12 Seminary St. / Second St.	0 S	C	
Signals	125,000.00	0	100	125,000.00	0	13 Soscol Ave. / Eighth St.	0 S	C	
Signals	160,000.00	0	100	160,000.00	0	14 Soscol Ave. / Kansas Ave.	0 S	C	Comp 97
Signals	125,000.00	0	100	125,000.00	0	15 Soscol Ave. / Pueblo Ave.	0 S	C	Comp
Signals	125,000.00	0	100	125,000.00	0	16 Soscol Ave. / Sousa Ln.	0 S	C	
Signals	150,000.00	0	100	150,000.00	0	17 Trancas St. / Villa Ln.	0 S	C	Comp
Signals	125,000.00	0	100	125,000.00	0	18 Coombsville Rd. / Terrace Dr.	0 S	E	Comp
Signals	160,000.00	0	100	160,000.00	0	19 Sousa Ln. / Silverado Tr.	0 S	E	
Signals	160,000.00	0	80	128,000.00	20	20 Imola Ave. / Hwy. 29 off ramp east	0 S	S	03 ROST PSR
Signals	160,000.00	0	80	128,000.00	20	21 Imola Ave. / Hwy. 29 off ramp west	0 S	S	03 ROST PSR

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Sub Total 3,070,000.00 ESTIMATED COST 1989 STATE/FED REVENUE % 0.00 STREET IMPROVEMENT FEES \$ 2,925,000.00
 CITY OF NAPA STREET IMPROVEMENT FEE 145,000.00 OTHER FUNDS \$ 0.00
 MAP NO. CONSTRUCTION OF NEW STREET / EXTENSION DESCRIPTION OF IMPROVEMENT OR WORK ZONE PRTY STATUS

IMPROVEMENT TYPE	ESTIMATED COST 1989	STATE/FED REVENUE %	STREET IMPROVEMENT FEES \$	OTHER FUNDS \$	MAP NO.	CONSTRUCTION OF NEW STREET / EXTENSION DESCRIPTION OF IMPROVEMENT OR WORK	ZONE PRTY	STATUS
New Streets	560,000.00	0	560,000.00	0	01N	1 Lassen St. crossing of Salvador Channel, includes box culvert	N	
New Streets	860,000.00	0	860,000.00	0	01N	2 New Street between Villa Ln. and Big Ranch Rd.	N	BRSP
New Streets	1,250,000.00	0	1,250,000.00	0	01N	3 Salvador Ave. extension to Linda Vista Ave.	N	DEV
New Streets	580,000.00	25	145,000.00	0	01N	4 Street Ave. to Garfield Lane connection, includes box culvert	N	BRSP
New Streets	1,810,000.00	0	1,810,000.00	0	01N	5 Traver Ave. extension to Big Ranch Rd.	N	BRSP
New Streets	1,300,000.00	0	1,300,000.00	0	01N	6 Villa Lane from north end to Garfield Ln.	N	BRSP Comp
New Streets	1,100,000.00	0	1,100,000.00	0	01N	7 Villa Lane from north end to Garfield Ln.	N	BRSP Comp
New Streets	570,000.00	0	570,000.00	0	01N	8 Linda Vista Ave. connection to Robinson Ln. (see bridge section)	W	DEV
New Streets	500,000.00	0	500,000.00	0	01N	9 Solano Ave. connection to Freeway Dr. (see bridge section)	W	DEV
New Streets	1,000,000.00	0	1,000,000.00	0	01N	10 California Blvd. From Lincoln Ave. to Napa Creek (see bridge section)	C	Comp
New Streets	410,000.00	25	102,500.00	0	01N	11 Permanente Way (Home Property)	C	Comp 4/03
New Streets	280,000.00	0	280,000.00	0	01N	12 Rubicon St. from stub to Villa Lane	C	BRSP Comp
New Streets	1,050,000.00	0	1,050,000.00	0	01N	13 Soscol Ave. from La Homa Dr. to end of stub (Trancas-Big Ranch)	C	DEV
New Streets	700,000.00	0	700,000.00	0	01N	14 Eighth St. to Main St. connection (see bridge section)	C	
New Streets	430,000.00	75	322,500.00	0	01N	15 Hidden Glen, connect Montecito Blvd. To Coombsville Rd.	E	
New Streets	630,000.00	0	630,000.00	0	01N	16 Saratoga Dr. from Silverado Tr. To stub	E	DEV
New Streets	570,000.00	0	570,000.00	0	01N	18 Terrace Dr. from Saratoga Dr. to Cayetano Dr. (see bridge section)	E	DEV

Sub Total 14,570,000.00 570,000.00 14,000,000.00 0.00

CITY OF NAPA
STREET IMPROVEMENT FEE

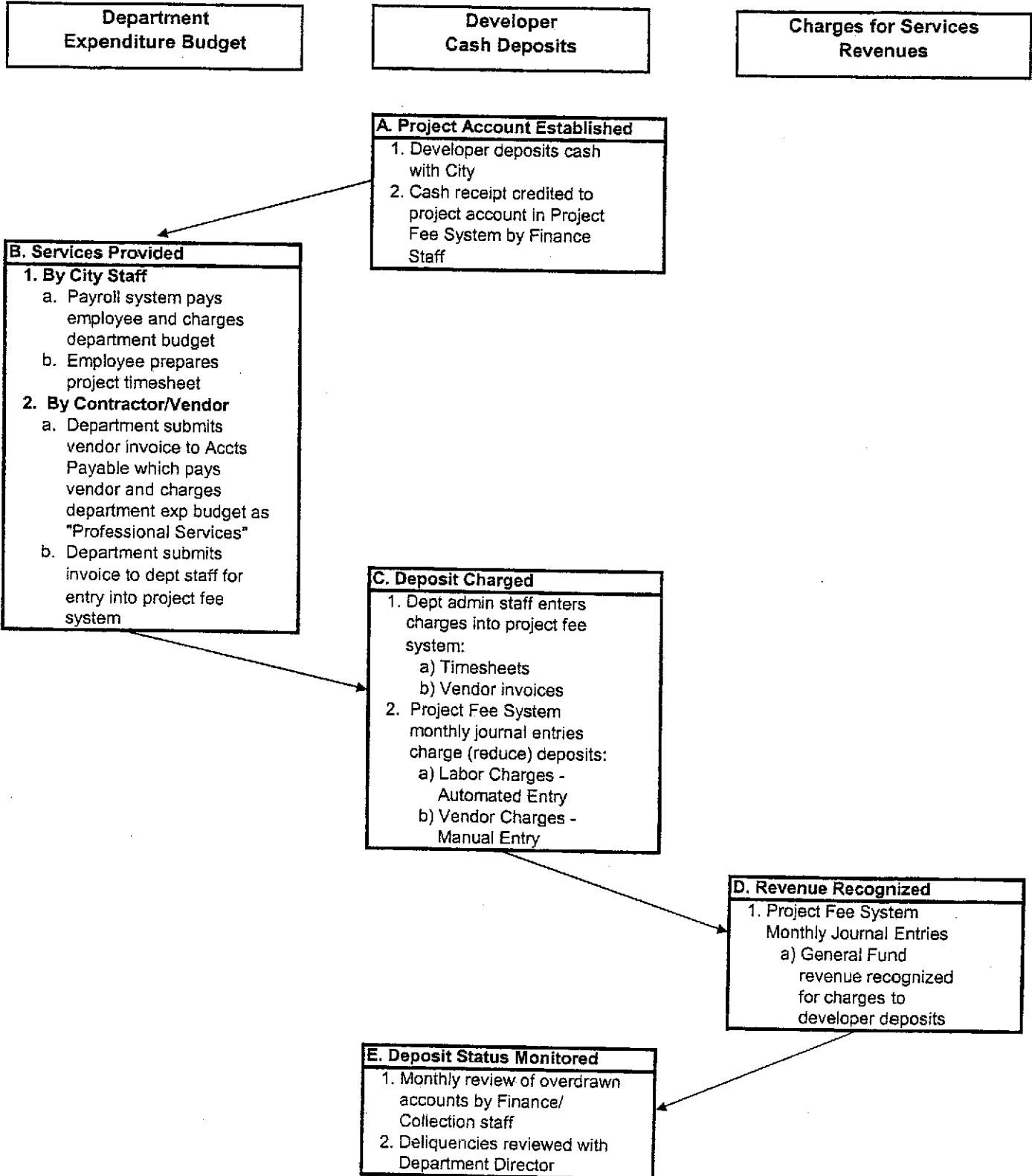
IMPROVEMENT TYPE ESTIMATED COST 1989 STATE/FED REVENUE % STREET IMPROVEMENT FEES \$ % OTHER FUNDS \$ MAP NO. WIDEN EXISTING STREET DESCRIPTION OF IMPROVEMENT OR WORK ZONE PRTY STATUS

IMPROVEMENT TYPE	ESTIMATED COST 1989	STATE/FED REVENUE %	STREET IMPROVEMENT FEES \$ %	OTHER FUNDS \$	MAP NO.	WIDEN EXISTING STREET DESCRIPTION OF IMPROVEMENT OR WORK	ZONE PRTY STATUS
St. Widening	120,000.00	0.00	120,000.00	0/W	1	Big Ranch Road, turn pockets at intersections	N BRSP
St. Widening	250,000.00	0.00	250,000.00	0/W	2	Browns Valley Road, Westview to McCormick Lane	N
St. Widening	450,000.00	0.00	270,000.00	0/W	3	Redwood Road, Forest Drive to West Pueblo Ave. - See Redwood Rd	N
St. Widening	40,000.00	0.00	40,000.00	0/W	4	Freeway Drive, at Old Sonoma Road	N
St. Widening	3,000,000.00	0.00	3,000,000.00	0/W	5	Soscol Avenue, widen to six lanes or install median, Silverado Tr. To 31C	E
St. Widening	1,650,000.00	0.00	1,650,000.00	0/W	6	Coombsville Road, Silverado Tr. To 31C	E
St. Widening	2,100,000.00	0.00	2,100,000.00	0/W	7	Imola Avenue, South Coombs to Shurtleff Ave, widen to 4 lanes	S
St. Widening	600,000.00	0.00	600,000.00	0/W	8	Soscol Avenue, widen to six lanes from Magnolia Dr. to Kansas Ave.	S
St. Widening	1,180,000.00	0.00	1,180,000.00	0/W	9	Soscol Avenue, widen to six lanes from Kansas Ave. to Silverado Trail	S
Sub Total	9,390,000.00	0.00	9,210,000.00				180,000.00

Total Program 85,130,000.00 24.83% 21,138,750.00 56.89% 48,429,250.00 18.28% 15,562,000.00

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City of Napa Private Development Activities Flow of Financial Transactions



City of Napa - Street Improvement Fee Analysis of Transactions Fiscal Year 03/04				
Beginning Balance as of June 30,2003				\$ 573,933.96
Revenues				
Fees				
First St. Bridge @ Napa River Preliminary Engineering (HBRR 150K)	354-57	\$ 1,300,000.00	800,000.00	
		-	-	
			2,100,000.00	\$ 2,673,933.96
Other Revenues				
				\$ 2,673,933.96
Interest				
			12,000.00	
Total Funds Available				\$ 2,685,933.96
Expenditures:				
Saratoga Road Extension Construction				
	268-57	431,800.00		
Sierra - Villa Lane connection PS&E				
			10,000	
LINDA VISTA AVENUE - Connect from Lone Oak to Robinson Lane, Plan Line				
			10,000	
TERRACE DRIVE - Connect missing link over Cayetano Creek, Plan Line				
			10,000	
SOLANO AVENUE- Connect from end to First Street, Plan Line				
			5,000	
SIERRA AVENUE - Connect from east end to Villa Lane, Plan Line				
Repay Interfund Loan to Underground component				
First St. Bridge @ Napa River Preliminary Engineering (HBRR 150K)	407-57	1,000,000.00		
		-	-	
Total Funds To Be Expended				1,466,800.00
Total Funds Anticipated Available June 30, 2004				\$ 1,219,133.96

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CAPITAL IMPROVEMENT PROJECT POTENTIAL CANDIDATE

Project Title: SOSCOL AVENUE EXTENSION **Date:** June 6,2006
Location/Limits: La Homa north to the Soscol Ave stub
Objective: Complete the link and the realignment of Soscol Avenue
Description of Imprvt: Construction of imcomplete section, chanelize Trancas fro two LTL fo S/B
Project Number: 400-57

	Budget Estimate	Prelim. Design	Final Design	Contract Prices	Final Project Costs
PROJECT COSTS:					
Construction	\$1,200,000.00	\$1,200,000.00	\$2,400,000.00	\$2,652,937.00	
Engineering Study	\$0.00	\$0.00	\$0.00	\$0.00	
Design-Engr.	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	
R/W-Land Acq	\$0.00	\$0.00	\$0.00	\$0.00	
Misc	\$0.00	\$0.00	\$0.00	\$0.00	
Proj. Mgmt/Insp.(10%)	\$120,000.00	\$120,000.00	\$60.00	\$40,000.00	
Contingency (10%)	\$120,000.00	\$120,000.00	\$240,000.00	\$265,293.70	
Total Project Costs	\$1,490,000.00	\$1,490,000.00	\$2,690,060.00	\$3,008,230.70	
PROJECT FUNDING:					
General Fund					
Gas Tax					
St. Impvt. Fees	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	
Big Ranch Fee	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	
St. Impvt. Fees (Underground)				\$1,400,000.00	
PG&E					
NAPA SANITATION					
WATER				\$186,428.00	
Other					
County					
LOCAL					
Quadrant Funds					
Sub-Total Funding	\$1,550,000.00	\$1,550,000.00	\$1,550,000.00	\$3,136,428.00	
Funding Need	(\$60,000.00)	(\$60,000.00)	\$1,140,060.00	(\$128,197.30)	

Request/Studied by: LF POLLARD
Dept: DPW
Misc. = Utilities, Landscaping, Demolition, Permits, etc.

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**CITY OF NAPA
COMPUTATION OF FULL LABOR COSTS
03/04 COST ALLOCATION PLAN**

Employee Name - Planning Manager

	Rate	Amount
Actual Hourly Rate of Employee Rendering Service	53.12	53.1200
Add: Department Labor Load (Dept Labor Load x Hourly Rate)	<u>18.18%</u>	9.6572
Loaded Labor		62.7772 (a)
Add: Fringe Benefit (Dept Average Fringe Rate x Hourly Rate)	<u>17.18%</u>	9.1260
Fringe Load (Dept Labor Load x Fringe Benefit)	<u>18.18%</u>	1.6591
Loaded Fringe		10.7851 (b)
Sub-total		73.5623 (c)
Add: Departmental Overhead (Dept overhead rate x Loaded Labor)	<u>33.65%</u>	21.1245 (d)
General City Overhead (Dept General City overhead rate x Loaded Labor)	<u>27.28%</u>	17.1256 (e)
Total full labor costs per hour (c+d+e)		<u><u>111.81</u></u>
Add: 1/2 time for overtime (1/2 reg salary, no addl overhead)		<u><u>138.37</u></u>

**CITY OF NAPA
COMPUTATION OF FULL LABOR COSTS
03/04 COST ALLOCATION PLAN**

Employee Name - Senior Planner

	Rate	Amount
Actual Hourly Rate of Employee Rendering Service	44.74	44.7400
Add: Department Labor Load (Dept Labor Load x Hourly Rate)	<u>18.18%</u>	8.1337
Loaded Labor		52.8737 (a)
Add: Fringe Benefit (Dept Average Fringe Rate x Hourly Rate)	<u>17.18%</u>	7.6863
Fringe Load (Dept Labor Load x Fringe Benefit)	<u>18.18%</u>	1.3974
Loaded Fringe		9.0837 (b)
Sub-total		61.9574 (c)
Add: Departmental Overhead (Dept overhead rate x Loaded Labor)	<u>33.65%</u>	17.7920 (d)
General City Overhead (Dept General City overhead rate x Loaded Labor)	<u>27.28%</u>	14.4240 (e)
Total full labor costs per hour (c+d+e)		<u><u>94.17</u></u>
Add: 1/2 time for overtime (1/2 reg salary, no addl overhead)		<u><u>116.54</u></u>

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**CITY OF NAPA
COMPUTATION OF FULL LABOR COSTS
03/04 COST ALLOCATION PLAN**

Employee Name - Associate Planner

	Rate	Amount
Actual Hourly Rate of Employee Rendering Service	39.44	39.4400
Add: Department Labor Load (Dept Labor Load x Hourly Rate)	<u>18.18%</u>	7.1702
Loaded Labor		46.6102 (a)
Add: Fringe Benefit (Dept Average Fringe Rate x Hourly Rate)	<u>17.18%</u>	6.7758
Fringe Load (Dept Labor Load x Fringe Benefit)	<u>18.18%</u>	1.2318
Loaded Fringe		8.0076 (b)
Sub-total		54.6178 (c)
Add: Departmental Overhead (Dept overhead rate x Loaded Labor)	<u>33.65%</u>	15.6843 (d)
General City Overhead (Dept General City overhead rate x Loaded Labor)	<u>27.28%</u>	12.7153 (e)
Total full labor costs per hour (c+d+e)		<u><u>83.02</u></u>
Add: 1/2 time for overtime (1/2 reg salary, no addl overhead)		<u><u>102.74</u></u>

**CITY OF NAPA
COMPUTATION OF FULL LABOR COSTS
03/04 COST ALLOCATION PLAN**

Employee Name - Assistant Planner

	Rate	Amount
Actual Hourly Rate of Employee Rendering Service	34.66	34.6600
Add: Department Labor Load (Dept Labor Load x Hourly Rate)	<u>18.18%</u>	6.3012
Loaded Labor		40.9612 (a)
Add: Fringe Benefit (Dept Average Fringe Rate x Hourly Rate)	<u>17.18%</u>	5.9546
Fringe Load (Dept Labor Load x Fringe Benefit)	<u>18.18%</u>	1.0825
Loaded Fringe		7.0371 (b)
Sub-total		47.9983 (c)
Add: Departmental Overhead (Dept overhead rate x Loaded Labor)	<u>33.65%</u>	13.7834 (d)
General City Overhead (Dept General City overhead rate x Loaded Labor)	<u>27.28%</u>	11.1742 (e)
Total full labor costs per hour (c+d+e)		<u><u>72.96</u></u>
Add: 1/2 time for overtime (1/2 reg salary, no addl overhead)		<u><u>90.29</u></u>

