

# NAPA COUNTY STRATEGIC OBJECTIVES

May 1, 2012 – October 15, 2012

## A. THREE-YEAR GOAL: *Complete HHSA Campus Construction*

<b>1. Develop and present to the Board of Supervisors two campus alternatives for the HHSA campus – one with the school site and one without the school site.</b>
<b>Who:</b> Public Works Director <b>When:</b> April 24, 2012 <b>Status:</b> <b>Completed</b> <b>Comment:</b> Staff presented four schematic alternatives to the Board on April 24, 2012, and the Board recommended two (one with the school site and one without the school site) for analysis in the Draft EIR. Following completion of the Draft EIR, staff will request selection of a preferred alternative, allowing completion of the Final EIR and the Master Plan.
<b>2. Complete the draft Environmental Impact Report with the two campus options and circulate for public input.</b>
<b>Who:</b> Planning Director <b>When:</b> February 5, 2013 <b>Status:</b> <b>In Progress</b> <b>Comment:</b> N/A
<b>3. Complete the Environmental Impact Report for the HHSA campus construction and present to the Board of Supervisors for certification.</b>
<b>Who:</b> Planning Director <b>When:</b> February 5, 2013 <b>Status:</b> <b>In Progress</b> <b>Comment:</b> N/A

**B. THREE-YEAR GOAL: *Achieve Consolidation of Services***

<b>1. Provide the results of Management Partners' study for Board direction on possible consolidation of services with the City of Napa.</b>
<b>Who:</b> County Executive Officer <b>When:</b> June 30, 2012 <b>Status:</b> <b>Completed</b> <b>Comment:</b> On April 17, 2012, the Board of Supervisors and the City of Napa's City Council held a joint received a presentation on the results of the consolidation study conducted by Management Partners.
<b>2. Bring to the Board of Supervisors for action a County JPA with Napa County municipalities for Fire Marshall services.</b>
<b>Who:</b> County Fire Chief <b>When:</b> August 14, 2012 <b>Status:</b> <b>Completed</b> <b>Comment:</b> The County has completed its portion of the plan.
<b>3. Present to the Board of Supervisors a Transition Plan and a Space Plan to implement a "One Stop" Permit Center.</b>
<b>Who:</b> Planning Director, with assistance from the Director of Public Works <b>When:</b> September 18, 2012 <b>Status:</b> <b>Completed</b> <b>Comment:</b> On October 16, 2012, the Planning Director presented a plan to the Board to implement a "One Stop" permit center. Construction documents are currently out for bid and work on the center is expected to begin on December 16, 2012.

**C. THREE-YEAR GOAL: *Maintain Long-term Financial and Workforce Stability***

<p><b>1. Provide the Board of Supervisors for action recommendations and a contract for providing a Supervisory Training Program for County employees.</b></p>
<p><b>Who:</b> Training and Organizational Development Officer  <b>When:</b> July 1, 2012  <b>Status:</b> <b>Contract Awarded</b>  <b>Comment:</b> On June 26, 2012, the Board approved an agreement with the Centre for Organization Effectiveness for the development and implementation of the Supervisory Training Program on an as needed basis. The Training and Organizational Development Officer held a planning meeting with The Centre for Organization Effectiveness and the County's Organizational Development Committee. The Supervisory Program development was finalized and an implementation timeline approved. The pilot Supervisory Transition and Readiness Training (START), geared towards newly hired or promoted staff into supervisory roles, took place in September, 2012, and the pilot Supervisory Academy, geared towards current supervisors, began in October, 2012.</p>
<p><b>2. Provide the Board of Supervisors with a report and a contract for action to provide a Senior Leadership Academy for County employees.</b></p>
<p><b>Who:</b> Training and Organizational Development Officer  <b>When:</b> July 1, 2012  <b>Status:</b> <b>Contract Awarded</b>  <b>Comment:</b> On June 26, 2012, the Board approved an agreement with the Centre for Organization Effectiveness for the development and implementation of the Leadership Training Program on an as needed basis. The Senior Leadership pilot program will take place in FY 2013-14.</p>
<p><b>3. Provide the Board of Supervisors with a report that identifies the number of employees that are eligible for retirement in the next 5 and 10 years at each level of the organization.</b></p>
<p><b>Who:</b> Director of Human Resources, with input from County Counsel  <b>When:</b> October 15, 2012  <b>Status:</b> <b>Completed</b>  <b>Comment:</b> A memorandum was sent to the Board on October 15, 2012 identifying the individuals eligible for retirement in the next 5 and 10 years.</p>
<p><b>4. Provide the Board of Supervisors with a report identifying financing alternatives for future capital needs.</b></p>
<p><b>Who:</b> County Executive Officer  <b>When:</b> January 31, 2013  <b>Status:</b> <b>In Progress</b>  <b>Comment:</b> Staff continues to work on developing a report that identifies financing alternatives for future capital needs.</p>

