BENICIA CITY COUNCIL
REGULAR MEETING AGENDA

City Council Chambers
February 25, 2014
6:00 PM

Times set forth for the agenda items are estimates.
Items may be heard before or after the times designated.

I. CALL TO ORDER (6:00 PM):

II. CONVENE OPEN SESSION:

A. ROLL CALL.

B. PLEDGE OF ALLEGIANCE.

C. REFERENCE TO THE FUNDAMENTAL RIGHTS OF THE PUBLIC.

A plaque stating the fundamental rights of each member of the public is posted at the entrance to this meeting room per section 4.04.030 of the City of Benicia's Open Government Ordinance.

III. ADOPTION OF AGENDA:

IV. OPPORTUNITY FOR PUBLIC COMMENT:

This portion of the meeting is reserved for persons wishing to address the Council on any matter not on the agenda that is within the subject matter jurisdiction of the City Council. State law prohibits the City Council from responding to or acting upon matters not listed on the agenda. Each speaker has a maximum of five minutes for public comment. If others have already expressed your position, you may simply indicate that you agree with a previous speaker. If appropriate, a spokesperson may present the views of your entire group. Speakers may not make personal attacks on council members, staff or members of the public, or make comments which are slanderous or which may invade an individual's personal privacy.

A. WRITTEN COMMENT.

B. PUBLIC COMMENT.

V. STUDY SESSION (6:15 PM):

A. PRIORITY PROJECT LIST QUARTERLY REVIEW. (City Manager)

The City Manager will present the quarterly review of the City's Priority Project List.

Recommendation: Review and provide input to staff regarding Priority Project List.

B. RESOLUTION AMENDING THE FISCAL YEAR 2013-14 BUDGET, CLOSING FUNDS, AND CHANGING FUND DESCRIPTIONS. (Interim Finance Director)

The City Council adopted the original budget for FY2013-2015 on July 23, 2013. As part of the budget review process, staff completed an analysis of FY2013-14 revenues and expenditures for the mid-year period ended December 31, 2013, and is reporting on recommended amendments to the Fiscal Year 2013-14 Budget for Council consideration and adoption.
The recommended budget amendments reflect improved General Fund operations. For the current year, the City is able to maintain reserve balances at levels higher than amounts estimated in the FY2013-15 Adopted Budget. This provides needed flexibility for addressing possible shifts in the allocation of costs across funds related to current Finance studies, as well as, providing some additional reserves for on-going budget challenges, including significant property tax appeals, tepid sales revenue growth, rising retirement costs, underfunded reserves in insurance, vehicles, facilities, and equipment funds, and deferred maintenance of major capital infrastructure. The City continues to assess financial and organizational information related to these challenges. This information will vastly improve the level of public discussion and knowledge regarding the risks and opportunities the City faces and will result in better-informed strategies regarding the City's resources.

Recommendation: Adopt a resolution amending the Fiscal Year 2013-Budget based upon review of the information presented regarding the proposed budget amendments; including closing funds and changing fund descriptions.

VI. ADJOURNMENT (9:00 PM):

Public Participation

The Benicia City Council welcomes public participation.

Pursuant to the Brown Act, each public agency must provide the public with an opportunity to speak on any matter within the subject matter jurisdiction of the agency and which is not on the agency's agenda for that meeting. The City Council allows speakers to speak on non-agendized matters under public comment, and on agendized items at the time the agenda item is addressed at the meeting. Comments are limited to no more than five minutes per speaker. By law, no action may be taken on any item raised during the public comment period although informational answers to questions may be given and matters may be referred to staff for placement on a future agenda of the City Council.

Should you have material you wish to enter into the record, please submit it to the City Manager.

Disabled Access or Special Needs

In compliance with the Americans with Disabilities Act (ADA) and to accommodate any special needs, if you need special assistance to participate in this meeting, please contact Anne Cardwell, the ADA Coordinator, at (707) 746-4211. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting.

Meeting Procedures

All items listed on this agenda are for Council discussion and/or action. In accordance with the Brown Act, each item is listed and includes, where appropriate, further description of the item and/or a recommended action. The posting of a recommended action does not limit, or necessarily indicate, what action may be taken by the City Council.

Pursuant to Government Code Section 65009, if you challenge a decision of the City Council in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the City Council at, or prior to, the public hearing. You may also be limited by the ninety (90) day statute of limitations in which to challenge in court certain administrative decisions and orders (Code of Civil Procedure 1094.6) to file and serve a petition for administrative writ of mandate challenging any final City decisions regarding planning or zoning.

The decision of the City Council is final as of the date of its decision unless judicial review is initiated pursuant to California Code of Civil Procedures Section 1094.5. Any

such petition for judicial review is subject to the provisions of California Code of Civil Procedure Section 1094.6.

Public Records

The agenda packet for this meeting is available at the City Manager's Office and the Benicia Public Library during regular working hours. To the extent feasible, the packet is also available on the City's web page at www.ci.benicia.ca.us under the heading "Agendas and Minutes." Public records related to an open session agenda item that are distributed after the agenda packet is prepared are available before the meeting at the City Manager's Office located at 250 East L Street, Benicia, or at the meeting held in the Council Chambers. If you wish to submit written information on an agenda item, please submit to the City Clerk as soon as possible so that it may be distributed to the City Council. A complete proceeding of each meeting is also recorded and available through the City Clerk's Office.