Project Fee Overhead Rates

Opt	Fund Nbr	Billing Dept	Department Load Rate	Fringe Rate	Department Ovrhd Rate	City Ovrhd Rate	Effective Date
—	24	1024	16.530	31.510	138.290	41.380	970701
—	11	5011	19.980	15.830	75.500	18.860	070105
—	11	5021	19.350	15.290	16.180	26.450	070105
—	11	5031	15.560	16.990	33.600	28.680	070105
—	11	5032	18.800	15.780	45.950	31.910	070105
—	11	5033	18.010	19.910	35.750	38.560	070105
—	11	5034	18.970	13.850	36.610	42.170	070105
—	11	5035	14.970	14.350	53.520	28.780	070105
—	11	5036	9.090	25.390	65.430	34.650	070105
—	11	5061	17.310	17.890	25.410	40.390	070105
—	16	5091	14.690	18.280	29.130	27.410	070105
—	11	5101	18.450	12.740	69.200	27.460	070105
—	11	5121	18.180	17.180	33.650	27.280	070105
—	11	5122	18.180	17.180	33.650	27.280	070105
—	11	5123	18.180	17.180	33.650	27.280	070105
—	11	5125	16.210	19.050	77.910	17.750	070105
—	11	5127	18.680	16.180	38.600	25.120	070105
—	11	5128	18.180	17.180	33.650	27.280	070105
—	11	5202	20.070	47.690	38.140	22.430	070105
—	11	5203	20.070	47.690	38.140	22.430	070105
—	11	5204	20.070	47.690	38.140	22.430	070105
—	11	5206	20.070	47.690	38.140	22.430	070105
—	11	5207	20.070	47.690	38.140	22.430	070105
—	11	5208	16.280	21.650	29.600	23.930	070105
—	11	5222	15.350	32.130	61.220	27.430	070105
—	11	5224	16.320	27.660	54.770	21.550	010701
—	11	5227	14.700	22.720	54.770	21.550	010701
—	11	5261	15.650	15.900	87.880	26.950	070105
—	11	5263	17.540	14.720	73.510	26.610	010701
—	11	5265	17.540	14.720	73.510	26.610	010701
—	11	5267	17.540	14.720	73.510	26.610	010701
—	11	5281	18.630	19.960	59.030	21.360	070105
—	11	5303	18.630	19.960	252.970	50.320	070105
—	11	5342	9.090	25.390	65.430	34.650	070105
—	11	5361	21.810	21.360	66.630	16.880	070105
—	11	5362	21.160	21.190	44.530	17.200	010701
—	11	5371	13.270	18.370	121.810	25.470	070105
—	11	5381	15.250	22.740	40.310	19.970	070105
—	11	5384	15.250	22.740	76.230	70.830	070105
—	91	5921	17.540	14.720	73.510	26.610	010701

b:deptlisting

City of Napa
Schedule of Service and Support Centers
96/97 Cost Allocation Plan

Document 3

Service Centers	Support Centers
Legal Services	City Council
Planning	Personnel
Police	City Manager
Fire	Accounting
Engineering	Purchasing
Recycling	Collections
Streets	Cash Management
Building Inspection	Data Processing
Electrical Inspection	City Clerk
Parks	Legal Services
Recreation	Facility Maintenance
Parking	Electrical Maintenance
Water	Communications
Transit	Landscaping of Facility Maintenance c/o Parks
CDBG	
Redevelopment	
Housing	

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b:allocbase

City of Napa

Document 4

**Schedule of Support Centers and Allocation Bases
96/97 Cost Allocation Plan**

Support Center	Description	Allocation Base
City Council	Policy direction provided	Departmental labor
City Manager	Management provided	Departmental labor
City Clerk	Services provided	Departmental labor
Legal Services	Legal services provided	Departmental Labor
Finance:		
Accounting	Financial services provided	Budgeted dollars
Payroll	Payroll services provided	Number of employees
Accounts Payable	Services provided	Number of claims paid
Purchasing	Procurement services provided	Number of requisitions and purchase orders processed
Collections	Services provided	Number of documents handled
Cash Management	Investment services provided	Average cash invested
Personnel	Human resources services provided	Number of employees
Facility Maintenance	Building/Electrical/ Parking/Landscaping	Sq ft occupied/number of spaces
Data Processing	Data processing services provided	Hours of programming time Proportion of machine time used
Depreciation of equipment	15-year life	Fixed Assets Listing
Depreciation of building	50-year life	Fixed Assets Listing

Exhibit "C"

**CITY OF NAPA
COST RECOVERY MANUAL****Introduction**

It is City policy to establish fees to recover the cost of providing certain services. Once established, fees should be reviewed annually to ensure that all reasonable costs incurred in providing these services are being recouped. The City is generally precluded from recovering more than the cost of a service by Proposition 4, which requires that fees and charges in excess of total cost be counted as taxes against the City's Gann limit. To avoid either over or undercharging for City services, fees and charges must be based on a cost recovery analysis.

With the trend in transferring funding responsibilities from the federal and state government to local government, the issue of cost recovery has become increasingly important. Additionally, the slowing in the growth of General Fund revenues and the impact of State Budget cuts have reduced the City's ability to fund necessary services through traditional revenue sources. This manual offers guidelines for the analysis of cost recovery and is intended as an aid in the establishment and revision of fees and charges. The use of cost analysis is not, however, limited to the pricing of goods and services. Cost analysis may be used by managers to measure productivity, develop more efficient service delivery, evaluate the contracting out of services and justify changes to programs. The intent of this manual is to provide an analytical framework which can be used not only in the pricing of City services but a wide range of management decisions as well.

This manual utilizes basic cost analysis techniques to demonstrate the calculation of full cost recovery.

Section I, Measuring Cost Recovery, reviews the various categories of costs and presents methodologies for calculating full cost recovery.

Section II, Criteria for Establishing Fees, discusses the factors which should be considered before implementing a new fee or charge. This section includes fee setting criteria and examples of exceptions for full cost recovery.

Section III, Monitoring Cost Recovery, discusses the method for tracking reimbursable costs and their associated revenues.

I. MEASURING COST RECOVERY

The first step in a cost analysis study is the selection of a unit of service to be analyzed. Some examples of units of service are numbers of permits processed, the dollar amount of plans reviewed or the number of customers using a specific program. A good unit of service should be simple and understandable, easily measurable, and the resulting costs per unit should provide a reasonable basis for a user charge decision.

For some goods and services, a cost analysis will be based on the cost of providing a single unit. For other goods and services, the full program cost will be divided by the total units to determine per unit cost. In such cases, departments must monitor the units of service on an ongoing basis. If departments over or underestimate the number of units when setting the fee, the fee should be revised accordingly.

Once a unit of service has been defined, a cost analysis study should be conducted to determine the full cost recovery rate of that service. Full cost recovery can be defined as the recovery of all direct and indirect costs

associated with the delivery of a good or service. Direct costs are those costs that can be specifically assigned to the service being examined. Direct costs are subdivided into salaries and wages, fringe benefits, and non-personnel costs, which consist of equipment used and supplied consumed during the delivery of a service. When calculating direct costs, the average benefit rate should be used when the actual fringe benefit figure is not available.

To accurately track direct costs, departments must establish appropriate program and organization structures and job orders which relate direct expenses to specific fees, charges or other billable revenue sources. Once established, this accounting information should be used on all expense documents directly related to the service provided (e.g., labor cards, purchase orders, requisitions, etc.).

Indirect costs, commonly called overhead costs, are those costs that are necessary for the operation of the organization, but are not uniquely or easily assignable to a specific good or service. Rent and utilities, depreciation on buildings and equipment, departmental administration expenses and the cost of services from other departments are examples of indirect costs. For the purpose of this manual, indirect costs consist of labor and fringe load, departmental overhead and general city overhead.

Labor load and fringe load represent a distribution of the costs of nonproductive time (vacation and holidays, jury duty, sick leave, etc.) over the costs of productive time. Labor load is included in the cost of a full position year (annual salary figures include the cost of nonproductive time, assuming average use of vacation, sick leave, etc.), but it must be added to an employee's wage and fringe benefit costs to calculate cost recovery for a service which uses less than a full position year.

Departmental overhead represents such indirect departmental costs as administrative and clerical support, supervision, data processing expenses, equipment depreciation, and the operation and maintenance of the square footage of City buildings occupied by a department.

General City overhead represents services provided to a department by other City departments, such as Personnel, Purchasing, Accounting, etc. The General City overhead is computed on the following basis. The support service departments (City Council, City Manager, City Clerk, City Attorney, Finance, Personnel and Citywide program expenditures expenses related to the above) are allocated to the line departments such as Water Utilities, Planning, Public Works and Development. An allocation base is selected for each support service department that results in a distribution of its costs that is proportionate to the level of service received by the departments. Personnel, for example, is allocated by the number of budgeted positions in each department, while Purchasing is allocated on the dollar amount of purchase requisitions issued by department. Some support service departments do not have an allocation data base which is readily available and verifiable. These departments' costs are allocated to the line departments based on the ratio of labor dollars of each department to the total labor dollars. The general city costs allocated to a department are then divided by the direct labor of the department to arrive at the general city overhead rate.

General city overhead makes up a substantial portion of the cost of providing goods and services. Departments should not presume that because a fee or charge generates revenues in excess of departmental costs, all costs are being recovered. To achieve full cost recovery, a fee or charge must also cover the cost to support departments as represented by the general city overhead rate.

The combined overhead rates (departmental and general city) must be applied to "loaded" labor, not fringe benefits, to arrive at total overhead.

Grant related overhead is a special category of overhead that must be used when calculating the cost of grant programs. Federal guidelines require that certain items (such as meals, capital outlay and legislative expenses)

be excluded from overhead calculations for use in grants. Finance prepares a separate calculation for use in billing grant programs.

II. CRITERIA FOR ESTABLISHING FEES

Once the full costs of providing a specific good or service have been determined, a decision must be made as to what degree of public subsidy that activity should receive. Key to this decision is the identification of the beneficiaries of the service. Some services, such as police and fire protection, benefit the public as a whole, and individual beneficiaries are difficult to identify. Services of this type are known as public goods. Other services, such as building inspections and permit processing, have easily identifiable beneficiaries, and all benefits accrue solely to the individual consumer. These services are known as private goods. A third set of services, known as merit goods, combine the traits of public and private goods. Merit goods have identifiable consumers, yet the consumption of the good also benefits and general public. An after school recreation program is one example of a merit good.

Subsidy decisions for private goods are relatively simple to determine. If the provision of a service or program generates benefits limited to the individual consumer, it may not be appropriate to subsidize the activity with general government funds. Alternatively, if the provision of a good or activity generates public benefits, general government funds could be used to subsidize that portion of the activity that benefits the community as a whole. The most difficult subsidy decisions arise over merit goods that generate both public and private benefits. The degree of public subsidy that a service or program receives may be influenced by the following factors:

- 1) Enforcement - In general, the use of a fee or charge is not appropriate in cases where a substantial number of users may receive the benefit of the good or service without incurring the cost. In other words, the successful use of a fee or charge requires both a) the identification of the benefitting group, and b) the ability to enforce the fee or charge.
- 2) Revenue Potential - The revenue potential of a fee or charge will be affected by the cost of collecting the fee and by the frequency of the fee's occurrence. The imposition of a fee for a service which occurs infrequently may not be cost effective since it will not produce a dependable source of revenue. Similarly, fees and charges which require complex collection procedures may cost more to administer than they produce in revenues.
- 3) Regulation of Demand - A fee or charge may be imposed to regulate demand rather than to general revenue. For instance, a fee may be imposed for the use of a facility during certain peak hours to encourage usage during off-peak hours. A facility may also utilize a differential pricing policy to regulate demand. As an example, a golf course may impose higher fees on weekends and offer discount fees on weekdays to encourage more efficient use of the facility.
- 4) Availability of Data - Generally, a fee will be easier to establish and justify if reliable cost data is available.
- 5) Identity of Beneficiaries - The imposition or revision of a fee or charge may raise the issues of fairness and equity, particularly if the fee or charge has the potential for excluding low-income and other special populations from fee supported services. In such cases, it may be appropriate to provide special discounts for disadvantaged groups. A new or increased fee or charge may also produce opposition from benefitting groups. This opposition may be countered by a public relations and information campaign to explain the need for the fee or charge and how it will be collected. Departments may want to gradually introduce the fee or raise the rate, rather than do it all at once. It may also be possible for certain groups to secure payment of the fee from

other sources, such as sponsorship or private section donations.

6) Legal constraints - Some fees and charges are governed by state and local statutes. For example, Government Code Section 6257 regulates the costs that the City can recover for providing a copy of a publication, such as the City Charter.

7) Fees for Similar Services - Departments should be aware of what local businesses and neighboring jurisdictions are charging for comparable goods and services. Increasingly, public sector services are competing with private sector services. If the private sector or a neighboring jurisdiction is offering a similar service at a lower price, an increase in the fee or charge may cause a larger than anticipated drop in demand.

8) Spillover Effect - Fees and charges indirectly impact many sectors or a community. Higher fees may, for instance be passed on to consumers in the form of higher prices. These possible indirect impacts, although difficult to quantify, should be considered in the decision to implement or revise a fee or charge.

Some or all of these factors may influence a department's decision regarding the degree of subsidy to be given a service or program.

III. MONITORING COST RECOVERY

The Cost Recovery Worksheet provides a simple form for calculating the full cost of services and programs as well as the cost of services covered by billable job orders. Departments should complete this form for each category of fee or charge to arrive at the current cost recovery ratio and to determine if a revision of the fee or charge is appropriate. The worksheet should also be completed for services charged to billable job orders. Although services charged to billable job orders are, by definition, fully cost recoverable, departments must be aware of the estimated annual direct and indirect costs to monitor departmental costs and revenues.

To develop accurate revenue forecasts and to assure that billable job orders are being utilized as projected, departments will be responsible for monitoring costs and their associated revenues on a periodic basis.



COMMUNITY DEVELOPMENT DEPARTMENT
 1600 First Street
 Napa, CA 94559-0660

11/14/2005

ATTACHMENT 2F

FEE DETAILS

Project Number: PL05-0195
 Address: 523 COFFIELD AVE
 Project Name: Coffield Subdivision
 Deposits Collected: \$ 7,604.55

Applicant: Hofmann Land Development
 Owner: WILKINS, WILBUR A AND MARLE

Post Date	Time (hrs)	Staff Member	Notes	Amount
11/1/2005				
	1.00		Staff Report Writing (MA)	\$80.27
11/4/2005				
	1.00		Staff Report Writing (MA)	\$80.27
11/10/2005				
	0.50		Other (MA)	\$40.14
	0.25		Other (MA)	\$20.07
	1.00		Project Review (MA)	\$80.27
	0.50		IDR/PERC Mtg (MA)	\$40.14
11/18/2005				
	1.50	Megan Thomas	Application Review	
			Review and comment on the application, comments sent to Ernie 11-16-05	\$164.64
11/21/2005				
	0.50		Staff Meetings (EC)	\$44.67
2/16/2005				
	0.25	Mike Allen	Meeting with Applicant	
			Met with Dan Shurtz at the counter. Gave him very general time line for project review. Briefly discussed some potential issues with the project. Told him he would probably receive an issues ltr. sometime in January.	\$20.07
1/10/2006				

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COMMUNITY DEVELOPMENT DEPARTMENT
 1600 First Street
 Napa, CA 94559-0660

FEE DETAILS

Project Number: PL05-0195
 Address: 523 COFFIELD AVE
 Project Name: Coffield Subdivision
 Deposits Collected: \$ 7,604.55
 Applicant: Hofmann Land Development
 Owner: WILKINS, WILBUR A AND MARLE

Post Date	Time (hrs)	Staff Member	Notes	Amount
2/3/2006	0.50	Mike Allen	Site visit with Ernie Cabral, took photos of existing conditions.	\$40.14

2/3/2006				
Plan Check		Darren Drake		\$149.14
Application Review	1.00	Ernie Cabral	Memo preparation	\$111.68
Application Review	1.25	Ernie Cabral	Site Visit w/ Planner	\$67.01
Application Review	0.75	Ernie Cabral	Memo Prep	\$178.68
Application Review	2.00	Ernie Cabral	Conditions of approval	\$44.67
Application Review	0.50	Ernie Cabral	(2/3/2006 11:58 EC) Discussion with Farid and Mike -	\$22.34
Application Review	0.25	Ernie Cabral	Traffic & Planning regarding impacts to project due to GP Solano Ave extension.	



COMMUNITY DEVELOPMENT DEPARTMENT
 1600 First Street
 Napa, CA 94559-0660

1/12/2006

FEE DETAILS

Project Number: PL05-0195
 Address: 523 COFFIELD AVE
 Project Name: Coffield Subdivision
 Deposits Collected: \$ 7,604.55

Applicant: Hofmann Land Development
 Owner: WILKINS, WILBUR A AND MARLE

Post Date	Time (hrs)	Staff Member	Notes	Amount
Meeting with Applicant	0.50	Mike Allen	Spoke to Dan Shurtz on the phone. Told him I have not yet spent time working on his project, other than the IDR and one site visit with Ernie. Told him I expect to focus on this project before the end of February. He asked me to repond to an e-mail from David Letunon, which I did. The e-mail is attached along with my response.	\$40.14

Good morning Mike,
 I want to follow up on the status of our Tentative Map. May I have an update on the status of our application? Do you have any comments from other departments we can begin addressing?
 Do you have any insight to when we could expect a hearing?

David T. Lennon
 Senior Vice President
 Hofmann Land Development Co.
 P.O. Box 758
 Concord CA, 94522
 925/682-4830

Hello David,
 Sorry I haven't had the chance to respond to your e-mail sooner. I spoke with Dan Shurtz this morning and updated him on the status of the Coffield Subdivision project. I informed him that I have received most comments back from the various City departments, and have had preliminary discussions with our Development Engineering and Public Works Divisions. However, I have not yet been able to firm my absolute focus to this



COMMUNITY DEVELOPMENT DEPARTMENT

1600 First Street
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FEE DETAILS

Project Number: PL05-0195
 Address: 523 COFFIELD AVE
 Project Name: Coffield Subdivision
 Deposits Collected: \$ 7,604.55

Applicant: Hofmann Land Development
 Owner: WILKINS, WILBUR A AND MARLE

Post Date	Time (hrs)	Staff Member	Notes	Amount
2/21/2006			project as I am wading thru the many projects I have ahead of yours.	
			I do anticipate concentrating my time on Coffield sometime this month (February), and will keep Dan informed of my progress.	
			<<SK:607051106000007>>	\$20.07
	0.25	Mike Allen		\$160.54
	2.00			\$80.27
	1.00	Mike Allen	Reviewed building elevations and designs, lot coverages, and layout. Initial concern is second story is greater than 75 percent on half the elevations. Will continue review to create issues list and contact applicant once this is done.	
2/27/2006				
	2.00	Mike Allen		\$160.54
	1.50	Mike Allen	Reviewed lot coverages, FAR's, issues such as no landscape plan, second floor exceedence of 75%, etc.	\$120.41
	2.00	Mike Allen		\$160.54
3/2/2006				
	1.00	Ernie Cabral	(2/22/2006 08:54 EC) Conditions of approval memo. Discussions with planner and traffic engineer.	\$89.34
	0.25	Ernie Cabral	(2/23/2006 11:22 EC) Conditions of approval.	\$22.34
1/2/2006				



COMMUNITY DEVELOPMENT DEPARTMENT
 1600 First Street
 Napa, CA 94559-0660

7/12/2006

Project Number: PL05-0195
 Address: 523 COFFIELD AVE
 Project Name: Coffield Subdivision
 Deposits Collected: \$ 7,604.55

Applicant: Hofmann Land Development
 Owner: WILKINS, WILBUR A AND MARLE

FEE DETAILS

Post Date	Time (hrs)	Staff Member	Notes	Amount
3/10/2006	0.25	Mike Allen	Called Dan Shurtz, left a message regarding issues with second floor coverage on plan I elevations, lack of landscape plan, and incorrect APN #'s. Mentioned that I have not yet recieved comments or conditions from Development Engineering or Traffic Division, and more issues may arise.	\$20.07
3/10/2006	3.00	Mike Allen	Sent Letter to applicant (Dan Shurtz) outlining miscellaneous issues requiring attention. Reviewed noise study, and tree report	\$240.81
3/17/2006	1.00	Mike Allen	Site Visit; review arborist report and observe trees. Spoke to Dan Shurtz on phone, set up meeting to discuss issues.	\$80.27
3/24/2006	0.50	Mike Allen	Reviewed application in preparation for meeting tomorrow (3/21) with applicant. Reviewed compliance with Design Guidelines.	\$40.14
3/24/2006	0.50	Mike Allen	Met with Dan Shurtz and Robert Burton regarding lack of subordinate second story on many of the lots. They said they would look into designs that might satisfy the Design Guideline requirements. Also gave comments about BMP calcs.	\$40.14

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COMMUNITY DEVELOPMENT DEPARTMENT

1600 First Street
Napa, CA 94559-0660

FEE DETAILS

Project Number: PL05-0195
 Address: 523 COFFIELD AVE
 Project Name: Coffield Subdivision
 Deposits Collected: \$ 7,604.55
 Applicant: Hofmann Land Development
 Owner: WILKINS, WILBUR A AND MARLE

Post Date	Time (hrs)	Staff Member	Notes	Amount
Application Review	0.50	Mike Allen	Reviewed revised building elevations which include a new porte-cochere to better meet the 75% second floor guideline. E-mails attached below. Dan, I can support the building elevations with revisions as long as all porte-cocheres have a sold shingled roof. Elevation "A" appears to have a lattice ceiling which would not count as a first floor element.	\$40.14

From: Dan Shurtz [mailto:DShurtz@hofmannld.com]
 Sent: Thursday, March 23, 2006 8:22 AM
 To: Allen, Michael
 Subject: FW: Hofmann Company - Coffield-Wilkins Property - 3908 (1 of 2 emails)

Mike,

Here are the proposed revisions to plan 1 at Coffield. With these revisions, we now have a 74.8% ratio for second floor to footprint. Footprint has a total of 1567 square feet. Second floor has 1172 square feet. Look over these proposed changes and give us your thoughts. I also meet with Ryan Gregory after our meeting to go over the memo from Engineering. He will have the required changes ASAP.
 We look forward to hearing from you.