**D. THREE-YEAR GOAL: *Manage and Plan for the Changing Correctional System Population***

<b>1. Bring a contract to the Board of Supervisors for action for a consultant to complete Environmental Impact Reports for the construction of a new jail.</b>
<b>Who:</b> Planning Director <b>When:</b> June 1, 2012 <b>Status:</b> <b>Contract Awarded</b> <b>Comment:</b> On May 22, 2012, the Board of Supervisors approved a contract with Ascent Environmental to complete the Environmental Impact Report studies on the downtown jail location and an alternate location. The consultants have begun the data collection and analysis portion of the Environmental Impact Report process for the downtown site and the alternative site out of the downtown area. Staff will be coming to the Board of Supervisors in November for further direction regarding the construction of a new jail.
<b>2. Bring a revised Electronic Monitoring Policy to the Board of Supervisors for consideration.</b>
<b>Who:</b> Director of Corrections <b>When:</b> July 1, 2012 <b>Status:</b> <b>Policy Adopted</b> <b>Comment:</b> On May 8, 2012, the Board of Supervisors approved an updated Electronic Monitoring/Home Detention Policy. The Director of Corrections has implemented the new policy.
<b>3. Bring to the Board of Supervisors for consideration a Deferred Entry of Judgment Program for Misdemeanors.</b>
<b>Who:</b> District Attorney and Chief Probation Officer <b>When:</b> December 31, 2012 <b>Status:</b> <b>In Progress</b> <b>Comment:</b> The District Attorney's Office, the Public Defender's Office, the Probation Department, and the Napa County Superior Court are currently developing the required forms and finalizing a process for accepting people into a Deferred Entry of Judgment Program.

**4. Develop and begin implementation of a comprehensive data management system to manage the correctional population.**

**Who:** County Executive Officer and Chief Information Officer

**When:** December 31, 2012

**Status:** **In Progress**

**Comment:** Staff in the County Executive Office and the Information Technology Systems Department have met and outlined the overall data needs for Criminal Justice Departments related to the correctional population. ITS staff are implementing short term sub codes that the Jail will begin using to provide more information to the Criminal Justice Analyst for population studies and reviews of various programs. In addition, staff from ITS has been reviewing data warehouse/analytics tools to help with correctional population analysis.

**5. Identify emerging issues with the correctional setting as a result of realignment and present the results to the Board of Supervisors.**

**Who:** Director of Corrections

**When:** October 15, 2012

**Status:** **Completed**

**Comment:** The Director of Corrections identified some of the changes in inmate attitude and behavior as a result of realignment and has met with correctional staff and other Criminal Justice agencies to discuss impacts of these changes. During the FY 2012/13 Budget Hearings, the Board heard a presentation on the changes in inmate behavior since Realignment was implemented and its impact thus far on jail operations.

In September, the County Executive Officer and Director of Corrections presented the Board with a staffing evaluation that made recommendations on overall jail staffing needs, some of which are a result of the changes since Realignment. The Board approved an amendment to the Departmental Staff Allocation list which included adding 8 new Correctional Officer positions and converting 8 Correctional Technician positions to Correctional Officers.

Future issues will be brought to the Board on an as needed basis.

**E. THREE-YEAR GOAL: *Enhance Public Awareness and Communication***

<b>1. Review the External Communication Plan and provide feedback to the Public Information Officer on a feedback form.</b>	
<b>Who:</b>	Every Department Head
<b>When:</b>	December 31, 2012
<b>Status:</b>	<b>In Progress</b>
<b>Comment:</b>	Public Information Officer has met with three department heads to review the current version of the External Communication Plan and devise a strategy to receive feedback from all the department heads.
<b>2. Coordinate the Joint City-Town-County meetings with each of the municipalities with the County of Napa.</b>	
<b>Who:</b>	County Executive Officer
<b>When:</b>	June 30, 2012
<b>Status:</b>	<b>Completed</b>
<b>Comment:</b>	The Board of Supervisors requested an opportunity to meet with each of the four cities and town at their respective jurisdictions to discuss issues of mutual concern. To date, the Board has met with the Council members of the Cities of American Canyon, Calistoga, Napa and the Town of Yountville. The City of St. Helena declined to meet.
<b>3. Recommend to the County Executive Officer the next steps based on the feedback received regarding the External Communication Plan.</b>	
<b>Who:</b>	An Internal Working Group (County Executive Officer and Public Information Officer as Leads)
<b>When:</b>	January 31, 2013
<b>Status:</b>	<b>In Progress</b>
<b>Comment:</b>	Staff will work on this objective after the review of the External Communication Plan objective is complete.
<b>4. Recommend to the County Executive Officer how to improve the County's website, including the content management system.</b>	
<b>Who:</b>	A Website Study Group (Public Information Officer and Chief Information Officer, Co-Leads)
<b>When:</b>	September 15, 2012
<b>Status:</b>	<b>Completed</b>
<b>Comment:</b>	Chief Information Officer and Public Information Officer met several times during the summer of 2012 with a small working group of content contributors to define issues and potential enhancements to the County's content management system (CMS). The group identified areas for future improvements which will be implemented as resources become available.

**Updated: 11/13/12**