

SWOT Analysis – 11.09.2018 LHNC Meeting

At the November 9th, 2018 Live Healthy Napa County meeting, LHNC consortium members conducted a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis of the domains selected as priorities for investigation and intervention in Napa County's 2018-2019 Community Health Assessment and Community Health Improvement Plan. The results of this exercise are below.

HOUSING

Strengths

- General interest and will to address problem
 - Greater awareness all around top priority
 - The conversation has started
 - Energy and focus on this problem
 - LHNC Top issue to address (x2)
 - (The first step is to admit that you have a problem)
 - Discussion conversation about how housing stress impacts children's development
- Established/planned affordable housing developments
 - Valle Verde and other projects underway
 - NVCH 1800 residents 20 properties up and down valley
 - 2 senior housing HUD financed – Napa creek manor // Jefferson ST
 - Senior + Veterans affordable housing
- Civic action around (affordable) housing
 - Junior accessory dwelling unit zoning and financing (x3)
 - Mobile Home Rent Stabilization Ordinance
 - Abode shift to housing-first approach
- Funding and financing
 - Subsidies available for low income and PSH
 - Gasser Foundation
 - TOT Tax increase

Weaknesses

- Low land availability
 - Ag preserve policy lowers available land for (workforce) housing
 - Not enough land in cities and towns to build affordable housing
 - Not much land in Napa to build on
 - Ag preserve limits housing
- Adverse public/political will
 - NIMBY-ism
 - Lack of understanding and empathy
 - Lack of political will (x3)

- Lack of will to implement anti-nimby legislation etc.
 - Lack of political will to fix housing (x2)
 - Political will @ city level may change w/ election results
 - Lack of rehabilitation for homeless population
 - Flood control money stopped but work above Lincoln still needs to be done 200 affordable housing units on hold
- Regulatory/Policy issues
 - Permitting process
 - Fact that developers put \$ into a pot and not into developing affordable housing
 - Zoning or policy not requiring workforce housing
 - Regulation
- Affordability/financing
 - Cost of building and funding affordable housing
 - Complicated financing
 - Low wage jobs
 - Younger generation and families can't afford to live here
- Low housing stock/high market pressure
 - Vacancy rate 1%
 - Lack of workforce housing
 - 44% vacancy rate for seasonal/recreational occasional
 - Mobile home owner land sale notification
 - Wildfires
- Second Homes
 - Vacation homes! (Affects/No community experience)
 - Upvalley has increased 2nd homes
 - 2nd homeowners rates
 - Include data on this
- Population health effects
 - Family stress from insecure housing!

Opportunities

- Policy/Political changes
 - TOT (x3)
 - Policy to have hotels build workforce housing
 - Prop 1//2 Passing Next steps ?!
 - State-level priority and new governor = opportunity for local alignment and possible funding
 - Statewide legislation (2017 housing package) (x2)
 - New state-wide initiatives may provide funding resources
 - City-county collaboration
- Development opportunities/ideas

- Old HHSa Campus (x2)
- River Park Manor 1 story → 2 or 3 stories
- Making farmworker housing for whole families → (not indentured servitude)
- Napa Tannery becomes a pike place market
 - Sr Ctr, Affordable Housing, Med Ctr, Food bank, Child Care
- South end Jefferson
- Higher density housing
- Junior accessory dwelling units
- Grant funding/Tax incentives
- Impact fees (utility, water, streets)
- New housing could include inclusionary zoning
- Intergenerational housing (ie unrelated students and seniors)
- Put services where people live
- Persuasive reasoning
 - Increase public support/reframe the housing discussion keep younger generations local
 - Economic impact (positive) if more housing is built
 - What would it take to solve homelessness? Are we going the way of Sonoma County and their current conflicts? Not a joke
- Resources
 - New housing and health report (YAY EVA!)

Threats

- Ideological
 - NIMBYism (x2)
 - Everyone wants a single-family dwelling
- Natural
 - Agewave (increasing population percentage of older people) increases number of people and disabilities
 - Natural Disasters – Earthquakes, fires (x3), climate
 - Fire victims may not rebuild
- Policy/Regulatory
 - HUD confusion/chaos
 - Zoning
 - No inclusionary ordinance
 - No policies requiring hotels (etc) to build housing
 - Limited land availability
 - Public charge impact on immigrant families in section 8 public housing
- Economic
 - Builder availability down (hugely impacted by fires)
 - Loss of workforce and families
 - Expense

- Cost (x2)
 - Cost of building materials way up due to fire destruction
- Increase in # of county hotel rooms (more hotel staff required) but no workforce housing production
- Housing shortage & loss
 - Senior mobile housing in Calistoga could be vulnerable to displacement
 - Also Berryessa highlands mobile home housing
 - Vacation Rentals
 - Vacation homes (x2)
 - Decrease in housing supply by 23% in last 6 years
 - No affordable housing
 - Lack of workforce housing
 - Mobile homeowners want to rent out room (did policy at state level pass to allow this?)
- Threats to community structure
 - Loss of workforce service-providing agencies led to population served (*Question: led to increase in population served?*)
 - Declining school enrollment
 - Decrease social connectedness due to family separation
 - Vacation homes impede cohesive communities