Dan Shurtz



COMMUNITY DEVELOPMENT DEPARTMENT
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5/12/2006

FEE DETAILS

Project Number: PL05-0195
 Address: 523 COFFIELD AVE
 Project Name: Coffield Subdivision
 Deposits Collected: \$ 7,604.55
 Applicant: Hofmann Land Development
 Owner: WILKINS, WILBUR A AND MARLE

Post Date	Time (hrs)	Staff Member	Notes	Amount
3/28/2006	0.00	DPW #8429 WILLDAN-DRAINAGE ENG		\$165.00
4/10/2006	0.00			\$234.96
	0.00			\$12.08
	0.00			\$22.96
4/10/2006	1.50	Mike Allen	Preparing Initial Study	\$120.41
	3.00	Mike Allen	Preparing Initial Study	\$240.81
	2.00	Mike Allen	Preparing Initial study	\$160.54
4/18/2006	3.00	Mike Allen	Preparing Initial Study	\$240.81
	2.00	Mike Allen	Preparing Initial Study	\$160.54
4/24/2006	5.00	Mike Allen	Preparing Initial Study	\$401.35
	1.00	Mike Allen	Finished I.S. plan to post for 20 day review by Monday 5/1	\$80.27
4/28/2006	1.00	Mike Allen	Completed IS (added Engineering mitigations) and prepared for its posting	\$80.27
4/2/2006	0.75	Ernie Cabral	(5/1/2006 16:24 EC) BMP review and response to engineer	\$67.01



COMMUNITY DEVELOPMENT DEPARTMENT
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FEE DETAILS

Project Number: PL05-0195
 Address: 523 COFFIELD AVE
 Project Name: Coffield Subdivision
 Deposits Collected: \$ 7,604.55

Applicant: Hofmann Land Development
 Owner: WILKINS, WILBUR A AND MARLE

Post Date	Time (hrs)	Staff Member	Notes	Amount
Application Review	0.25	Ernie Cabral	(5/1/2006 16:38 EC) BMP Discussions with BUD staff	\$22.34
Application Review	0.25	Ernie Cabral	(5/1/2006 16:48 EC) BMP review	\$22.34
Application Review	1.00	Ernie Cabral	(5/2/2006 09:06 EC) Discussions with engineer regarding BMP solutions.	\$89.34
Application Review	1.50	Ernie Cabral	(5/2/2006 09:19 EC) Initial study prep for traffic and drainage	\$134.01
Application Review	1.50	Ernie Cabral	(5/1/2006 16:02 EC) BMPs and grading concept review	\$134.01
5/2006				
Administration	1.00	Mike Allen	Wrote Fish and Game exemption and mitigation agreement letter	\$80.27
9/2006				
Notification	0.00	Carolyn Van Dyke	Display Ad preparation and to NVR, take EIR documents to the County for posting.	\$57.81
CHRONOLOGY ACTION (CV)	0.00			\$47.81
19/2006				
Administration	0.50	Mike Allen	Public hearing notice	\$40.14
26/2006				
Postage Charge				\$10.92
Copy Charges				\$4.20
Administration	0.25	Carolyn Van Dyke	Attached all available related docs to CRW.	\$13.20
Staff Report	2.50	Mike Allen	Prepared exhibits, copied plans, folded	\$200.68
Staff Report	5.00	Mike Allen	Staff report writing	\$401.35
CHRONOLOGY ACTION (MA)	3.00			\$239.95
Staff Report	0.00	Mike Allen	Preparing staff report	\$0.86

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COMMUNITY DEVELOPMENT DEPARTMENT
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FEE DETAILS

Project Number: PL05-0195
 Address: 523 COFFIELD AVE
 Project Name: Coffield Subdivision
 Deposits Collected: \$ 7,604.55

Applicant: Hofmann Land Development
 Owner: WILKINS, WILBUR A AND MARLE

Post Date	Time (hrs)	Staff Member	Notes	Amount
6/1/2006	1.00	Ernie Cabral	(5/31/2006 11:19 EC) Initial Study input and conditions of approval preparation and discussions with engineer.	\$89.34
	2.00	Ernie Cabral	(6/1/2006 08:58 EC) Meeting with applicant, engineer and water and preparation. Prepared late communication memo to PC based on discussions with engineer.	\$178.68
6/2/2006	0.50	Mike Allen	Met with David Lennon, Ryan Gregory, Dan Shurtz regarding project	\$40.14
	3.00	Mike Allen	Meeting prep, then P.C. meeting Project recieved recommendation of approval to C.C. with minor additions to conditions of approval for a seven foot fence for neighbor at 517 Coffield and also clining vines to be added to sound wall. Tentatively scheduled for 7/18 C.C. meeting	\$240.81
6/5/2006				
			Copy Charges	\$612.00
			Optical Imaging	\$71.40
	0.75	Megan Thomas	Meeting with Applicant	\$82.32
6/6/2006				
	1.25	Carolyn Van Dyke	Public Notice prep and to NVR; Public Notice Cards prep and sent; filing	\$66.01



COMMUNITY DEVELOPMENT DEPARTMENT

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Napa, CA 94559-0660

Project Number: PL05-0195
 Address: 523 COFFIELD AVE
 Project Name: Coffield Subdivision
 Deposits Collected: \$ 7,604.55
 Applicant: Hofmann Land Development
 Owner: WILKINS, WILBUR A AND MARLE

FEE DETAILS

Post Date	Time (hrs)	Staff Member	Notes	Amount
Staff Report	2.00	Carolyn Van Dyke	Prep PC conditions of approval draft list and CEQA resolution draft for planner review; edit PC ASR; packet assembly and distribution; PDF conversions; website updates; filing	\$105.62
Administration	2.50	Carolyn Van Dyke	Draft, final and annotated PC agendas; draft and final minutes; minutes excerpts; PDF conversions; website updates; request to Council for agendizing; filing	\$132.03
<hr/>				
7/15/2006				
City Council	2.00	Carolyn Van Dyke	Prep Coffield CC ASR and draft Resolutions for Planner review; edit documents; assemble packet for City Clerk; attach documents to CRW	\$105.62
<hr/>				
7/21/2006				
Legal	0.25	Lynda Millsbaugh	(6/21/2006 11:33 LM) Review staff report	\$68.37
<hr/>				
30/2006				
City Council	2.00	Mike Allen	Prepared CC transmittal packet	\$160.54
City Council	0.50	Mike Allen	prepared CC packet supplement (map, landscape, color elevation)	\$40.14
<hr/>				
Total Fees				\$7,979.22
Deposit Remaining				\$ 0.00

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COMMUNITY DEVELOPMENT DEPARTMENT
 1600 First Street
 Napa, CA 94559-0660

FEE DETAILS

ATTACHMENT 2G

Project Number: PL05-0198
 Address: 4060 LLOYD DR
 Project Name: Cecile Court Subdivision
 Deposits Collected: \$ 1,500.00
 Applicant: Pat Hodge
 Owner: HOLCOMB, MICHAEL L & MARIA

Post Date	Time (hrs)	Staff Member	Notes	Amount
11/9/2005	1.50			\$120.41
Project Review (KE)				
11/15/2005	0.50			\$40.14
IDR/PERC Mtg (KE)				
11/18/2005	0.50	Megan Thomas		\$54.88
IDR Meeting	1.00	Megan Thomas	Review and comment on the application	\$109.76
Application Review	0.50	Megan Thomas	Review and comment on the application, comments sent to Ernie 11-18-05	\$54.88
Application Review				
1/21/2005	0.25			\$22.34
Project Review (EC)				
Other (EC)	0.25			\$22.34
2/23/2005				
Application Review	0.75	Ernie Cabral	Discussions w applicant, planner and research	\$67.01
Application Review	2.00	Ernie Cabral	(12/23/2005 10:24 EC) Memo	\$178.68
2/30/2005				
Application Review	2.00	Kevin Eberle	incomplete letter	\$160.54
3/2006				
Plan Check	1.00	Darren Drake		\$149.14
Application Review	0.75	Ernie Cabral	Prepared response regarding BMP's.	\$67.01

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COMMUNITY DEVELOPMENT DEPARTMENT
 1600 First Street
 Napa, CA 94559-0660

FEE DETAILS

Project Number: PL05-0198
 Address: 4060 LLOYD DR
 Project Name: Cecile Court Subdivision
 Deposits Collected: \$ 1,500.00
 Applicant: Pat Hodge
 Owner: HOLCOMB, MICHAEL L & MARIA

Post Date	Time (hrs)	Staff Member	Notes	Amount
7/13/2006	0.25	Lynda Millsbaugh	(2/13/2006 09:15 LM) Telephone conference w/Megan; phone message Pat Hodges re: water easement	\$68.37
7/28/2006	1.00	Kevin Eberle		\$80.27
	0.25	Kevin Eberle	discussion w/ Hodge and Holcomb re. timelines	\$20.07
7/3/2006	1.25	Ernie Cabral	(2/10/2006 16:59 EC) Meeting with Debby Hight -civil engineer- regarding BMP's including research and meeting preparation.	\$111.68
7/6/2006	0.25	Megan Thomas		\$27.44
7/7/2006	0.75	Kevin Eberle	IDR and meeting with applicant	\$60.20
7/13/2006	0.25	Megan Thomas		\$27.44
7/14/2006	0.50	Ernie Cabral	(3/13/2006 17:21 EC) IDR meeting and prep.	\$44.67
7/27/2006	0.00	DAN-DRAINAGE ENG		\$220.00

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COMMUNITY DEVELOPMENT DEPARTMENT
 1600 First Street
 Napa, CA 94559-0660

FEE DETAILS

Project Number: PL05-0198 Applicant: Pat Hodge
 Address: 4060 LLOYD DR Owner: HOLCOMB, MICHAEL L & MARIA
 Project Name: Cecile Court Subdivision
 Deposits Collected: \$ 1,500.00

Post Date	Time (hrs)	Staff Member	Notes	Amount
3/29/2006	0.50	Darren Drake		\$74.57
4/3/2006				
Application Review	0.75	Ernie Cabral	(4/3/2006 11:52 EC) Project review and issues memo	\$67.01
Application Review	3.00	Ernie Cabral	(4/3/2006 11:57 EC) Issues review and memo, reviewed BMPs	\$268.02
Application Review	0.50	Ernie Cabral	(4/3/2006 11:59 EC) Completed memo, discussions with applicant and in house discussions.	\$44.67
Application Review	1.00	Ernie Cabral	(4/3/2006 12:11 EC) Finished up Conditions of Approval	\$89.34
Application Review	0.75	Ernie Cabral	e-mailed COA to applicants engineer	
Meeting with Applicant	0.25	Ernie Cabral	(4/3/2006 12:16 EC) Applicant discussions at counter. In house discussions.	\$67.01
			(4/3/2006 09:44 EC) Discussed project timing with applicant.	\$22.34
4/4/2006				
Meeting with Applicant	2.00	Kevin Eberle		\$160.54
4/10/2006				
Meeting with Applicant	0.50	Megan Thomas		\$54.88
4/21/2006				
Meeting with Applicant	0.50	Jacqueline Solomon	(4/14/2006 16:07 JS) meeting with MH and DH to discuss status and drainage issues	\$55.89
Application Review	0.25	Jacqueline Solomon	(4/13/2006 17:51 JS) Discuss project with Ernie Cabral	\$27.95



COMMUNITY DEVELOPMENT DEPARTMENT
1600 First Street
Napa, CA 94559-0660

FEE DETAILS

Project Number PL05-0198 **Applicant** Pat Hodge
Address 4060 LLOYD DR **Owner** HOLCOMB, MICHAEL L & MARIA
Project Name Cecile Court Subdivision
Deposits Collected \$ 1,500.00

Post Date	Time (hrs)	Staff Member	Notes	Amount
7/2/2006				
Application Review	0.25	Ernie Cabral	(5/1/2006 16:04 EC) In house discussions and set staff mtgs for next week	\$22.34
Application Review	0.50	Ernie Cabral	(5/2/2006 09:00 EC) Discussions with engineer regarding site street, parking, detention and BMP issues.	\$44.67
Application Review	0.25	Ernie Cabral	(5/1/2006 13:33 EC) Discussions with applicant. Issues email sent to engineer.	\$22.34
Application Review	0.50	Ernie Cabral	(5/1/2006 16:30 EC) BMP review and discussions with BUD staff.	\$44.67
Application Review	0.00	Ernie Cabral	(5/1/2006 16:39 EC) BMP discussions in house, BMP plan review and set meeting with City Attorney.	\$61.02
Application Review	0.25	Ernie Cabral	(5/1/2006 16:42 EC) Reviewed BMP solutions with Graham Wadsworth.	\$22.34
Application Review	1.00	Ernie Cabral	(5/1/2006 16:59 EC) Met with City Attorney regarding HOA vs Maintenance Agreement	\$89.34
Application Review	2.00	Ernie Cabral	(5/1/2006 17:03 EC) Application review and issues email prepared	\$178.68
Meeting with Applicant	2.50	Ernie Cabral	(5/1/2006 11:50 EC) Meeting with applicants engineer and staff members. Includes prep and followup.	\$223.35
CHRONOLOGY ACTION (EC)	1.75			\$95.33
Application Review	0.25	Ernie Cabral	(5/1/2006 17:24 EC) BMP/Detention info discussion	\$22.34
8/2/2006				
Other Meeting	1.00	Scott Dungan	Presubmittal with Ernie and project engineer	\$89.34
1/16/2006				
Application Review	0.50	Kevin Eberle	discussion w/holcomb at counter, legal description	\$40.14
7/24/2006				

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COMMUNITY DEVELOPMENT DEPARTMENT
 1600 First Street
 Napa, CA 94559-0660

FEE DETAILS

Project Number PL05-0198 Applicant Pat Hodge
 Address 4060 LLOYD DR Owner
 Project Name Cecile Court Subdivision HOLCOMB, MICHAEL L & MARIA
 Deposits Collected \$ 1,500.00

Post Date	Time (hrs)	Staff Member	Notes	Amount
Staff Report	3.75	Kevin Eberle		\$301.01
5/25/2006				
Staff Report	9.25	Kevin Eberle	PC staff report and site visit	\$742.50
5/26/2006				
Postage Charge				\$33.54
Copy Charges				\$12.90
Administration	0.25	Carolyn Van Dyke	Attach all available related doc to CRW.	\$13.20
6/1/2006				
Application Review	0.75	Ernie Cabral	(5/31/2006 11:02 EC) BMP, driveway issues, etc. review and meeting with engineer	\$67.01
Application Review	0.50	Ernie Cabral	(5/31/2006 11:17 EC) in house discussions regarding project status.	\$44.67
Application Review	4.00	Ernie Cabral	(5/24/2006 17:05 EC) BMP review, discussions with staff, site visit, and began conditions of approval memo.	\$357.36
Application Review	5.00	Ernie Cabral	(5/24/2006 17:00 EC) Reviewed drainage and BMP calculations and concept, calculated street and Linda Vista Fees, discussed project with involved staff, coordinated input to conditions of approval with other departments, and prepared conditions of approval.	\$446.70
Application Review	2.50	Ernie Cabral	(5/30/2006 11:31 EC) Conditions of approval memo	\$223.35
Application Review	0.50	Ernie Cabral	(6/1/2006 09:03 EC) PC meeting preparation	\$44.67
6/2/2006				
Planning Commission	2.25	Kevin Eberle	powerpoint prep, meeting set-up, attend meeting	\$180.61



COMMUNITY DEVELOPMENT DEPARTMENT
 1600 First Street
 Napa, CA 94559-0660

FEE DETAILS

Project Number: PL05-0198
 Address: 4060 LLOYD DR
 Project Name: Cecile Court Subdivision
 Deposits Collected: \$ 1,500.00
 Applicant: Pat Hodge
 Owner: HOLCOMB, MICHAEL L & MARIA

Post Date	Time (hrs)	Staff Member	Notes	Amount
7/5/2006				
Copy Charges				\$279.00
Optical Imaging				\$32.55
7/6/2006				
Notification	1.25	Carolyn Van Dyke	Public notice prep and to NVR; public notice cards prep; filing	\$66.01
Staff Report	2.00	Carolyn Van Dyke	Obtain and prep PC draft conditions of approval list for planner review; edit PC ASR; packet assembly and distribution; PDF conversions; website update; filing	\$105.62
Administration	2.25	Carolyn Van Dyke	Draft, final and annotated PC agenda; draft and final minutes; minutes excerpts; request to Council to agendaize; PDF conversions; website updates; filing	\$118.82
7/21/2006				
Legal	0.25	Lynda Millsbaugh	(6/21/2006 11:34 LM) Review staff report	\$68.37
7/22/2006				
DPW #7868 KORVE-TRAFFIC STUDY	0.00			\$67.50
7/19/2006				
City Council	1.00	Kevin Ebertle	preparation for and attendance of Council hearing	\$80.27
7/21/2006				
Legal	0.25	Lynda Millsbaugh	(7/20/2006 13:16 LM) Attend P.C. Hearing	\$68.37

0,949.42

\$ 0.00

Total fees

Deposit Remaining

Vapa_Proj_Fee_Det

16

AGENDA ITEM NO.**Records File #:****Retention:***(City Clerk's Use Only)*

**NAPA CITY COUNCIL
AGENDA SUMMARY REPORT
May 20, 2003**

SUBJECT: Progress report on implementation of new Community Development Department

ORIGINATED BY: City Manager's office

DISCUSSION:

In December 2002, the City Council adopted a re-organization plan creating a new Community Development Department, consolidating Planning, Development Engineering, Building and Code Enforcement into one dept. The re-organization was based on a year long, comprehensive and inclusive study by Maximus Consulting that evaluated Napa's development review process to ascertain if the City was providing efficient and responsive service to the public and keeping up with the latest /best management practices and technologies in development review. The study relied upon extensive feedback received from various building and development organizations such as the Building Industry Association (BIA), Napa/Solano Builders Exchange, contractors, developers, Napa Chamber of Commerce and City staff. It was also based on what other Community Development Departments in similar sized cities have accomplished. The report sought to balance the City's desire to streamline the development review process as well as retain quality projects, architectural design standards, affordable housing, environmental management requirements; adequate infrastructure to support private development project and councils expectation for developers to meet with neighbors to resolve concerns prior to Planning Commission or Council involvement.

The Maximus report included several recommendations for building on and improving the City's current development review process to make it more efficient and provide better customer service for both staff and for customers. Positive feedback was received on the current system and the re-organization was tailored to meet the unique needs of the Napa community and organization. The goals set forth in the Maximus report are ambitious, (aimed at achieving top 5% of service levels of other similar sized CDD departments) and will be used as targets to improve service levels in Napa's development review over a 2-3 year period.

ACCOMPLISHMENTS TO DATE

The process for implementing and organizing a new Community Development Department has been underway for approximately 5 months now. Significant progress has been made toward putting in place many of the recommendations included in the Maximus report. Organizing a new department is a significant challenge for staff as well as applicants, and it is important that changes in the process and procedures are done in a prudent manner. The first six to twelve months will be a transitional period of getting the organization in place, developing a game plan to implement the report recommendations; beginning work on process changes and public information such as development various checklists and

guidelines to help make the application submittals process more efficient and working toward implementing a permit tracking/development management system.

Following are some key highlights of what has been accomplished or is in progress since the Community Development Department was established in December 2002. Also attached is a summary chart relating the accomplishments to the Maximus Report recommendations as well as samples of the improvements to the application submittal and review process.

I. Organizational Improvements:

The City is moving forward with organizational changes necessary to form the Community Development Department team (see organization chart). Major organizational changes such as formally moving Development Engineering and Code Enforcement into the new department won't occur until after the new Community Development Director arrives.

- 1) **Internal Steering Committee established** involving staff representatives from all divisions affected by the CDD re-organization to assist in implementation of the new department and recommendations such as checklists and guidelines and the permit tracking system. The Committee has been meeting one to 2 times per month as a group with the Assistant City Manager since January 2003.
- 2) **Recruitments:**
 - The recruitment for a new Community Development Director has concluded and an appointment should be made by the end of May.
 - A Plans Examiner to assist in Building Permit processing should be on board in June/July.
 - The Assistant Community Development Director will be hired next January; John Yost will assist during the transition through December 2003.
 - Recruitment of a Senior Civil Engineer to head the Development Engineering Division will be postponed for the time being due to budgetary constraints. In the meantime, City will resolve licensing and classification issues related to this position.
 - A new Fire Marshal was hired in May and will help in improving the Fire Prevention/Plan check and inspection process.
- 3) **Development Engineering:**
 - **Pooling of Engineering Staff:** Engineering staff has been "pooled" by combining the Traffic Engineering Division and Engineering staff into the Transportation & Development Engineering (TDE) Division; cross training and work assignment transition began in January. Official transfer of Engineering Division to the new CDD will most likely occur after the new Director is on board.
 - The Bridge & Urban Drainage (BUD) Division has retained Willdan Associates to perform BUD development review over the next year during Sam Jones' military duty. Willdan will help develop BUD checklist and policy guidelines for drainage and flood control. Willdan will also facilitate the cross training of the Development Engineering Division staff to develop skills needed to conduct a first-level review of drainage and flood control of proposed development projects
 - The Development Engineering Division (DED) has selected Eric Vandeburgt as the new junior civil engineer for the private development review process. Eric, a former BUD employee, most recently worked for the City of Novato doing both development review and CIP projects. He will work on the engineering review of projects seeking planning permits and for the approval of improvement plans and final maps. DED has also retained Willdan Associates on a part-time basis to conduct engineering reviews of projects with approved planning discretionary permits.
- 4) **Building Maintenance Division moved from Building Department/Public Works to Finance Division** in March; Part time clerical support provided for Streets/Electrical Division
- 5) **2 Office Assistants** previously allocated to streets/ electrical/building maintenance and Building Inspection **are now dedicated full time to Building Division; Chief Building Official now dedicated full time to Building Division**

- 6) Staff (Gil Harrington) transferred from Water Division to IT section in Finance Department to assist in GIS issues and implementing the permit tracking /Development Management system
- 7) **Additional legal assistance provided** for review of legal agreements associated w/ final maps and improvement plans
- 8) **Budget issues** Prepared first Community Development Department budget, bringing all related divisions together under one department; Building permit fees increased in February to help with offsetting some of re-organization costs, primarily the Plans Examiner and the Permit Tracking System.

II. Development application submittal process improvements

- 1) **Developing a consolidated application guideline package:**
The creation of the new CDD will involve various improvements to the application submittal process to provide better information through preparation of "user friendly" application guidelines and checklists to assist in more efficiently achieving complete application submittals . To achieve that objective, the CDD Steering Committee has been exploring alternative models for improving the way that application forms, checklists and guidelines can be packaged. Attached is a summary status report of diagrams /flow charts outlining the 3 basic permit processes that take place in planning , engineering and building. Also included are diagrams showing how the applications, guidelines and checklists might be assembled on a customized basis according to the type of project and permits required. The CDD Steering Committee is leaning toward implementing a "Master Permit " application system that will address the city's objectives for a more user friendly format and planning, engineering and building staff is pursuing development of checklists and guidelines handouts that could easily fit into this system. This "shopping cart" application format can be easily implemented as a self help system that could be obtained at the CDD offices or on the City's web site. Final formats for applications; checklists and handouts will be formalized after adoption of the Z.O to reflect the new requirements.
- 2) **A Revised Parcel Map application & checklist** is now in process.
- 3) Public Works has **updated and consolidated information regarding Traffic Impact Analysis Policy Guidelines** for private development review (see attached sample); Workshops will be conducted in early summer with developers and design professionals.
- 4) Public Works and Fire Dept are **consolidating City streets standards from Fire and Public Works Department into Public Works Department Standard Specifications and Standard Plans**; will also coordinate and update PWD & Fire Dept streets standards with respect to Planning's newly adopted Residential Design Guidelines and draft Zoning Ordinance
- 5) **Pre- Application Process:** The CDD will continue using the pre-application review process for more complex projects. (See attached list of recent private development applications that have benefited from a pre-application review process); Steering Committee will develop criteria for conducting the pre-application process and expanding as a streamlining tool for broader range of projects. The CDD will set up an interim pre-application process that will serve as an interim outreach mechanism to help guide applications that may be occurring during the transition to the new Zoning Ordinance.
- 6) **Environmental Information Questionnaire** form has been developed to assist in obtaining information regarding the CEQA process.

III. Development Process Improvements:

- 1) **PERC review process:** changes have been implemented to more efficiently coordinate comments and concerns from various City departments./agencies involved in application review and processing: These include faster turnaround of scheduling application for PERC review within approximately 10 days of submittal. These changes, combined with a more in depth discussion at the PERC meeting have allowed the case planner and the

responding department / agency to reduce the number of days necessary to review an application, as the majority of issues have been identified and potential solutions worked out during the PERC meeting with the various representatives. The additional PERC discussion also allows the case planner to meet with an applicant at a much earlier point to discuss issues that were raised at the meeting.

In addition, if any questions cannot be answered or issues resolved during the PERC meeting, the item is immediately re-scheduled for a second follow-up meeting insuring that the case planner and individual department are able resolve/identify a solution in a timely manner. These changes have been in place since February and have been well received by staff and applicants .

- 2) **Standardized format for " 30 day Incomplete Letter" for planning applications:** Planning Department continuing to coordinate and process the letters which will now include preliminary comments on project requirements and probable Conditions of approval to give applicants an earlier indication of what to expect in the review process.
- 3) **Planning Case Manager assigned** to meet with applicant to discuss initial PERC issues – ongoing for more complex projects ; also responsible for assembling the written comments from the various agencies and departments
- 4) **New Zoning Ordinance: delegation of additional decision making authority to staff for discretionary permit applications .** Staff continues to work towards adoption of the new Zoning Ordinance for summer. The Zoning Ordinance will shift discretionary review of certain routine items to staff and change the type and level of discretionary review on other items to reduce the case load of minor projects that currently go to the Planning Commission.
- 5) **Staff is now Including staff recommendations in staff reports for planning applications**
- 6) **Long Range Planning work Program:** included 2 year work program as part of the 2003-05 budget
- 7) **Provision of correction comments for final maps and improvement plans to the applicant in face-to-face meetings:** Engineering Division continues to facilitate face-to-face meetings with the developers and their design team and strives to resolve critical engineering design issues early in the engineering plan check/review process.
- 8) **Management (Permit Tracking) System:** City is in the process of acquiring state of the art technology to improve timeliness of processing discretionary permit applications, and providing info to staff and customer re various permits/projects. System to go on line in July 2004.

IV. Training and outreach

Training and outreach is an important part of implementing the CDD. The goal is to educate and inform staff and applicants regarding the current development process as well as changes that are being made to improve it to help make a complex process more understandable and easier to get through for small as well as larger projects.

- 1) **Residential Design Guidelines:** Planning Dept has conducted workshops; additional training in future with Terry Bottomley and Bruce Race
- 2) **Planning staff has met with Board of Realtors, Builders Exchange and Chamber of Commerce to review and inform re CDD and new Zoning Ordinance changes**
- 3) **Public Works will conduct workshops** on traffic impact analysis guidelines and NPDES, drainage/BUD guidelines
- 4) **Staff training** will be ongoing on various new technology, procedures and forms.
- 5) **Fire Prevention staff have met with local Fire Protection Contractors** to review current requirements and to recommend changes in an effort to streamline the issuance of permits and improve field inspections.

ANTICIPATED PROGRESS DURING THE NEXT 3-6 MONTHS:

From now through December, staff will continue working to get the Community Development Department organization in place. The new Director is expected to come on board by July 1st. Work will continue on

implementing various changes to streamline the review process; information development including finalizing planning and engineering checklists for application submittals and modifying building permit submittal guidelines for minimum plan check; Revision of public works street standards to match General Plan Update, Updated Zoning Ordinance (August) new Residential design guidelines and Fire Department standards; coordinating application revisions with Zoning Ordinance update; finalize selection of a development management system. The City hopes to expand the express permit service as soon as new Plans Examiner is hired. Workshops and public education and outreach will continue to review changes in the development review process, new forms and transition checklists designed to make the overall development process more efficient and user friendly.

SUMMARY:

While much has been accomplished in a short period of time to implement the new Community Development Department, there is still much to do before the CDD is fully operational. Staff from the various divisions have worked hard and made significant progress even before the new organizational structure is in place. Improvements to processing times, public information and understanding of the development review process should become more evident soon. Staff communication and coordination of planning and building applications through the new department will improve even more once the CDD team is fully in place thereby reducing bureaucratic obstacles, educating applicants to deal with various and changing requirements, and making the development review process more understandable and customer friendly for complex as well as smaller scale applications/projects.

FINANCIAL IMPACT:

None

CEQA: Not applicable.

DOCUMENTS ATTACHED:

CDD Organization chart
Status Report on CDD Implementation
Summary on improving the Permit Application System, Checklists and Guidelines: Diagrams re Engineering, Planning and Building Permitting processes; Master Application Format
Sample: Requirement Checklist for Traffic Impact Analysis
Pre-Application Review Process—Projects list

COUNCIL ACTION REQUESTED:

No formal action is required at this time. A more detailed outline of progress to date for implementation of the new CDD is attached for Council's review, comment and questions. This report and attachments will also be distributed to the various organizations and individuals involved in the initial Maximus study that recommended the re-organization. Another update will be presented to the council in September, after the new Director has been appointed.

AGENDA ITEM NO.

Records File #:

Retention:

(City Clerk's Use Only)

**NAPA CITY COUNCIL
AGENDA SUMMARY REPORT
December 10, 2002**

SUBJECT:

Presentation of Final Development Review Assessment Study and Request for Approval of Reorganization to Establish a Community Development Department.

ORIGINATED BY:

City Manager's Office

DISCUSSION:

On November 19, 2002, the Council conducted a workshop to discuss the proposed Development Review Assessment Study prepared by Maximus, an outside consulting firm. The study was undertaken as part of a continuing City effort to ensure that City operations and services related to planning and development are both cost-effective and responsive to the needs of Napa residents. The goal of the Study was to determine if the City was providing efficient and responsive service to the public, meeting Best Management Practices and technologies used by other similar-sized cities and meeting the required processing timelines as required by City, State and Federal codes.

The Study took into account the City's desire for retaining quality architectural design, affordable housing, environmental management and adequate public infrastructure to support proposed private development projects and the Council expectation that developers work with neighbors to resolve concerns. The proposed Study recommendations aim to balance those objectives and mandates with the efficient processing of plans throughout the development process.

The study process has involved a comprehensive assessment of the City's development review process as it currently exists. At the direction of the Council, the process has been very inclusive and interactive involving customer feedback from developers, builders and residents, as well as extensive employee interviews and organizational analyses. The report identifies many positive features of the current system and builds upon feedback received by recommending a series of organizational and process changes to improve and enhance the City's current level of services and processes relative to development. This includes changing the organizational structure, and streamlining review processes and procedures, through a customer /user-friendly approach. Successful implementation of the proposed reorganization will involve a partnership between development professionals, the community and City staff. The consultant has met with various organizations and groups involved in development, including the Napa County Builders Exchange, Napa Chamber of Commerce, Solano – Napa Builders Exchange and the Napa Valley Construction Coalition, and they are supportive of the proposed changes.

Study Recommendations

The Study contains many recommendations to improve upon the quality and level of service provided by the City's development review process. One of the primary recommendations is to create a new

organizational structure patterned after those implemented in other medium- to large-size cities. A new department would be established which would consolidate the development review functions now contained in Public Works: Engineering and Building Divisions and Planning into one department, the Community Development Department. (see attached organizational chart).

The specific changes proposed through the reorganization plan include the following:

Planning:

- A new position of Community Development Director would be created which would replace the current Planning Director position when the incumbent retires through attrition.
- An Assistant Community Development Director would be created to function as Planning Division Manager and to oversee the operations of the department, including, the Chief Building Official, and a Senior Civil Engineer. The Assistant Planning Director position would be eliminated through attrition.
- The three existing Senior Planners would remain over the sections of current Planning, Long-Range Planning, and Downtown/Special Projects, and report to the Assistant Community Development Director.

Building Division :

- The Chief Building Official would be responsible for managing the Building and Safety Division, and would oversee the Plan Check Engineer, Senior Building Inspector and support staff.
- Staffing would be increased by the addition of a Plans Examiner, and clerical staff will be allocated to full-time support for building inspection and plan checking.
- A case manager within the Building Division would manage the process of building permit plans by a multi-disciplinary team, serving as a single point of contact with applicants to make sure the review of building permit plans is timely and efficient.
- Building Maintenance would be transferred from the Building Division to Public Works or another City division.

Development Engineering

- A new position of Senior Civil Engineer would supervise development engineering.
- The Senior Engineering Aide position would be eliminated through attrition.
- Engineering staff would be responsible for discretionary permits, final map construction inspection, and plan check for storm water pollution and use of Best Management Practices, relieving the Bridge and Urban Drainage Division from that responsibility.

Public Works Department

- Public Works would carry out all other typical functions and would retain traffic engineering, and focus on design construction and maintenance of the City's infrastructure.

Fire Department

- Would continue to do plan check and inspections for Fire Code requirements and coordinate with Community Development on permit processing.
- Code Enforcement would be moved from Fire Department to the Community Development Department.

Other primary recommendations included in the report are to implement an automated permit information system, improve administrative and management systems within the newly-created Community Development Department, including strategic and technology plans to keep up with most current practices and technologies. Various customer service improvements are also recommended, including developing customer service standards, adopting customer service guarantees, and measuring customer satisfaction on an ongoing basis.

The overall goal of the reorganization is to maintain quality of development and provide faster and better service for smaller, infill types of development, as well as the larger, more complex projects. The recommendations also include involving the public in a positive, proactive manner during the development review process to avoid issues and misunderstandings during the formal project review and approval process.

Implementation of the Plan

Implementation of the proposed reorganization will begin immediately upon approval by Council with recruitment of the Community Development Director, Plans Examiner and Senior Civil Engineer. It is anticipated that it will take several months to implement this plan, beginning in Spring 2003 and continuing for at least 24 months.

It is envisioned that the proposed changes will occur incrementally in phases to ensure success. The Maximus report and implementation schedule will be used as a guideline for implementing the report recommendations and may be amended as needed. The actual staffing changes and transfer of divisions won't occur until the Community Development Director is hired and has an opportunity to develop a strategic plan and assemble a team. It should be underscored that the report recommendations are considered "stretch" goals representing service levels in the top 5% of what other established Community Development departments in cities such as Vacaville, Fremont and Santa Rosa are currently providing. The schedule is aggressive but staff is committed to meeting the goals as best as possible. Staff is currently meeting as a team to begin working out implementation details and will continue throughout the implementation process. Successful implementation of the reorganization and report recommendations will involve the cooperation, as well as education of the development community during the next 1-2 years.

The budget will also formalize staffing reallocation changes and formal funding of the new department. Staff will be coming back to Council in the future to approve various aspects of the reorganization plan, such as job descriptions for the Assistant Community Development Director and Plans Examiner after Civil Service Commission review and approval.

Results will be seen beginning in Spring 2003 with implementation of first draft of checklists/guidelines for application submittals. It is envisioned that the Plans Examiner will be on board by next April which will help expedite the plan check process.

No layoffs are proposed as part of the reorganization plan. The staffing plan involves reallocation and reclassification of existing positions or re-assignment to the new department. The Assistant Planning Director and Planning Director positions will be reallocated and re-titled as a Community Development Director and Assistant Community Development Director, and a Senior Engineering Aide position will be eliminated through attrition.

The City has informally met with NCEA and AMP employees to discuss the draft study and will continue to meet with employee associations and impacted employees throughout the implementation process to get feedback and address concerns. The implementation process is designed to provide the tools to employees to help them perform their jobs more efficiently and effectively. Training will be provided, roles, responsibilities and discretionary authority clarified, and submittal checklists and review process guidelines will be developed and provided to assist employees and customers throughout development review process from the initial application to building permit.

FINANCIAL IMPACT:

The estimated costs for implementing changes associated with planning and engineering additional staffing and reclassifications is \$66,200/annually. It is recommended that Building Division improvement costs, including implementation of a computerized permit tracking system (\$368,400/yr) be partially offset by updating building permit fees from current 1985 Uniform Building Code levels to 1997 Uniform Building Code, which would generate approximately \$300,000 annually in revenues. These fee increases are linked to providing improved service levels for processing development applications. Even with the fee increases, the City would still be subsidizing building inspection and plan checking services by City-wide and departmental overhead cost allocations by approximately \$100,000/yr. It should be noted that the General Fund currently subsidizes the Building Division in a similar amount each year.

Staff is requesting that Council authorize funding allocation for 2-3 months salary and benefits for new positions, plus recruitment costs (\$20,000). A combination of in-house, plus outside consulting services, will be used for conducting various recruitments and testing. Fifty thousand dollars, as an advance against the newly implemented fee structure, is requested for hiring a consultant to assist in the acquisition of new automated permit tracking system. these "start-up" costs will be offset by the new building fees collected, beginning in February 2003.