Transportation

Strengths

- Built resources
 - Vine trail! (x5)
 - Bay trail
 - River trail
 - 2 roads link up and down valley
 - Few interstates so possible to align bike system
 - Vallejo ferry
 - Buses are available and go many places
 - Vine trail Kennedy downtown walking and biking
 - Park amenities
- Community groups endorsing transportation innovation
 - Bicycle Coalition Napa County (x4)
 - Livable communities policies and initiative
 - Strong senior community
- Natural resources
 - Weather supports active transport (x2)
 - Fundamental desire to walk

- Emerging/alternative transportation options
 - Uber & Lyft (x2)
- Transportation combined w/ other resources
 - Meadows springs shuttle buses (*Note: unsure what this is – senior living community shuttles?*)
 - Door-to-door systems for disabled, i.e. Molly’s Angels/Collabria Care
 - Link between meals on wheels and health check

Weaknesses

- General transportation problems
 - Doesn’t meet the needs of the community
 - Not knowing what communities need in public transportation (Wi-Fi, less stops, more stops)
 - Lack of leadership in implementation recommended changes
 - Need more resources dedicated to active transportation and planning
- Public transit problems
 - Lack of public rail system (SMART Train) (x2)
 - NVRTA Not user-friendly
 - Lack of public transit options
 - Inadequate public transport // time required [is high] // frequency of trips [is low]
 - Infrequent slow buses (x2)
 - Uncoordinated transportation systems, especially across systems
 - Uncoordinated access points, where the service meets (or doesn’t) transit stops
 - Need bus planes and trains
 - Not enough bus routes
- Road and route issues
 - Rural Roads (*Note: It’s not clear what was meant by this.*)
 - [There is no] Napa and American Canyon trail connector
 - Routes not conducive to biking and walking
 - Retail and housing not close to each other
 - Grocery store not within walking distance (downtown Napa)
 - Ability to get to work via walking / biking limited by long distances to employers
 - Dependency on cars
 - Many large-scale events close off streets (e.g., BottleRock, Porchfest)
- Active Transportation issues
 - Bikes
 - Bike lanes! And appropriate traffic flow/controls
 - Safety on bikes (not good or perceived as not good) (x2)
 - Pedestrian
 - Poor or no/incomplete sidewalks (x5)

- Poor or no lighting (x2)
 - Safety as pedestrian (not good or perceived as not good) (x2)
 - Decreased walkability scores due to lower complete streets
- Transportation culture
 - Insufficient ride share culture and structure
 - Isn't culture for cycling
 - We love our cars
 - Culture of driving/transporting close distances instead of walking
- Special group transportation needs
 - Lack of shuttle between shelter and HHSA
 - Kaiser patients (lack of paratransit)
 - Lack of place –based services (i.e. Kaiser)
 - Senior transportation needs Significant UpValley
 - Not enough access points for students and youth
 - School transport = private cars

Opportunities

- Changes in/to public preferences
 - Desire for opportunities to walk and bike
 - Reached tipping point RE: Traffic
- Government/policy opportunities
 - Coordinate with adjacent transit authorities (*Note: 'Adjacent' likely refers to adjacent jurisdictions.*)
 - Regional coordination
 - Health in all policies planning with public health
 - Embrace EU Concept of Free transportation
 - Measure T -> using the money strategically
 - Implementing the LC indices (*Note: LC likely refers to Livable Communities, but it's unclear what this person meant by implementing the indices.*)
- Encourage alternatives to transportation by single-person/car
 - Create incentives for public transit
 - Implementing ride sharing
 - Incentivize employee-sponsored ride share
 - Incentives for employee to use bikes/carpool etc...
 - Get employers to support active transport
 - Walking - ease school routes
 - Promote alternative work schedule (leads to reduced traffic & commute time)
- Develop infrastructure
 - River transportation
 - Wine train tracks as commute possibility

- Easements/right of way on rail lines//Napa Junction Marin Co South
- Expand vine trail to go downtown
- Bike and walk stops
- Improve lighting in Napa for walking at night
- Higher density housing and transportation hubs placed near each other. Napa has accessed funds for this plan development area

Threats

- Political/governmental
 - Lack of political will
 - Lack of national/state/local vision for transportation
 - Lack of funding
- Housing problems affect transportation problems
 - High cost of housing
 - Lack of housing
 - Lack of affordable housing requires long commutes from more affordable areas
 - More hotels on horizon = more traffic
 - Impact to care safety (police, fireman, doctors can't afford to live here)
- Public transportation limitations
 - Cost of public transport
 - Rural areas of counties have no public transport options
 - Public transport time
 - Lack of public transportation options
 - Lack of transportation to access essential services
- Public attitudes
 - Attitude toward public transportation
 - Mindset of fear RE Children walking and riding to school
- Outcomes of limited transportation
 - Increase food insecurity due to lack of transport
 - Increase risk of Alzheimer's
 - High DUI Rate – Alcohol, Substances, Cannabis
 - Increase obesity which will increase metabolic diseases
- Uber/Lyft (more traffic, undermines local public transportation)