CEQA:

EXEMPT FROM REVIEW - NOT A PROJECT AS DEFINED IN SECTION 15378 OF THE CEQA GUIDELINES

DOCUMENTS ATTACHED:

- Assessment of the Development Review Process - Final Draft - Prepared by MAXIMUS Consulting Firm
- Proposed Plan of Organization for a Community Development Department
- Resolution R2002____, Approving the Reorganization Plan for the Establishment of a Community Development Department and Amending the Staffing Allocation in the Planning, Public Works, and Fire Departments Building Division, and Authorizing City Manager to Implement Plan
- Resolution R2002____, Approving the Allocation of One New Community Development Director Position, and Approving the Class Specification to Improve the Provision of Services as Such Relate to the Development of the Community
- Resolution R2002____, Authorizing Appropriations from the General Fund in the 2002/2003 Fiscal Budget to the Building Inspection Division, Planning Department and Personnel Department for Initial Implementation Phase of Community Development Department Organizational Plan
- Letters: Solano-Napa Builders Exchange, November 14, 2002; Thomas Thornley, on behalf of the Napa Valley Construction Coalition, November 19, 2002; James Asbury, Chairman, Napa Valley Construction Coalition, November 18, 2002

COUNCIL ACTION REQUESTED:

Move to accept exemption of CEQA as defined in Section 15378 of the CEQA guidelines.

Move to Approve Resolution R2002____, Approving the Reorganization Plan for the Establishment of a Community Development Department, Amending the Staffing Allocation in the Planning, Public Works, Fire Departments, and Building Division, and Authorizing City Manager to Implement Plan.

Move to Approve Resolution R2002____, Approving the Allocation of One New Community Development Director Position and Approving the Class Specification to Improve the Provision of Services as Such Relate to the Development of the Community.

Move to Approve Resolution R2002____, Authorizing Appropriations from the General Fund in the 2002/2003 Fiscal Budget to the Building Inspection Division, Planning Department and Personnel Department for Initial Implementation Phase of Community Development Department Organizational Plan.

**Response to 2005-06 Grand Jury Findings and Recommendations: Chronic Homeless
Outreach and Homeless Day Resource Center
Napa City Council and Housing Authority**

Finding 1:

Since their response to the 2001-2002 Grand Jury Report, the City and County of Napa have done little to improve the chronic homeless outreach and to mitigate the resulting problems.

Response:

The Napa City Council and the Housing Authority of the City of Napa do not agree with this finding. *“Since their response to the 2001-2002 Grand Jury Report, the City and County of Napa have done little to improve the chronic homeless outreach and to mitigate the resulting problems.”*

The Napa County Homeless Services Planning Council – Continuum of Care is a volunteer group staffed by representative of the County of Napa, the City of Napa and non-profit agencies and private citizens in Napa County. Co-Chairs for this group are from Napa County Health and Human Services and the Housing Authority. This group has spent the last two years creating a Ten Year Plan to End Chronic Homeless in Napa County. The plan has been endorsed by all municipalities in Napa County as well as by the Napa County Board of Supervisors. In addition, the group hired an expert consultant, HomeBase - Center for Common Concern, to assist in this endeavor. Napa County Health and Human Services and the Housing Authority of the City of Napa provided funding for the consultant.

Representatives of the Continuum of Care also served on the panel chosen to write the State of California Ten Year Plan to End Chronic Homelessness.

Under the Continuum of Care, the following agencies and programs have received Housing and Urban Development (HUD) funding to address homeless issues, including chronic homeless since 2001 .

PROGRAM		FUNDED	
2001	Progress Foundation	Shelter Plus Care	\$ 245,878.00
	Catholic Charities/Family Services		\$ 409,977.00
2001		TOTAL	\$ 655,855.00
2002	Bucklew Programs	Permanent Supportive Housing	\$ 149,385.00
	Napa County HHS	TRAIN Program	\$ 126,460.00
	Napa Legal Aid	Homeless Advocacy Project	\$ 15,000.00
	Napa County HHS	HMIS – Information Services Grant	\$ 33,600.00
	Napa Valley Community Housing	Permanent Supportive Housing	\$ 15,750.00

2002	Napa Valley Community Housing	Permanent Supportive Housing	\$	482,522.00
		TOTAL	\$	822,717.00
2003	HACN/HHS	Shelter Plus Care	\$	218,520.00
	TRAIN	Transitional Housing	\$	123,439.00
	HOPE Resource Center	Supportive Services	\$	59,062.00
	Napa Co HHS	HMIS	\$	19,950.00
	Buckelew	Permanent Supportive Housing Project	\$	149,398.00
	Progress Foundation	Shelter Plus Care	\$	-
2003		TOTAL	\$	570,369.00
2004	Buckelew	Permanent Supportive Housing Project	\$	148,768.00
	TRAIN	Transitional Housing	\$	123,439.00
	HOPE	Supportive Services	\$	59,063.00
	Napa Co HHS	HMIS	\$	19,950.00
	Legal Aid	Homeless Advocacy Project	\$	15,000.00
2004		TOTAL	\$	366,220.00
2005	Buckelew 2	Permanent Supportive Housing Project	\$	27,000.00
	Buckelew	Permanent Supportive Housing Project	\$	148,768.00
	TRAIN	Transitional Housing	\$	123,439.00
	HOPE Resource Center	SSO	\$	59,062.00
	HMIS Project	HMIS	\$	191,950.00
	Legal Aid	Homeless Advocacy Project	\$	15,000.00
	Catholic Charities/Family Services	Permanent Supportive Housing Project	\$	51,724.00
2005		TOTAL	\$	444,943.00
2006	Buckelew	Permanent Supportive Housing Project	\$	148,768.00
	TRAIN	Transitional Housing	\$	123,439.00
	HOPE Resource Center	SSO	\$	53,437.00
	HMIS Project	HMIS	\$	19,950.00
	Legal Aid	Homeless Advocacy Project	\$	13,500.00
	HACN & HHS	Shelter Plus Care	\$	86,307.00
2006		TOTAL	\$	445,401.00
		GRAND TOTAL		
		2002 - 2006	\$	3,305,505.00

The Continuum of Care funding process has a very complex funding criteria that limits the amount of funds eligible for a jurisdiction the size of Napa. The Continuum of Care has done well in maximizing the available funds from the various homelessness programs funded under the Continuum of Care. HUD has now mandated that Continuums shift emphasis to funding for permanent housing, rather than for services necessary for homeless individuals. In the 2006 application process, one agency voluntarily eliminated itself from the competition for funding

and three agencies reduced their requests for funding by ten percent each. This allowed the Continuum to apply for additional funding for permanent housing.

To further emphasize the scope of the Continuum of Care, the group reorganized as the Napa County Homeless Services Planning Council – Continuum of Care. This name allows the group to work on funding and issues outside of the scope of HUD's Continuum of Care strategies.

In 2004, the Housing Authority of the City of Napa was awarded a five-year grant of \$1,435,635.00 under Housing and Urban Development's Mainstream Housing Voucher Program. The Housing Authority was the only California agency to receive the grant in 2004. This grant houses thirty disabled households, many of whom would be homeless without this assistance. Supportive services for this program are provided through partnerships with non-profit agencies in Napa County.

The City of Napa Police Department, working together with the Napa County Health and Human Services Agency (HHSA), has developed a homeless street Outreach Worker/Case Manager position that will work closely with agencies providing services to the homeless beginning in FY 2006-07. The Police Department is augmenting the available HUD funds with funds from its own budget to improve the effectiveness of this outreach position.

Under the direction of the Napa Police Department Patrol Bureau Commander, the homeless outreach worker/case manager will develop relationships and will work on providing outreach and case management to homeless people with mental illness, substance abuse problems, physically disabled, HIV/AIDS, victim of domestic violence and chronically homeless.

The Napa Police Department Homeless Outreach Worker will:

1. Establish contact and identify homeless people on the streets, in shelters, along the Napa River, vehicles and encampments in Napa County.
2. Inform and educate the homeless individual(s) of services and benefits available to them, to assist them in transitioning from homelessness to permanent housing and self-sufficiency.
3. Prepare statistical data and generate reports as required.
4. Conduct neighborhood surveys in areas heavily impacted by the homeless to address community concerns.
5. Provide assistance and referrals to various social service providers in the area.
6. Work closely with TRAIN project case managers, homeless service providers, law enforcement, local businesses, faith based organizations and other entities in need of outreach education or consultation.
7. Perform any other appropriate responsibilities as assigned by the supervisor.

The Grand Jury indicated, *"Since the 2001-2002 Grand Jury Report, Napa has not been successful in gathering sufficient data about the homeless population to enable it to provide the chronic homeless with help to resolve their specific situation."* Under the Napa County Homeless Services Planning Council – Continuum of Care, a Homeless Services Information Management System has been implemented. This system tracks homeless people as they move through the various agencies and programs throughout Napa County. In addition, every two

years, the Continuum of Care group has conducted a homeless count, as mandated by HUD. The next count is scheduled for later in 2006. The last count was in January 2005. These statistics are used in the Continuum of Care competitive funding applications.

Recommendation 1:

The City and County of Napa, plus all involved agencies, need to collaboratively develop coordinated policies, procedures and services for dealing with the chronic homeless population. The goal being to provide efficient and streamline services, without duplicity of effort, culminating in the eventual reduction of the homeless population.

Response:

The Napa City Housing Authority, Napa Police Department, Napa Fire Department and Napa City Council agree with the Recommendation, *“The City and County of Napa, plus all involved agencies, need to collaboratively develop coordinated policies, procedures and services for dealing with the chronic homeless population. The goal being to provide efficient and streamline services, without duplicity of effort, culminating in the eventual reduction of the homeless population.”*

In fact, implementation of this recommendation of the Grand Jury has already begun with the recent adoption of the Ten Year Plan to End Chronic Homeless in Napa County.

The Napa County Homeless Services Planning Council – Continuum of Care has spent the last two years creating a Ten Year Plan to End Chronic Homeless in Napa County. The plan has been endorsed by all municipalities in Napa County as well as by the Napa County Board of Supervisors. In addition, the group hired an expert consultant, HomeBase, Center for Common Concern, to assist in this endeavor.

A copy of the Ten Year Plan to End Chronic Homeless in Napa County was provided to the 2005-2006 Grand Jury. A copy of the Plan is also attached to this Response. The Ten Year Plan identified the following five key priorities to respond to homelessness in Napa County:

- 1) Prevent Homelessness from Occurring in the First Place
- 2) Develop a Full Continuum of Housing Options To Rapidly Rehouse Those Who Are Homeless
- 3) Provide Comprehensive and Integrated Services To Support On-going Housing Stability
- 4) Provide Opportunities To Access Income Sufficient To Afford Housing & Live Independently
- 5) Conduct Outreach To Link Homeless People With Housing, Treatment and Services.

The City of Napa acknowledges that the problem of homelessness is an ongoing problem that has not only impacts upon those experiencing homelessness but also public impacts upon the

costs to public agencies that have to respond to the consequences of homelessness including increased costs to the Police, Fire, jails, hospitals and social services and impacts upon the neighborhoods in which homeless activity is more prevalent.

In order to assist in the coordinated implementation of the priority goals identified in the Ten Year Plan To end Homelessness and to maximize grants of available state and Federal funds and prioritization of available local funds, the City of Napa will recommend to the County of Napa and other municipalities that analysis and consideration be given to the formation of a County wide Policy Committee on Homelessness to provide direction and accountability on the implementation of the Ten Year Plan to End Homelessness and establishing a timeline for formation of a Policy Committee as soon as possible.

Finding 2(a):

The Hope Center, managed by CANV, is not living up to its potential. The Center is currently operating without a use permit, is understaffed with insufficiently trained persons, and is failing to adequately provide support services.

Response:

The Napa City Council and the Housing Authority partially disagree with the finding, *“The Hope Center, managed by CANV, is not living up to its potential. The Center is currently operating without a use permit, is understaffed with insufficiently trained persons, and is failing to adequately provide support services”*. We agree that it would be beneficial to have more staff assigned to the Hope Center and provision of more support services and more funding to support the type of services provided at the Center. However, to a large degree the amount of staffing that can be assigned and supportive services provided is directly related to the amount of available funding at the State and Federal level. Current funding is \$58, 000.00. The total available funding necessary to run the Hope Center is \$160,000.00.

“The Center is currently operating without a use permit...”

A Hearing is scheduled for September 2006. The Napa City Attorney is currently researching the Use Permit issue.

“...is understaffed with insufficiently trained persons...”

Current staffing for the Hope Center includes a Certified Drug & Alcohol Counselor, a Program Director with a Masters Degree, an Executive Director with a Bachelor’s Degree in Human Services, and a Housing Coordinator with over six years experience in case management and working with low-income and homeless individuals.

“...is failing to adequately provide support service.”

The Hope Center is providing the following services.

Medical services provided by Clinic Ole; mental health services provided by Health & Human Services; employment services provided off-site by the Job Connection; four computers available for clients to build resumes, job search, homework, etc.; weekly support sessions for life skills, drug and alcohol education meetings; onsite- assistance for finding permanent housing; domestic violence education, legal aid, and Project 90 and job skills workshops.

According to reports submitted by CANV, The Hope Center has assisted 1,308 individuals. They have provided over 36,000 showers and over 15,000 loads of laundry. In conjunction with partners they have moved over 930 individuals from the streets and riverbanks into shelters; helped over 800 individuals find jobs, moved 750 individuals into sustainable housing, helped 500 individuals enter treatment for drugs and/or alcohol; provided over 1,000 individuals with medical care, provided mental health services to 500 individuals and referred 200 women to Domestic Violence services.

Finding 2 (b):

Public agencies contribute money to CANV for Hope Center's operations, but provide little oversight and evaluation as to the Center's effectiveness.

Response:

The Napa City Council and the Housing Authority disagree with the finding, "*Public agencies contribute money to CANV for Hope Center's operations, but provide little oversight and evaluation as to the Center's effectiveness.*" The City, through the Housing Authority has been involved in annual oversight and coordination as to the Hope Center's effectiveness through the Annual Performance Review (APR) submitted under the Continuum of Care. Each year, in order to apply for funding, this APR is submitted to HUD, along with a competitive application for funding. As part of this process, the APR is reviewed by a Rating and Ranking committee made up of representatives of the community and the Continuum of Care.

Recommendation 2:

The City and County of Napa need to increase their oversight of CANV operations, develop a method for evaluating the effectiveness of the homeless services provided, and find ways to assist CANV with their fundraising efforts toward affording more staffing and training of the Hope Center Staff.

Response:

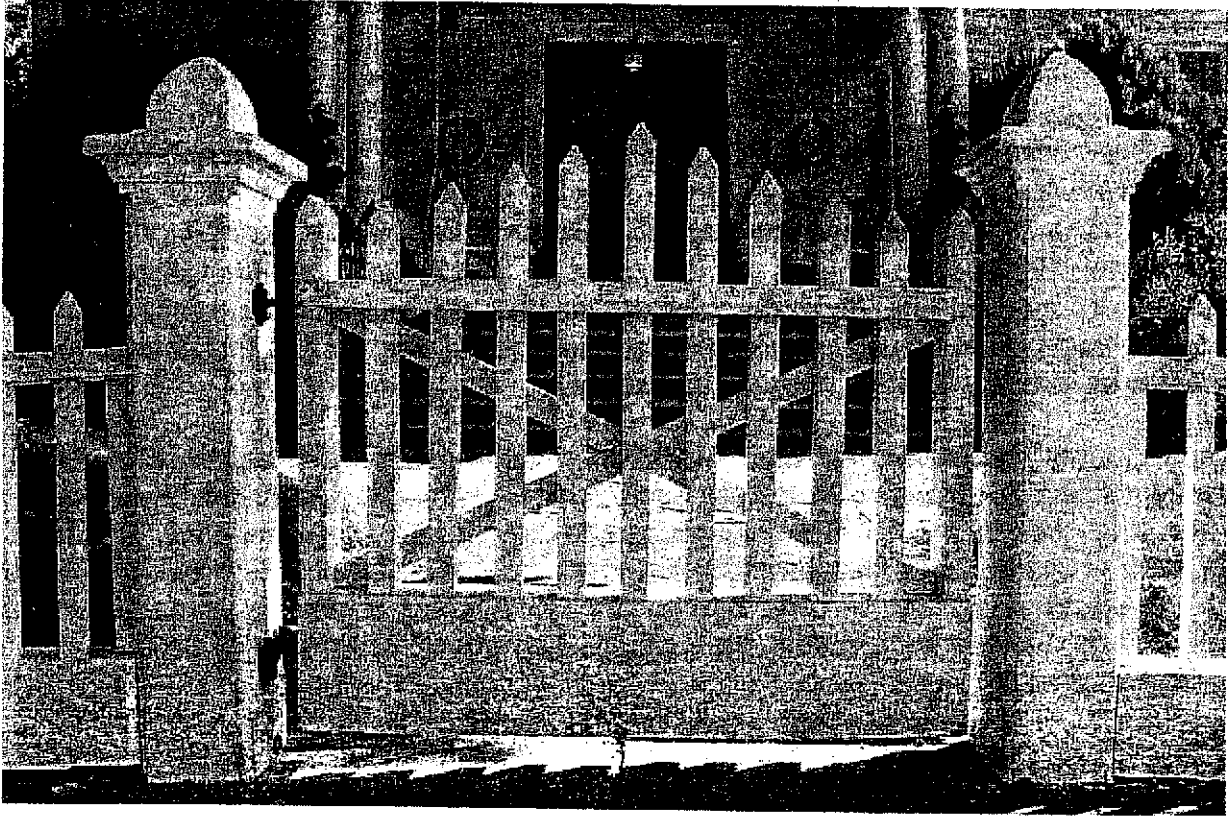
Recommendation 2, "*The City and County of Napa need to increase their oversight of CANV operations, develop a method for evaluating the effectiveness of the homeless services provided, and find ways to assist CANV with their fundraising efforts toward affording more staffing and training of the Hope Center Staff*", has already been implemented by the City of Napa and the

Housing Authority through the Continuum of Care process and the adoption of the Ten Year Plan to End Chronic Homelessness in Napa County. The City is actively involved in identifying additional services needed and pursuing funding available for these services.

Housing Authority Director, Peter Dreier, Police Chief Rich Melton, Fire Chief, Tim Borman and City Manager, Pat Thompson, respectfully submit these responses for your review and acceptance.

Attachment: Napa County Ten Year Plan to End Homelessness

NAPA COUNTY TEN YEAR PLAN TO END HOMELESSNESS



Homeless Services Planning Council 2006
Napa County 10 Year Plan To End Homelessness

BACKGROUND ON HOMELESSNESS IN NAPA COUNTY: At any given point in time, an estimated 1000 people are homeless in Napa County. This number has grown steadily over the past decade, the result of the unfortunate intersection between personal problems or hardships and systemic breakdowns. Central to the systemic breakdowns in Napa County is the growing imbalance between housing costs and wages. The combination of rising rental costs and falling vacancy rates makes people with low incomes extremely vulnerable to homelessness, and makes it exceedingly difficult for those already homeless to regain housing. At the same time, wages in 14 of the top 20 growth occupations in the County have a mean starting wage of less than \$9/hour,¹ much less than the \$16.25/hour needed to afford a one-bedroom apartment at federal fair market rates.² Further, this \$16.25/hour, the Napa County Housing Wage, represents 122% of the mean renter wage of \$13.34/hour.³ At the same time, the shortage of available health and social services makes it difficult for people, especially those with physical, mental health or addiction disabilities, to get the assistance they need to be able to maintain housing and stability.

Napa County has developed many effective programs that have assisted hundreds of homeless individuals and families back into housing and stability. However, the continuing growth in the numbers of people falling into homelessness, the lack of capacity in the homeless system to meet the full demand for shelter and services, and the repeated recycling of people who are chronically homeless through shelters, hospitals and jails without obtaining the help they need is evidence of problems in the current approach.

Overview of Homelessness in Napa County

- ◆ People living in families make up 51% of Napa's homeless population, most of these are children. Single adults make up the other 49%.
- ◆ 307 people are chronically homeless, meaning that they have been homeless for an extended period of time and suffer from a health, mental health or addiction disability. 77% of this population is living outside the shelter system, on the streets, in camps along the Napa River, and in makeshift dwellings in agricultural fields or parks.
- ◆ Most homeless people (78%) live in the City of Napa, and the rest live in the towns and rural areas of up-valley Napa County. Many of this latter group are migrant farm workers.
- ◆ More than one-third (36%) of homeless households have a special need. Of these, 42% have a problem with drugs or alcohol, 42% have a mental illness, 22.5% suffer from a physical disability and 5.8% have a chronic illness. 7.5% are fleeing domestic violence.

¹ Napa Community Assessment Report 2000.

² National Low Income Housing Coalition, "Out of Reach", 2005. ³ *Id.*

A NEW APPROACH: The Napa County Ten Year Plan To End Homelessness has been developed with the goal of addressing these problems. Building on the excellent programs already in place, it proposes new policies and structures that integrate existing programs and services into one coordinated and comprehensive system better able to both prevent homelessness and end it quickly for those who have fallen into its grips. It also seeks to identify additional resources to expand key housing and services to meet the full level of need and to more fully involve all sectors of the community, public agencies, businesses, churches, community organizations and the general public, in the effort to prevent and end homelessness in the County.

The Plan was developed by the Ten Year Planning Subcommittee of the Napa County Homeless Services Planning Council. This planning process builds on the assessment and planning work of the strategic planning process that culminated in the 2002 report, *Reducing Homelessness in Napa County: Needs, Trends, Solutions*. Over the course of several months, the Subcommittee met four times to draft and review individual components of the plan. In doing so, the Subcommittee discussed the services and housing Napa County has, as well as the gaps to be filled. Further, they examined the new housing models being used in other communities throughout the country, developing the plan to utilize these new national housing models while still meeting the local needs of Napa County.

Upon completion of the first full draft of the Ten Year Plan, the Ten Year Planning Subcommittee convened a Homeless Ten Year Planning Summit, in September 2005. The Summit was attended by service providers throughout the county, as well as city and county government representatives, law enforcement, and consumers. All participants gave input into the plan, completing sections that only they, with their individual expertise, could complete. The final draft of the Ten Year Plan is currently being considered for approval by the Napa County Board of Supervisors, the City of Napa City Council and the St. Helena City Council.

VISION STATEMENT & GUIDING PRINCIPLES: The work of the Ten Year Planning Subcommittee was guided by a vision statement which articulates the County's overall goal as it seeks to end homeless in the next ten years. In addition, the Subcommittee identified 5 cross-cutting themes that informed the development of the Plan and should guide its implementation.

Vision Statement: "Napa County's vision is that every person has access to safe, decent, and affordable housing with comprehensive services that result in self-sufficiency and well-being."

Cross-Cutting Themes:

- ◆ *Consumer Involvement* is essential to ensure that the policies and programs developed to prevent and end homelessness are responsive to the actual needs and realities experienced by those who are homeless or at-risk.
- ◆ *Collaboration* among all agencies in contact with people who are homeless or at-

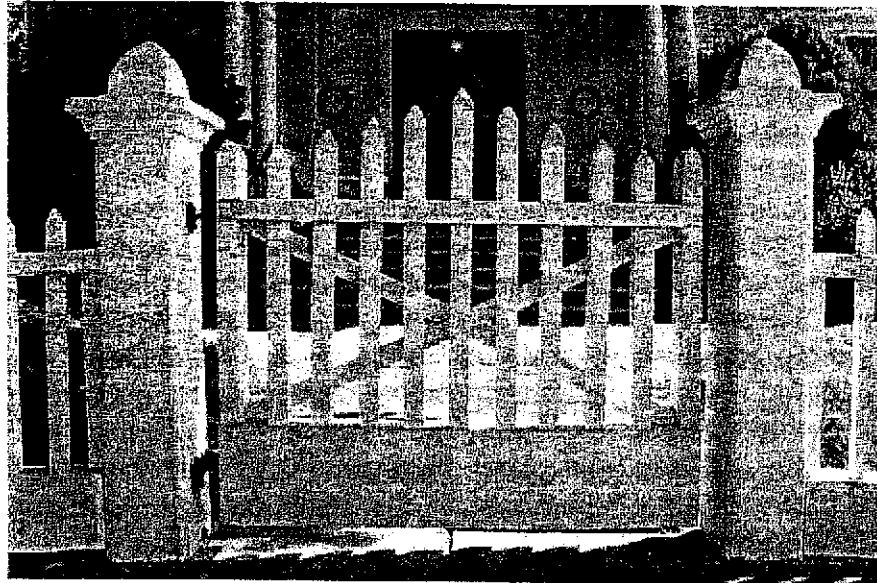
risk, both homeless and mainstream, is the most effective and efficient way to ensure that their full range of needs are addressed, thus enhancing the likelihood that they will be able to regain housing stability and self-sufficiency for the long term.

- ◆ *Data Collection* must be an ongoing aspect of the effort to address homelessness, in order to provide information on need to guide the development of programs and policies, and to ensure continuous quality improvement.
- ◆ *Public Relations* is central to the successful implementation of the plan, as it requires the involvement of the full community, including the public sector, non-profits and faith based organizations, the business sector and the general public. Education and outreach on homelessness and how to prevent and end it will help to build support for funding and policy and program development. It will also facilitate broad involvement in key strategies, such as enhancing early identification and intervention and developing training and employment opportunities.
- ◆ *Leadership* by elected officials, agency staff, and business and community leaders is needed to legitimize the plan's strategies and actions, develop needed funding and resources, and build countywide momentum for change.

PLAN IMPLEMENTATION, ACCOUNTABILITY & FINANCING: Overall monitoring of plan implementation and coordination of actions and resources will be carried out by the Napa County Homeless Services Planning Council (HSP), which is composed of representatives from County Health and Human Services Administration programs, the Housing Authority, local government, homeless services providers, and people who are homeless or formerly homeless. Staff support will be provided by the Napa Valley Coalition of Non-Profit Agencies. The HSP will be responsible for developing an Annual Implementation Blueprint that will detail the tasks to be carried out each year in order to fully implement the Plan's actions.

At the Homeless Ten Year Planning Summit, each of the actions in the ten-year plan was assigned a Responsible Party and an Implementer. The Responsible Party is accountable for the implementation of the specified action, providing oversight and helping to coordinate the people and resources needed to carry out the action. The Implementer carries out all the day-to-day tasks necessary to realize the action. The Annual Implementation Plan developed by the HSP provides a yearly framework to guide the Responsible Party and the Implementer in their work. The Ten Year Planning Summit also assigned expected outcomes, benchmarks and an estimated completion date for each action that provide further guidance for implementation.

The HSP, in conjunction with the Responsible Parties and Implementers, will work to identify the funding needed to implement the Plan's actions. This will include more efficient use of existing housing and service funds, proactive efforts to go after new federal, state, local and foundation funding sources, and development of innovative local fundraising campaigns. The HSP will also oversee the development of a public education campaign designed to enhance understanding of homelessness and build financial and community support for the Plan's implementation.



PRIORITY ONE: PREVENT HOMELESSNESS FROM OCCURRING IN THE FIRST PLACE

Homelessness is a devastating occurrence that undermines people's health, diminishes their self-esteem and forces them to the margins of society. For children, it undercuts their sense of stability and security, often hindering healthy development and leaving scars that linger into adulthood. In addition to these human costs, the societal costs are enormous. A study of homeless people with severe mental illnesses found that on average they use \$40,500 worth of publicly-funded services per year. The majority (86%) of these costs were incurred in the mental health and health care systems. Recognizing that prevention is both a cost-effective and humane way to address homelessness, Napa County has long been committed to strategies to help people retain their housing and is seeking to enhance the reach and effectiveness of these efforts over the next 10 years.

Napa County's approach to prevention encompasses three prongs. First, it focuses on early identification and intervention with households at-risk of homelessness. Towards this end, four of the County's largest housing and service agencies, Family Service of Napa Valley, Progress Foundation, Buckelew Programs, and the Department of Health and Human Services COIT Team, have agreed to ensure that their client assessments cover five core areas of risk so that clients at-risk of homelessness can be quickly identified and linked with prevention services and other supports. Second, Napa County has in place many services to facilitate housing retention by those at-risk of losing their housing, including emergency rental assistance, on-going housing assistance through subsidies, eviction prevention services and housing counseling services. The third prong focuses on discharge planning to ensure that people being discharged from publicly-funded institutions are not released into homelessness. Napa County has put in place an overall countywide policy to guide the development of institution-specific discharge planning procedures. In line with this policy, the Napa County Department of Corrections has put in place a standard operating procedure for people being released and has hired an Inmate Services Coordinator to manage the discharge planning process. Similar steps are also being taken with other County-funded facilities so that people discharged from mental health institutions, hospitals and the foster care system are given necessary assistance so that they do not become homeless.

The Ten Year Plan builds on the work in place in these three areas, expanding the number of agencies involved in early intervention efforts; increasing the availability and effectiveness of prevention services; and promoting full implementation of the County's discharge planning policy.

*Culhane et al (2001). "The Impact of Supportive Housing for Homeless Persons with Severe Mental Illness on the Utilization of the Public Health, Corrections and Emergency shelter Systems: The New New York Initiative." Center for Mental Health Policy and Services Research, University of Pennsylvania.

Strategy 1.1: Enhance early identification and intervention with households at-risk of homelessness.

Action 1.1.1: Make housing stability a central goal for all housing and social service agencies, homeless and mainstream. Expand the number of agencies covering the 5 core areas of risk in their client assessments and providing referrals for prevention services and other supports. Revise outcome measures for these agencies to include residential stability and linkage of clients with needed support services.

Responsible Party¹: Housing Authority

Implementer²: Employment Development Department (EDD); Housing Authority; Napa Emergency Women's Services (NEWS); Foster care; Health and Human Services (HHS); Court system (provide interpreters); DSS with Fair Housing to approach courts on eviction process; Veterans Services; Faith based organizations; CalWORKS; Comprehensive Services for Older Adults (CSOA); In-Home Supportive Services (IHSS)

Expected Outcomes:

- EDD will be educated about housing questions and will refer person to resources
- There will be a one-page list of resources, developed by the Housing Authority and Social Services

Benchmarks & Estimated Completion Dates: Meeting with EDD / November 2006

Action 1.1.2: Enhance community-wide knowledge about homelessness risk factors and how to access prevention services, Fair Housing mediation and legal assistance, case management and other supports. Conduct trainings with staff at mainstream and homeless service agencies, libraries, the police, churches, other community-based groups, local businesses, and the Landlord Association. Distribute informational materials and contact numbers for prevention services.

Responsible Party: HSP to develop education plan and give to service providers

Implementer: HSP, Legal Aid

Expected Outcomes:

- Various agencies educated about prevention and housing resources available

Benchmarks & Estimated Completion Dates:

- 1a. Develop training materials / June 2006
- 1b. Present materials / January 2007
- 1 Media outreach / January 2007
- 2 Provide information on prevention at Affordable Housing Week / 2008
- 3 Create link on County website to housing resources / January 2007

1 Responsible Party refers to the agency or individual who is accountable for the implementation of the specified action. The Responsible Party provides oversight and helps to coordinate the people and resources needed to carry out the action.

2 Implementer refers to the agency or individual who will carry out the action. The Implementer carries out all the day-to-day

tasks necessary to realize the action.

Action 1.1.2: Enhance community-wide knowledge about homelessness risk factors and how to access prevention services, Fair Housing mediation and legal assistance, case management and other supports. Conduct trainings with staff at mainstream and homeless service agencies, libraries, the police, churches and other community-based groups, local businesses, and the Landlord Association. Distribute informational materials and contact numbers for prevention services.

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Expected Outcomes:

- Various agencies educated about prevention and housing resources available

Benchmarks & Estimated Completion Dates:

- 1a. Develop training materials / June 2006
- 1b. Present materials / January 2007
- 1 Media outreach / January 2007
- 2 Provide information on prevention at Affordable Housing Week / 2008
- 3 Create link on County website to housing resources / January 2007

Strategy 1.2: Expand efforts to facilitate housing retention by households at-risk of homelessness.

Action 1.2.1: Develop "Housing Support Centers" at key locations, including the HOPE Center, the family shelter, the new interim housing facility being designed, and the local jails, to provide centralized points of access to County prevention and housing services, and target additional funding to community-based organizations providing prevention services and Fair Housing mediation and legal assistance in areas identified as significant sources of homelessness.

Responsible Party: Fair Housing; Legal Aid; Department of Drug and Alcohol Program (DDAP); EDD; General Assistance (GA); CalWORKS; Rental Assistance Program; Catholic Charities

Implementer: Fair Housing; Legal Aid; DDAP; EDD; GA; CalWORKS; Rental Assistance Program; Catholic Charities

Expected Outcomes:

- ☐ Early assessments made regarding at-risk people
- ☐ Housing is retained
- ☐ Wrap around services for elderly and youth is expanded

Benchmarks & Estimated Completion Dates:

- 1 A resources pamphlet is developed / January 2007
- 2 Shared housing is developed / January 2008

Action 1.2.2: Create an "Eviction Prevention Team" to 1) identify people at-risk of homelessness at Landlord-Tenant Court and link them with prevention services, Fair Housing mediation and legal assistance and other needed services; 2) conduct outreach to landlords renting to low income tenants and provide information about homelessness risk factors, Fair Housing rights and responsibilities, and linkages to agencies providing prevention services and other supports; and 3) educate low income tenants about their Fair Housing rights and responsibilities.

Responsible Party: County Mental Health Department (CMH); DADP; CalWORKS; Catholic Charities; Fair Housing; Legal Aid; NEWS

Implementer: Eviction Prevention Team

Expected Outcomes:

- ☐ Develop a full service partnership to intervene and maintain housing
- ☐ Various agencies educated about available prevention & housing resources
- ☐ Expanded services (landlord-tenant counseling)
- ☐ One central agency/person is aware of all housing resources and serves as the central point of contact for info and referrals
- ☐ Master leasing expanded
- ☐ Catholic Charities is involved in housing counseling

Benchmarks & Estimated Completion Dates: Fair Housing has met with Catholic Charities in an effort to reintegrate them into housing counseling and shared housing / January 2007

Action 1.2.3: Educate the business community and general public about the long-term cost-effectiveness of prevention and initiate a special fund-raising campaign for prevention services in the County.

Responsible Party: Eviction Prevention Team

Implementer: Homeless Services Planning council (HSP) to develop educational plan; Contract with agency TBD who will create the plan; Napa Valley Economic Development Corporation (NVEDC); Chamber of Commerce

Expected Outcomes:

- An educational plan is developed and utilized on an educational and funding campaign
- More funding garnered to funnel toward prevention.

Benchmarks & Estimated Completion Dates:

- 1 Plan presented to business forums / January 2009
- 2 Brochures created / January 2009

Action 1.2.4: Facilitate more direct rent payment agreements to landlords for tenants receiving public assistance, ensuring that all parties understand the time limited nature of the agreements.

Responsible Party: HHS; State Department of Human Services (DHS)

Implementer: Catholic Charities

Expected Outcomes:

- A contract is developed with an agency to master lease and have minimum requirements for property management

Benchmarks & Estimated Completion Dates: 20% per year increase in number of master leased units /January 2008



Action 1.2.5: Facilitate greater linkages and collaboration between agencies providing housing assistance and providers of case management, mental health, substance abuse and other services.

Responsible Party: Transitional Residential Alliance and Integrated Network Project (TRAIN)

Implementer: Service Providers Integrated Network Committee (SPIN); All providers

Expected Outcomes:

- Gaps between services and housing are identified and filled
- Additional services are identified and expanded
- Clients have greater joint access to housing and services

Benchmarks & Estimated Completion Dates:

- 1 A lead agency or consultant is identified to tap into other, non-HUD, funding sources / June 2009
- 2 Gaps analysis is based on HUD requirements and local issues / June 2009

Strategy 1.3: Strengthen discharge planning efforts to eliminate releases to homelessness and reduce institutional recycling.

Action 1.3.1: In line with the Countywide policy on discharge planning, develop institution-specific operating procedures and inter-agency agreements to prevent releases into homelessness from hospitals, mental health programs, drug and alcohol treatment facilities and the foster care system. Identify additional staffing, resources, and modes of inter-agency communication and collaboration needed by discharging institutions and the types of housing and services needed by the people being released in order to achieve stability and on-going self-sufficiency.

Responsible Party: County Department of Corrections

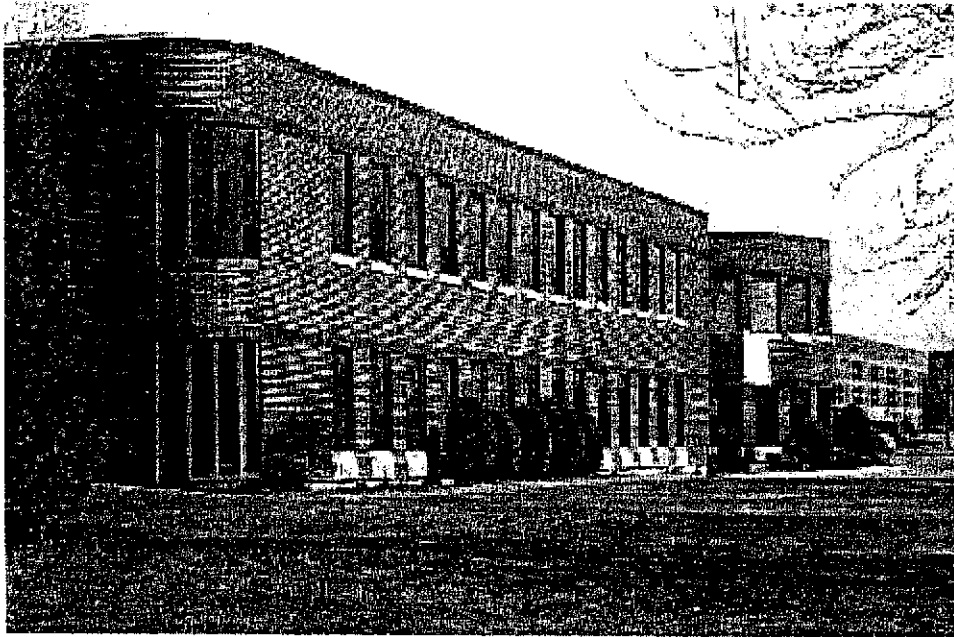
Implementer: All discharging institutions, including local hospitals, foster care, local corrections; Adult Probation; County Alcohol and Other Drug agency

Expected Outcomes:

- There is additional housing tailored to meet the needs of people being discharged from the various institutions
- Increased collaboration between all discharging institutions
- Active participation in jail discharge process

Benchmarks & Estimated Completion Dates:

- 1 Planning process begun for 30-day post-discharge plan created by each discharging institution to monitor the homeless or those at risk of homelessness / May 2006
- 2 Participation in discharge planning process/ Begun immediately
- 3 20% decrease per year in percentage of people being discharged into homelessness in Napa County / 2007



Action 1.3.2: Identify appropriate system-wide outcome measures and monitor the residential outcomes of clients leaving hospitals, mental health programs, drug and alcohol treatment facilities, the corrections system and the foster care system who are homeless or at-risk. Make indicated adjustments to discharge planning procedures to improve effectiveness.