Respect & Social Inclusion

Strengths

- Community/people resources
 - Napa's new police chief's outreach

- An organized and articulate LGBTQ Community
- ACEs and Resilient Napa (actively working to improve peoples' mental health and life experiences) (x2)
- Committed community leaders
- Good civic engagement
- Resources and funders
- Leadership at NVUSD is respectful of the community
- Visibility and leadership (*Note: It's not clear what exactly was meant by these terms.*)
- Good interpersonal/inter-organizational connections and collaborations
 - County (HHS) doing better job partnering with community
 - We are smaller community that is well networked
 - Robust non-profit community and public-private partnerships (x2)
 - Cross-sector collaboration
 - LHNC
- Positive community-oriented attitudes and experiences
 - Normalizing inclusion of LGBT
 - Sense of community will to increase respect and diversity
 - The fact that we are looking at issues using livable communities framework
 - Older adults satisfaction with neighborhood and feel safe
 - Data demonstrate low violent crime
- Positive employer/employee relations
 - Workers are valued
 - Grape growers value workers want to have a safe place to live
 - Invest in equipment
 - Farm worker foundation
 - Value of the worker
- Voter's choice (*Note: It's not clear which facet of this was meant as a strength.*)
- Technology as a vehicle to promote opportunities to socialize and be included

Weaknesses

- General weaknesses
 - Culture competency
 - Lack of understanding/education
- Language & Literacy
 - Language barriers (x3)
 - 8% of pop looks like (*Note: It's not clear what was meant by this.*)
 - American Canyon Spanish translation (*Note: It's not clear what was meant by this.*)
 - Levels of literacy especially new immigrants, not so much - Spanish may not be their first formal language
 - Language and cultural inclusion not considered in school education

- Communication limited to English in many cases
- Economics
 - Wealth
 - Wealthy have bigger voice/power of influence
 - Homogenous economy
 - Low wage jobs
 - \$ spent downstream not upstream
- Community segregation
 - Youth exclusion
 - Participation by minorities in governing
 - Older adults' voice not influential per survey
 - LGBTQ Exclusion
 - Increase senior loneliness and isolation
 - Segregated schools
 - Siloed communities
 - Geographical challenges to a sense of belongingness
 - Not enough media coverage that is representative of community
 - Lack of opportunities to participate in activities that bring diverse groups together
 - Need to build bilateral relationship with immigrant communities
- Government and law enforcement
 - Leadership (public charge, immigration, non-representative)
 - Lack of county cities legislative platform that protects vulnerable populations
 - People afraid of authorities (safety)
 - Race differences in incarceration
 - Confusion around structure of services
- Data & resources
 - Lack of local specific data for Napa county or municipalities
 - Immigration-related data on municipal equality index
 - Language access
 - Older adults highest impact for social vulnerability index

Opportunities

- New approaches
 - Develop technologies that fosters inclusive and civic work
 - Looking at RSI indicators with an intergenerational lens (x2)
 - Can address chronic disease prevention using life course perspective
 - Leverage older generations knowledge/experience
 - Some of the same prevention strategies can address multiple chronic diseases
 - Opportunity to coordinate efforts
 - Magic (Krystal agrees with this)
- Government & policy

- More government outreach of SIS/What they do present to different groups present in a way that is understood education and outreach
- Livable community structure gives us opportunity to adopt this vision as public policy framework
- County and cities work together and leverage resources
- Opportunity for county and cities to embrace use of a municipal equality index
- Cohesive work with CBO's
- Structural
 - Wealth
 - Size of population and proximity to other resources
 - Size of county helpful
 - Proximity for education!
- Community empowerment
 - Raise the Hispanic/Latino voice
 - Representation of various demographic populations
 - Creating bridges across communities
 - Opportunity to understand neighborhood perceptions among all residents and increase their feeling of influence

Threats

- Government & Policy
 - Federal/National administration (x2)
 - ICE immigration (x2)
 - Public charge changes (x2)
 - LGBTQ inclusion policy not addressed
 - Perception of government
 - Literacy navigating systems
 - Political climate
- Social climate/rhetoric
 - Media lack of diverse community awareness and inclusion
 - Fear of unknown!
 - Language barriers including generational
 - Lack of diversity
 - Communicating with people
 - Negative rhetoric
- Economic
 - Lots of second home owners who are not engaged because they do not know community
 - Wealth in Napa obscures need for state/federal programs or funding
 - Cost of living
 - Lack of housing lower income can't live here

- Inability for seniors to age in place due to cost of living
- Bullying and suicide
 - Older adult suicide rate
 - Bullying disparity in LGBT
 - Youth suicide
- Difficulty bringing groups together from rural areas