Responsible Party: HMIS Committee

Implementer: All discharging institutions, including local hospitals, foster care, and local corrections, as well as adult probation

Expected Outcomes:

- ☐ Effective monitoring of outcomes
- ☐ 30-60 day follow-up plan for those discharged
- ☐ Increased coordination between institutions releasing people resulting in a unified follow-up process
- ☐ Data is gathered indicating how the jail system is succeeding in its discharge process (i.e. sober living, employment, health status)

Benchmarks & Estimated Completion Dates:

- 1 More clean and sober housing for people / February 2008
- 2 Joint operating agreements and MOUs between the discharging facilities / February 2008
- 3 A Discharge Planner position is created / February 2008

PRIORITY TWO: DEVELOP A FULL CONTINUUM OF HOUSING OPTIONS TO RAPIDLY REHOUSE THOSE WHO ARE HOMELESS

In order to limit the damage done to people's health and psyches, it is important to help those who become homeless to get off the streets and back into housing as quickly as possible. This approach, termed "Housing First", recognizes that housing is a vital first

step that provides people with the stability and security they need to address the issues that caused their homelessness. Once in housing, they are assisted in accessing the range of services and supports they need to maintain stability and maximize their self-sufficiency for the long term. This approach is proven in its effectiveness, even with those who are chronically homeless and suffering from severe disabilities. An evaluation of a New York City program which places homeless people with mental illnesses and addictions directly from the streets into supportive housing found that 88% of the program's tenants remained housed after 5 years.⁵

Rapidly re-housing people after they become homeless requires the development of a full continuum of housing, including interim housing, permanent housing affordable to people with extremely low incomes and permanent supportive housing for people with disabilities in need of long-term service supports. Napa County already has a base of development in all three areas. Currently, for individuals, the County has a total of 228 emergency shelter beds and 73 transitional housing beds, with 59 beds in development at the new facility being designed. For families, there are a total of 61 emergency shelter beds and 68 transitional housing beds. There are 43 permanent supportive housing beds for individuals, with another 50 beds under development. There is no existing supportive housing for families, however, 18 beds are currently under development. In all these areas, there is still significant unmet need.

In accord with a Housing First approach, the Ten Year Plan shifts the focus from emergency shelter and transitional housing to an interim housing system that is designed to assist people into permanent housing as quickly as possible. In order to better meet the level of need in the County, it also seeks to significantly increase the supply of housing available to people with extremely low incomes and the supply of permanent supportive housing for people with disabilities. The County will continue its exploration of a variety of alternative housing models, including single room occupancy units and shared housing models for youth, seniors and families, in order to help achieve these increases in supply.

⁵Tsemberis, S. and Eisenberg, R. "Pathways to Housing: Supported Housing for Street-Dwelling Homeless Individuals with Psychiatric Disabilities". *Psychiatric Services*, pp.487-492, April 2000.

Strategy 2.1: Develop an interim housing system to address crises, assess needs and provide service linkages, and move people into permanent housing as quickly as possible.

Action 2.1.1: Convert the existing emergency and transitional housing programs into a coherent and coordinated system of interim housing that incorporates a Housing First approach. Carry out this conversion process based on existing information that takes into account regional and subpopulation perspectives and makes the new interim housing facility being developed a centerpiece of the new system. Develop interim housing standards that promote short stays, comprehensive assessments,

and linkages with the full range of mainstream and homeless services. Prioritize addressing the needs of families, youth and people who are chronically homeless.

Responsible Party: HMIS manager; Transitional Housing manager; Gasser Shelter manager

Implementer: All contributing agencies

Expected Outcomes:

- Coordination of effort
- Clients are able to set aside money in a personal account for education and housing
- All clients accessing interim housing services can receive comprehensive services and linkages in a single assessment

Benchmarks & Estimated Completion Dates:

- 1 A web-based HMIS database is used by all agencies / January 2007
- 2 Entire stock of resources added into HMIS to create a case management system / 2010

Action 2.1.2: Create centralized points of access to County housing services through the "Housing Support Centers" to be developed at the Hope Center, the family shelter, the new interim housing facility, and the local jails. (See Action 1.2.1). These centers will provide access to the County's full continuum of housing and housing-related services.

Responsible Party: HMIS manager

Implementer: All agencies using HMIS

Expected Outcomes:

- Outreach to outer county areas will allow more people to be able to access services
- Increased information sharing

Benchmarks & Estimated Completion Dates:

- 1 Other communities outside of the city of Napa are participating in the access centers / 2007
- 2 A countywide list of all those looking for housing and all the housing and services available is created / 2007

Action 2.1.3: Develop a safe haven with permanent housing characteristics to meet the special needs of people who are chronically homeless and/or in need of a low demand environment in order to come in off the streets.

Responsible Party: HMIS manager

Implementer: CMH and special needs providers

Expected Outcomes:

- NIMBY attitudes overcome
- Chronically homeless are more apt to accept and maintain housing

Benchmarks & Estimated Completion Dates:

- 1 100 more safe haven units are created / Begin in year 8, end in year 10
- 2 Accomplished community outreach in an effort to overcome NIMBYism through education and "ambassadors" / 2007

Strategy 2.2: Expand the availability of permanent housing affordable to people with extremely low incomes.

Action 2.2.1: Increase the funding available for developing extremely low income housing, including low-income permanent family housing for farm workers.

Responsible Party: Housing Authority

Implementer: Vintner's Association, Housing Authority, HUD

Expected Outcomes:

- Increase in number of extremely low income housing units developed
- Number of homeless farm workers or those sleeping in cramped environments is reduced
- Culturally sensitive education and communication is utilized

Benchmarks & Estimated Completion Dates:

- 1 Buy-in by appropriate parties that more money needs to go into housing / 2010
- 2 Enhanced communication with HUD and other funders regarding the need for more affordable housing / 2010
- 3 All available resources are accessible / 2010
- 4 Greater participation from Vintner's regarding self-taxation to increase money to housing / 2010
- 5 Farm workers are more educated as to the resources available, and the benefits of permanent housing / 2010

Action 2.2.2: Create incentives for for-profit developers to set aside units in their market rate housing developments for extremely low income tenants through tax breaks and density bonuses, building upon the Housing Element of the County General Plan.

Responsible Party: Housing Authority

Implementer: City and County government

Expected Outcomes:

- Increased for-profit participation
- Increased number of affordable housing units
- Increased community involvement, including housing developers
- Improved financial benefits to home owners

Benchmarks & Estimated Completion Dates:

- 1 Outreach to land lords to convince them of benefits of master leasing / 2012
- 2 Increase in inclusionary set asides/ 2012
- 3 Efforts made to communicate with federal government regarding creating more tangible incentives for developers to create affordable housing / 2012

Action 2.2.3: Provide technical assistance to increase the capacity of nonprofit and faith-based organizations to develop and operate housing for people who are homeless or at-risk, including through the use of master leases.

Responsible Party: HSP

Implementer: Agencies seeking resources from the HSP

Expected Outcomes:

- ☐ Targeted organizations are better equipped to expand their financial abilities and resources to create more housing
- ☐ Increased number of master leased units

Benchmarks & Estimated Completion Dates:

- 1 Increased collaboration with other agencies and jurisdictions in order to increase the available pool of knowledge and skills / 2008
- 2 Increased knowledge of programs and funding available / 2008

Action 2.2.4: Create housing subsidies for TANF families transitioning from welfare to work using federal TANF dollars and state Maintenance of Effort funds.

Responsible Party: HHS

Implementer: HHS

Expected Outcomes:

- ☐ Increased funding to pay for rent
- ☐ More flexibility in receiving subsidies

Benchmarks & Estimated Completion Dates:

- 1 Additional options for use of TANF funding is explored / 2007
- 2 TANF funds structure is reassessed / 2007



Strategy 2.3: Facilitate the development of more supportive housing.

Action 2.3.1: Facilitate collaborations between housing developers and service providers to develop supportive housing. Create at least 10 new beds per year through new development, renovation, master leasing and other strategies.

Responsible Party: Supported Living Working Group **Implementer:** Residential Utilization Review (RUR); Housing Authority; Housing Committee **Expected Outcomes:**

- Ten new beds per year are made available

Benchmarks & Estimated Completion Dates: Development of 1 new or renovated project / annually

Action 2.3.2: Put in place more integrated service teams to provide services linked to housing. Develop the necessary inter-agency agreements and infrastructure and identify strategies for accessing mainstream funding to support the teams, including the development of Medi-Cal billing capacity to cover services provided by team members.

Responsible Party: HHS

Implementer: All servicing agencies within HHS

Expected Outcomes:

- Uniformity of case management and services
- Cooperative agreement to access services and funding

Benchmarks & Estimated Completion Dates:

- 1 Ability to bill Medi-Cal for mental health services strengthened / Continual, beginning in 2007

- 2 Mainstream housing voucher interagency agreement used as model for other interagency agreements in order to eliminate agency shopping / Continual, beginning in 2007
- 3 Utilize SPIN concept to create solutions for individuals / Continual, beginning in 2007

Action 2.3.3: Collect data and conduct analysis of cost savings to other service systems, including hospitals, jails, and emergency shelters, from supportive housing placements. Recapture the cost savings for the development of supportive housing.

Responsible Party: HMIS Committee

Implementer: HMIS; Napa Valley Community Housing; Progress Foundation; Family Services; Buckelew; Catholic Charities

Expected Outcomes:

- ☐ More additional funds annually from cost savings
- ☐ More effective use of existing funds
- ☐ Elimination of redundancy of services

Benchmarks & Estimated Completion Dates:

- 1 Database of costs created / 2008
- 2 Annual report of cost savings / 2008
- 3 Plan written for use of cost savings / 2008

PRIORITY THREE: PROVIDE COMPREHENSIVE AND INTEGRATED SERVICES TO SUPPORT ON-GOING HOUSING STABILITY

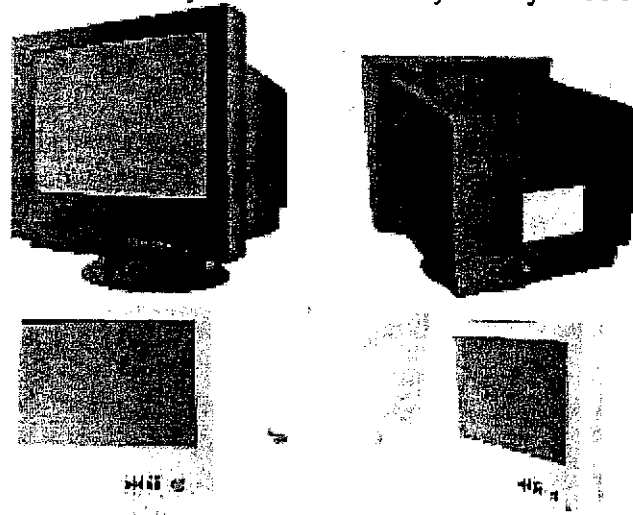
Housing, though essential, is not enough to enable most homeless people to regain their self-sufficiency for the long term. They also need services to address the issues that caused their homelessness or arose as a result of this life crisis. These services include health, mental health, addiction treatment, education, job training and employment, benefits assistance, legal services, and life skills training. In order to be most effective, housing and the full range of services needed by the client should be provided as a coordinated package of care that is based on an individualized client service plan developed with a case manager. This type of service provision is known as wrap-around services, as it encompasses the client in the full range of support they need to successfully exit homelessness and regain their health and stability for the long term.

Napa County has been working to integrate their systems and services in order to provide clients with comprehensive, wrap-around care. Towards this end, homelessness planning in the County is done through the Homeless Services Planning Council (HSP), which is composed of staff from the Housing Authority, mainstream health and human service agencies, police and sheriffs departments, homeless providers, and people who are homeless or formerly homeless. With the benefit of this diverse membership, the HSP monitors the functioning and efficiency of the overall service system; guides ongoing system and program improvements; and

facilitates system integration through interagency planning, program development and grant writing. In addition, the HSP has been overseeing the implementation of a Homeless Management Information System (HMIS) to provide solid data to guide planning and program development. Thus far, the HMIS has provided information on the number of homeless people in the County and their needs for housing and services, and it is being used to collect client and program outcome data to inform evaluation efforts.

In order to integrate service delivery at the client level, multi-service sites, such as the HOPE Center and the Samaritan Family Center, have been developed to offer clients a range of services at one location. Comprehensive services linked to housing are being provided through collaborations between the County Health and Human Services Administration and homeless housing and service providers. Case managers and other staff from these agencies coordinate the services provided to clients through ongoing case conferencing and service planning meetings. Based on the HMIS data provided on service needs, efforts are in place to expand services where gaps have been identified and to facilitate enhanced access to mainstream services by homeless people.

The Ten Year Plan builds upon this considerable effort, seeking to enhance the HMIS and put in place other infrastructure and agreements to further system-level integration; increase capacity for providing integrated services at the client level; and continue efforts to expand service availability and accessibility in key areas.



Strategy 3.1: Promote system-level integration between the housing, health and human services and homeless services systems.

Action 3.1.1: Expand the capacity of the HMIS to collect system-wide data for planning, evaluation, program development, grant writing and reporting:

- expand the agencies participating in the HMIS system to include all mainstream health and human service agencies, and the police and sheriffs departments;
- develop concrete outcome measures for assessing progress in ending homelessness;

- generate reports on client service utilization patterns and unmet needs; and
- track the grants agencies are applying for and utilizing.

Responsible Party: County of Napa Board of Supervisors

Implementer: HSP; all nonprofits; HHS; HMIS Committee; private and public hospitals; jails

Expected Outcomes:

- ☐ Accurate picture of homelessness developed
- ☐ Service and funding gaps identified
- ☐ Services and funding streams integrated
- ☐ Everyone takes responsibility for homelessness
- ☐ Increased funding from private and public sources
- ☐ More specialization of agencies
- ☐ Specific agencies do specialized wrap around services for integrated services
- ☐ Clients utilize more services

Benchmarks & Estimated Completion Dates:

- 1 More participating agencies in HMIS and training / 2008
- 2 Increase in referrals from non-homeless specific entities / 2010
- 3 Increase in funding to gaps and unmet needs; more of a connection between gaps in service and funding / 2012
- 4 Increased success in applying for grants / 2015

Action 3.1.2: Facilitate inter-agency information-sharing and referrals by formalizing interagency agreements, developing common intake and referral forms and protocols, ensuring HIPAA compliance, and developing the capacity for electronic referrals and information-sharing through the HMIS.

Responsible Party: County Council; HIPAA compliance officer

Implementer: HMIS Committee; health providers, including large health systems; Napa Valley Coalition of Nonprofit Agencies (Coalition of Nonprofits); CMH; county corrections

Expected Outcomes:

- ☐ Streamlined intake process and other data entry time
- ☐ Clients connected to services more quickly
- ☐ Reduced duplication of services

Benchmarks & Estimated Completion Dates:

- 1 Agency buy-in / 2010
- 2 Data gathered is improved / 2010
- 3 Client and agency time is not wasted / 2010
- 4 Adoption of real-time county-wide system / 2010

Action 3.1.3: Review and update a geographic mapping of services in the County and conduct an analysis

of the existing use of federal, state and local housing and service dollars in order to identify service gaps (both in terms of geographic coverage as well as types and quantities of services) and facilitate efforts to increase service system efficiency, fill gaps and more efficiently allocate service dollars.

Responsible Party: County and City Board of Supervisors and City Councils

Implementer: Local private funders; HMIS Committee; Coalition of Nonprofits

Expected Outcomes:

- More quality service
- Gaps in services and geographic areas better filled
- Increased cost effectiveness
- Justifiable increased allocation of service dollars
- Increased participation of other cities

Benchmarks & Estimated Completion Dates:

- 1 Gaps in services and geographic areas are better identified / 2007 for preliminary gaps analysis
- 2 Complete system integration / 2010
- 3 Outreach of individual agencies developed to fill the gaps / 2008

Action 3.1.4: In partnership with HMIS and HelpLink, develop and continually update a user-friendly online data base of all housing and services in the County, both homeless and mainstream. Develop protocols for the electronic reservation of housing and service slots.

Responsible Party: United Way of the Bay Area; HHS

Implementer: Housing Committee; HSP; HMIS Committee; County-wide 211 Regional group; Superior Court Napa Help

Expected Outcomes:

- Reduced wait time and reduced time to go through the system
- Reduced redundancy and anxiety
- Reduced housing vacancies
- Housing First becoming a reality

Benchmarks & Estimated Completion Dates:

- 1 Increased number of people in housing/ 2008
- 2 Increased number of people using the system/2008
- 3 Fewer people in annual street count/ 2008
- 4 211 program up and running/ 2007
- 5 Integration of HMIS, HelpLink, and 211/ 2010

Strategy 3.2: Enhance the integration of service delivery at the client level.

Action 3.2.1: Create easily accessible single entry points to the full range of services available in the

County by expanding the range of services available at existing multi-service sites, including the Hope Center for single adults and people who are chronically homeless; the new interim housing facility under development; and the Samaritan Family Center, HHS and CalWORKS for homeless for homeless families and homeless youth.

Responsible Party: County Board of Supervisors; city governments

Implementer: Community Action Napa Valley (CANV); HSP; Coalition of Nonprofits; Gasser Foundation; Family Resource Centers (FRCs)

Expected Outcomes:

- Simple entry points in a few places across the county
- Higher resource utilization
- A plan with a county perspective, not an agency perspective
- Increased equity and consistency in service delivery
- Mobile outreach collaborations

Benchmarks & Estimated Completion Dates:

- 1 Purchase and use of an outreach van / 2007
- 2 More people getting the services they need / 2007
- 3 Increased client satisfaction / 2007
- 4 Decreased client wait time / 2007

Action 3.2.2: Enhance capacity to provide integrated treatment for people with co-occurring disorders by creating treatment programs that are dual certified and providing training opportunities for homeless service staff and those in mental health and drug and alcohol treatment programs to receive dual certification.

Responsible Party: CMH; County Dept. of Alcohol and Drug **Implementer:** MHSA funders; mental health partners; alcohol and drug partners; detox stabilization program; state entities; local hospitals

Expected Outcomes:

- Decreased pressure on current providers
- Decreased stigma on mental health/alcohol and drug clients, with an increased focus on needs, not diagnosis
- Increased client education regarding their own needs
- Increase of early intervention
- More stable housing outcomes
- Increased emotional and physical health

Benchmarks & Estimated Completion Dates:

- 1 Certified dual diagnosis professionals / 2015
- 1 Programming for people of all ages / 2015
- 2 More accurate assessments of clients / 2015
- 3 Increased diagnosis of dual-diagnoses / 2015
- 4 Less recidivism, less acute hospitalization and less incarcerations / 2015

Action 3.2.3: Enhance the effectiveness of the case management offered: --provide staff training in intensive case management using a wraparound services approach; --make maximum use of information --sharing and referral capability available through the HMIS; --conduct inter-agency cross-training of staff about the range of services available in the service system; and --develop a comprehensive resource guide to housing and services in the County.

Responsible Party: HSP; Coalition of Nonprofits

Implementer: Wraparound trainers; HHS; grassroot case managers; FRCs; peer consumers and educators

Expected Outcomes:

- Formalized training system
- Universal language
- Increased cultural competency
- Organizations outside of the City of Napa are engaged
- Increase in client success in housing, health, and stability

Benchmarks & Estimated Completion Dates:

- 1 Integrated system / 2008
- 2 Increased client successes / 2008
- 3 Completion of resource guide / 2008
- 4 More clients are served / 2008

Strategy 3.3: Expand the accessibility and availability of key services to homeless people.

Action 3.3.1: Work to expand the funding available for services. Advocate for additional funding for mainstream health and social service programs, ensure fiscal coordination among service providers to facilitate maximum efficiency in fund utilization, seek support from the business community, and pursue foundation grants.

Responsible Party: Napa Valley Community Foundation; Napa County; business and private donors; HSP

Implementer: State and federal legislators; all local foundations; donors

Expected Outcomes:

- Regular briefings by HSP to the City Councils and Board of Supervisors
- Increased community awareness
- Direct relationship between services provided and giving back, i.e. community empowerment

- ☐ Decrease in NIMBYism
- ☐ More employment opportunities

Benchmarks & Estimated Completion Dates:

- 1 Formalized relationship between HSP, Board of Supervisors, and City Councils / 2006
- 2 Increased funding for services / 2008
- 3 Decrease in emergency room, jail, and Emergency Response team (ERT) costs / 2008

Action 3.3.2: Develop targeted health, mental health and drug and alcohol treatment services for sub-populations (chronically homeless, families, youth, farm workers).

Responsible Party: CMH; Alcohol and Drug; entire Health and Human Services; Public Health; children's mental health; Child Protective Services; Child Family Behavioral Health (CFBH)

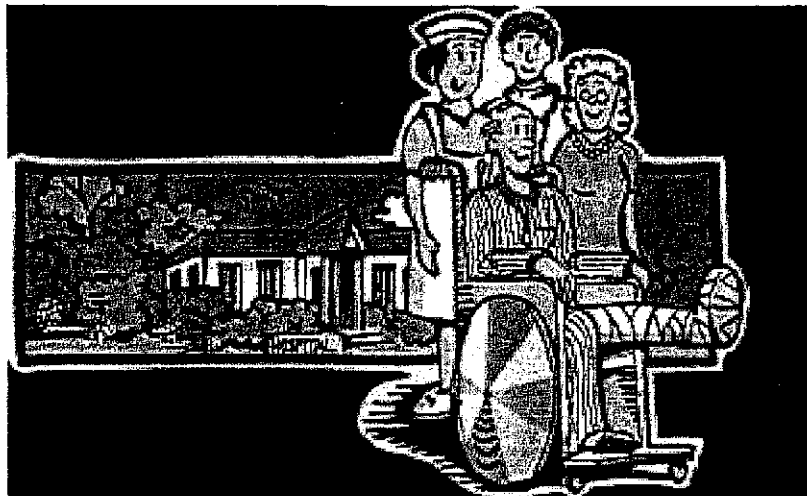
Implementer: All County systems; nonprofit direct providers; Clinic Ole; Nuestra; Health Project; Immigration Education; Puertas Abiertas

Expected Outcomes:

- ☐ Increase in outreach
- ☐ Providers and systems of mental health and Alcohol and Drugs are cross-trained
- ☐ Decrease in fragmentation of services
- ☐ Entire family and all caregivers involved, with a respite environment provided.
- ☐ User-friendly avenues are developed
- ☐ Harm reduction models are implemented, with trained staff

Benchmarks & Estimated Completion Dates:

- 1 Staff trained and cross trained in harm reduction / starting 2007.
- 2 Mental health and alcohol and drug in co-occurring disorders cross-trained / starting 2007
- 3 Caregiver and family member involvement is retained by the consumer / 2010
- 4 Decrease in use of emergency room, jails, and mental health care facilities / 2010
- 5 Consumer retention in existing programs / 2010



Action 3.3.3: Require all County mainstream health and human service agencies to incorporate the goal of preventing and ending homelessness in their agency level planning, policy and program development, and budgeting. Appropriate changes should be made in staffing and modes of service provision to meet homeless people's needs, including facilitating client access to multilingual services and expanding existing training efforts to ensure cultural competency in serving homeless people.

Responsible Party: County Board of Supervisors

Implementer: City attorney's office; County Counsel; county hospitals; foster care; corrections; psychiatric and medical hospitals; all County departments; State Parole Board; all nonprofit county contractors

Expected Outcomes:

- ☐ Universal discharge policy
- ☐ County-implemented performance measures used on all county departments
- ☐ Adequate training
- ☐ Increase in bilingual and multicultural staff

Benchmarks & Estimated Completion Dates:

- 1 Adoption of Discharge Policy / 2008
- 2 Countywide recognition that discharging people to the streets is unacceptable / 2008
- 3 Increase in non-English speaking clients / 2009.
- 4 Decrease in recidivism to jails and prisons / 2009

Action 3.3.4: Provide access to transportation for homeless people needing to travel from shelters and service sites to education, training and employment services, and other needed assistance.

Responsible Party: Napa County Transportation Agency; Metropolitan Transportation Commission

Implementer: Local elected officials; Healthy Aging Planning Committee; State Dept. of Corrections; HHS; service providers; HSP; local taxi cab companies

Expected Outcomes:

- ☐ More people are able to reach education and service sites
- ☐ Less agency liability in soft transit
- ☐ Transportation options listed on Information and Referral website
- ☐ Safer transportation with less hitchhiking and less risky walks for frail people
- ☐ Agencies have client transit policies
- ☐ County-wide transit system

Benchmarks & Estimated Completion Dates:

- 1 Increased utilization of services / 2012
- 2 Increase in ridership / 2012
- 3 Fewer complaints about not making appointments, fewer cancellations, fewer no-shows / 2012
- 4 Service providers will waste less time and resources and provide more services / 2012
- 5 Decrease in contact with law enforcement and EMT / 2012

6 Community is educated on need for transportation for homeless people/ 2006

Action 3.3.5: Expand the services available to assist youth in successfully transitioning out of foster care.

Responsible Party: HHS

Implementer: Progress Foundation; Aldea; HHS; Napa Valley College; Voicing Our Independent Choices for Emancipation Supports (VOICES)

Expected Outcomes:

- ☐ More successful transitions for foster youth
- ☐ Interventions begin at age 14
- ☐ Youth obtain housing, training, access to a college education
- ☐ Services for youth are more peer focused

Benchmarks & Estimated Completion Dates:

- 1 Decrease in number of youth in custody, mental health care facilities, and juvenile justice system / 2013
- 2 Decrease in parental Child Protective Services involvement / 2013
- 3 Large membership at VOICES / 2013
- 4 Improvement in self-esteem of youth / 2013
- 5 Fewer services needed for adults who were foster youth / 2013

Action 3.3.6: Expand the services available to support homeless families in regaining self-sufficiency and developing a healthy family environment, including parenting classes and child care services.

Responsible Party: Napa County

Implementer: All nonprofits; Community Resources for Children; FRCs; all schools

Expected Outcomes:

- ☐ Increase in families housed and self-sufficiency of said families
- ☐ More of a focus on family-centered services

Benchmarks & Estimated Completion Dates:

- 1 Decrease in usage of CalWORKS / 2011
- 2 Increase in utilization of parenting classes and child care / 2011
- 3 Decrease in domestic violence / 2011
- 4 Decrease in law enforcement and Child Protective Services intervention / 2011
- 5 Decrease in drug and alcohol service utilization / 2011

PRIORITY FOUR: PROVIDE OPPORTUNITIES TO ACCESS INCOME SUFFICIENT TO AFFORD HOUSING & LIVE INDEPENDENTLY

Ultimately, long term stability is best assured through access to an income sufficient to

afford housing, cover basic necessities and put aside savings as a cushion against unexpected emergencies. This requires access to steady employment that pays a living wage. There are a variety of effective strategies for helping homeless people to find and maintain employment, including job search assistance to help them in entering or re-entering the job market, providing access to education and job training to improve skill levels, and expanding the employment opportunities available through special agreements with employers or the development of micro-enterprises.

Some people, because of chronic disabilities, will never be able to maintain full-time employment, and will need ongoing government assistance in order to meet their basic needs. Benefit programs, including CalWORKS, General Assistance, Food Stamps, Veterans Administration benefits, Social Security benefits and MediCal, were developed to provide people with a minimum income and assistance with food and health services. Ensuring that homeless people and those at-risk have access to the benefits for which they are eligible requires that these programs work to be more "client-friendly", providing assistance with complicated application processes and adjusting their services to better address the specific needs of homeless people.

Napa County has a variety of programs aimed at helping people access employment and benefits. The Napa County Training and Employment Center provides a full range of services, including access to Workforce Investment Board benefits and assistance for people in Welfare-to-Work and the Food Stamps Employment and Training Program. The Napa Health and Human Services Administration's Next Step program provides specialized employment and training services to people with mental health disabilities or addictions to drugs or alcohol, and the Cybermill program provides vocational training for youth. Assistance in accessing benefits is provided by Napa County Legal Assistance Agency and through designated homeless liaison and outstationed staff by some of the benefits programs. In addition, the Greater Napa IDA Program assists people with developing savings and provides training in financial literacy.

The Ten Year Plan seeks to further expand the training and employment opportunities available for homeless people through greater collaboration with the business sector, adapting mainstream employment programs to better meet homeless people's needs, and development of specialized employment services for the hardest-to-serve homeless people. It also seeks to further enhance access to benefits for people who are eligible and to facilitate people's ability to put aside savings for the future.

Strategy 4.1: Expand job training and employment opportunities for homeless people.

Action 4.1.1: Create a Homeless Employment Task Force, working with representatives from the Chamber of Commerce, Napa Valley College, and Work Investment Board to develop strategies for training and employing homeless people.

Responsible Party: Workforce Investment Board

Implementer: Job Connection

Expected Outcomes:

- 0 Homeless Employment Task Force (Task Force) meets regularly
- 0 Sufficient resources for development of a strategic plan are secured
- 0 A written strategic plan for training and employing homeless people is created

Benchmarks & Estimated Completion Dates:

- 1 A list of participants / agencies and minutes from monthly Task Force meetings is created / Spring 2006
- 2 Job training and employment needs of the homeless population are identified / Spring 2006
- 3 A draft of the strategic plan is written / Spring 2006

Action 4.1.2: Enhance the effectiveness of mainstream employment programs in serving homeless people: -prioritize homeless people for employment assistance at mainstream employment programs

and tailor services to meet their unique needs and realities; -expand outstationing of mainstream employment agency staff and provide training; -foster collaboration between employment programs and the rest of the services system so

that homeless people receive a coordinated package of services that addresses all their needs; and -develop outcome measures to monitor effectiveness in placing homeless people in employment.

Responsible Party: Task Force

Implementer: Job Connection **Expected**

Outcomes:

- A system navigator/case manager is assigned to every individual or family to meet every need, from employment to education to life skills

Benchmarks & Estimated Completion Dates: A simple, precise, uniform measure for "job readiness" is incorporated into the centralized assessment used by all agencies / 2009 **Action 4.1.3:** Develop specialized employment services for people who are chronically homeless, including development of supported employment programs.

Responsible Party: Task Force

Implementer: Napa County; Napa County Transportation Agency

Expected Outcomes:

- Specialized needs no longer serve as a barrier to obtaining and maintaining employment for homeless people

Benchmarks & Estimated Completion Dates:

- 1 Increased percentage of homeless people with specialized needs are able to obtain full or part-time

employment / June 2008

- 2 Increased number of services to those who are newly employed, utilizing job coaches / June 2008
- 3 Enhanced transportation services connecting homeless people to jobs / June 2008

Action 4.1.4: Conduct outreach to employers to encourage hiring of homeless and formerly homeless people, including those with a criminal justice history.

Responsible Party: Task Force

Implementer: Business Resource Collaborative; Dream Catchers

Expected Outcomes:

- ▣ Increased success in job hires and maintenance of employment
- ▣ Increased employment within this group of people

Benchmarks & Estimated Completion Dates:

- 1 Expanded pool of employment opportunities / February 2007
- 2 Full education of potential employers on the needs of homeless people, the benefits to the employers and realistic expectations / February 2007

Strategy 4.2: Enhance homeless people's access to mainstream benefits. (GA, TANF, VA Benefits, SSI/SSDI, FoodStamps, Medi-Cal, Medicare)

Action 4.2.1: Develop the capacity to screen for benefits eligibility using a uniform benefits application and other technologies, including through the internet.

Responsible Party: Community Resources for Independence; Job Connection

Implementer: Task Force; HMIS Committee

Expected Outcomes:

- ▣ Every client is assessed in one sitting for all possible mainstream benefits
- ▣ A client's benefit eligibility, past and present, is monitored through HMIS

Benchmarks & Estimated Completion Dates:

- 1 All mainstream benefits providers are educated on how to assess a client for eligibility of every mainstream benefit / April 2008
- 2 A uniform benefits application is streamlined to be efficient and comprehensive / April 2008

Action 4.2.2: Make it easier for homeless people to apply for benefits: --designate a staff person at each benefits program as a homeless liaison to assist and advocate for homeless clients; --expand existing outstationing of benefit program staff to additional locations; and --develop an expedited application process for homeless people.

Responsible Party: Task Force

Implementer: Coalition of Nonprofits

Expected Outcomes:

- Increased number of mainstream benefits received by clients
- Increased access to benefits programs by clients

Benchmarks & Estimated Completion Dates:

- 1 A system navigator is available to usher a client through every agency necessary in order to receive all available benefits / June 2007
- 2 Mobility of a client is assessed during uniform intake / June 2007

Action 4.2.3: Facilitate inter-agency collaboration in assisting people to access benefits. Cross train homeless program and benefit program staff and promote interagency collaboration in documentation of diagnoses and assessments.

Responsible Party: Task Force

Implementer: Napa Coalition; HMIS Committee

Expected Outcomes:

- Improved and expanded inter-agency benefits collaboration that is efficient and non-duplicative
- Increase in information sharing among all agencies

Benchmarks & Estimated Completion Dates:

- 1 A system navigator is available to usher a client through every agency necessary in order to receive all available benefits / January 2008.
- 2 Obstacles to information sharing are overcome through the use of HMIS / January 2008

Strategy 4.3: Facilitate homeless people's ability to develop a savings cushion.

Action 4.3.1: Identify new funding to expand participation in Individual Development Account (IDA) programs. Incorporate money management training and opportunities to engage in direct vendor payments into these programs.

Responsible Party: Task Force

Implementer: Task Force

Expected Outcomes:

- Increased funding contributions for IDAs
- Increased number of clients with IDAs

Benchmarks & Estimated Completion Dates:

- 1 All funding sources are fully explored / 2007
- 2 Three applications for additional funding are completed, including the Wine Auction / 2007

PRIORITY FIVE: CONDUCT OUTREACH TO LINK HOMELESS PEOPLE WITH HOUSING, TREATMENT AND SERVICES

Some homeless people have been living on the streets, in encampments and out of touch with the service system for extended periods of time. Many are chronically homeless, and many have mental health or substance abuse problems. Not having been successful at getting the help they need, this population is often angry, paranoid and extremely reluctant to interact with the service system. Outreach teams have proven to be an effective way to engage this hard-to-serve population. They bring services out to clients, providing them on the client's terms and in environments where are comfortable. In this way, they are able to build a relationship of trust with the client, and thus over time, to connect them with the assistance they need to regain housing and health.

Napa County has a variety of outreach services in place, including the COIT Team, which targets people who are chronically homeless. Operating according to principles of Assertive Community Treatment, the COIT Team maintains low case loads so as to allow for repeated contacts over extended time periods, utilizes peer mentors, service incentives and other techniques for engaging service averse individuals, and provides referrals to housing, treatment and a range of other services. Other outreach services include Clinic Olé which offers mobile health care services to homeless persons and Rainbow House and Home Base Programs which reach out to youth on probation and emancipated from the foster care system. The Hope Center, a day service program for homeless individuals, provides a base for outreach staff and a single point of access to a range of services and housing in a low-demand setting. The Samaritan Center does the same for homeless families.

The Ten Year Plan focuses on expanding outreach capacity to reach other under-served populations and provide services in the field, and it seeks to enhance linkages between outreach workers and the rest of the service system in order to improve the effectiveness of referrals.

Strategy 5.1: Enhance outreach and engagement services for homeless people outside of the service system.

Action 5.1.1: Enhance existing outreach capacity to reach additional under-served populations, including people in North County and farmer workers. Translate outreach materials and street sheets into Spanish.

Responsible Party: HHS, partnered with Probation

Implementer: Clinic Ole; COIT team; Hope team; Faith based organizations; Nuestra Esperanza and/or Puertas Abiertas; service clubs at high schools; CANV

Expected Outcomes:

- ☐ Decrease in emergency room visits
- ☐ An increase in the number of people accessing services
- ☐ Decrease in recidivism rate
- ☐ Decrease in number of encampments

Benchmarks & Estimated Completion Dates:

- 1 Deeper understanding of: individual characteristics of the homeless population; the reasons people are homeless; the destination and origination of the homeless people / June 2006
- 2 Utilization of a centralized means of aggregating data from discharging facilities / June 2006
- 3 Increased competency in data intake / June 2006
- 4 Increased number of outreach workers and increased outstationing of outreach workers / June 2006

Action 5.1.2: Purchase an outreach van and lap top computers to facilitate ability to reach clients in out of the way areas, conduct in-the-field intakes and assessments and facilitate transportation of clients to referrals.

Responsible Party: CANV

Implementer: HHS; Family Services of Napa Valley; Napa County Transportation Planning Agency; COIT, CMH and Clinic Ole outreach workers

Expected Outcomes:

- ☐ Decrease in calls to law enforcement
- ☐ Increase in calls from outreach workers as more homeless people are identified
- ☐ Increased knowledge of the population being served
- ☐ Increased number of people in housing and accessing services

Benchmarks & Estimated Completion Dates:

1. Deeper understanding of: individual characteristics of the homeless population; the reasons people are homeless; the destination and origination of the homeless people / June 2006
- 2 A centralized means of aggregating data from discharging facilities / June 2006
- 3 Increased competency in data intake / June 2006



Strategy 5.2: Enhance collaboration and linkages between outreach workers and other housing and services.

Action 5.2.1: Designate and fund the Hope Center and its outreach staff as the first line of response on homelessness for individuals, and the Samaritan Family Shelter in this role for homeless families. All City and County agencies, Police Departments, Chamber of Commerce, businesses and concerned citizens should contact these agencies for assistance in dealing with homeless people.

Responsible Party: Board of Supervisors; City Council; HSP

Implementer: CANV; HHS; a newly created county-level steering committee

Expected Outcomes:

- 0 Increased community education
- 0 Increased funding for collaboration

Benchmarks & Estimated Completion Dates:

- 1 Identified a stable source of funding / January 2007
- 2 An increase of calls to Hope Center and Samaritan Family Shelter / January 2007
- 3 Decreased number of calls to law enforcement / January 2007
- 4 Fewer emergency room visits / January 2007
- 5 Decrease in stays at the shelters / January 2007
- 6 New steering committee developed to oversee this work/ April 2006

Action 5.2.2: Develop referral agreements between outreach workers and other housing and service providers and designate priority access to housing and treatment slots for clients engaged by outreach workers.

Responsible Party: Newly created steering committee

Implementer: CANV; HHS; Housing Authority; HMIS Committee

Expected Outcomes:

- Enhanced relationships with property owners, developers, land lords, and those with housing access authority
- Creation of standardized case management system
- Increase in housing supply and placements into housing
- Increase in knowledge regarding people living in Napa Valley Community Housing

Benchmarks & Estimated Completion Dates:

- 1 Education of landlords regarding benefits to master leasing / October 2006
- 2 Use data from client placement in new affordable housing stock as benchmark for future placement / October 2006