AGENDA ITEM
CITY COUNCIL MEETING DATE - FEBRUARY 25, 2014
STUDY SESSION ITEM

DATE : February 18, 2014

TO : City Council

FROM : City Manager

SUBJECT : **PRIORITY PROJECT LIST QUARTERLY REVIEW**

RECOMMENDATION:
Review and provide input to staff regarding Priority Project List.

EXECUTIVE SUMMARY:
The City Manager will present the quarterly review of the City's Priority Project List.

BUDGET INFORMATION:
N/A

STRATEGIC PLAN:
Relevant Strategic Issues for this agenda item:
Strategic Issue 1: Protecting Community Health and Safety
Strategic Issue 2: Protecting and Enhancing the Environment
Strategic Issue 3: Strengthening Economic and Fiscal Conditions
Strategic Issue 4: Preserving and Enhancing Infrastructure
Strategic Issue 5: Maintain and Enhance a High Quality of Life

BACKGROUND:
At a special meeting held in March of last year the City Council reviewed and approved the FY 13-15 Strategic Plan and Priority Project List to provide policy guidance for the staff in preparation of the City's FY 13-15 Budget. The intent of the list is to build on the Strategic Plan Strategies and Action Items and establish a work plan that articulates the City Council's top priorities for the coming fiscal year. It is important that the City Council and staff are clearly aligned in what will be accomplished so that we can attain our goal of achieving a sustainable budget and more importantly a long-term sustainable organization.

In determining what items constituted priority actions, the City Council utilized the following set of Strategic Action Criteria.

- The work implements the City Council's Strategic Plan
- The work would assist the City in achieving fiscal sustainability

- The work is mandated by the State (or other agency); the City could be fined or face similar consequences if the work is not done
- The work would generate revenue, grants or other funding
- The work would prevent higher costs from deferred maintenance
- The work would protect public health or safety
- The City is significantly committed financially to the project
- The work would promote job creation or investment in the community

The projects included on the list are extensive and diverse, however a dominate theme is the need to enhance the capacity of the organization to provide the services desired by the community in the most effective and cost efficient way. The Priority Project List also contains items that are not listed in the current Strategic Plan. This is due the Strategic Plan having a longer term focus of 2 to 5 years and the Project Priority List on 1 to two 2 years. The goal is to regularly review and update the list as part of the quarterly budget reviews. An updated version of the Priority Project List is attached.

In October of last year the Executive Management Team held an afternoon strategic planning session to discuss what they saw as the City's top priorities for the next twelve to twenty-four months. Each member discussed the issues/challenges their department was dealing with and the goals they hoped to accomplish. Using the City Council's Strategic Plan and Project Priority List as a benchmark the EMT developed a list their top five priorities. They were:

1. Address resource (inc. staff) & revenue needs
    a. Level to Meet Community Needs
2. Staff Retention
    a. Training
    b. Pay – Comps
    c. Quality
    d. Recruiting
3. Technology/Information
4. Finance/GL
5. Infrastructure
    a. Funding: ISF
    b. Capital improvements
    c. Maintenance
6. Address human resource needs

From the above list it is clear that the priority for the department heads is for the City to resolve its revenue and staffing deficiencies in order to give them the resources to meet the service level expectations of the City Council and Community. As the Council is well aware staff is finding it increasingly difficult to address day to day responsibilities, let alone taking on additional projects. In addition, the department heads place as high priorities City investment in the

upgrade of our financial and human resource systems, which support their functions, obtaining additional funding for capital improvements and maintenance and finally and most importantly putting more resources in the attraction and retention of skilled and highly qualified staff. This includes properly investing in our employee's on-going technical and professional development to ensure that the community is receiving high quality services. This context is kept in mind staff moves these various priority projects forward.

Finally, staff has been providing more detailed status reports on several of the larger projects on an intermittent basis. For example, at the last priority project study session, staff provided a more detailed update on the inventory of City owned properties. For the February 25th study session, staff has provided a more extensive update on the Sustainable Community Services Strategy (SCSS) – Phase 1.

Attachments:

- February 18, 2014 Priority Project List
    - Update on Sustainable Communities Services Strategy (SCSS) Memo
- FY 13-15 Strategic Plan

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Priority Project List - Revised February 18, 2014

PRIORITY PROJECT SELECTION CRITERIA (Project must meet one or more of these criteria to be placed on project list)

1. The work implements the City Council's Strategic Plan
2. The work would assist the City in achieving fiscal sustainability
3. The work is mandated by the State (or other agency); the City could be fined or face similar consequences if the work is not done
4. The work would generate revenue, grants or other funding
5. The work would prevent higher costs from deferred maintenance
6. The work would protect public health or safety
7. The City is significantly committed financially to the project
8. The work would promote job creation or investment in the community

Category Definitions

Tier 1 – High Priority, resources/funding available, goal is to complete in FY 13/14

Tier 2 – Moderate Priority, resources/funding may be available, goal is to complete within FY 13/14 or 14/15, subject to completion of Tier 1 Priorities

Tier 3 – Low Priority, resources/funding not available

Note: Projects are **not** listed in order of priority within tiers.

Note: Shaded items are those that have been updated since last report.

	Project Description	Lead/Support Department/	Date of Initiation	Proposed Completion Date	Strategic Plan	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
1	**Implement the Business Development Action Plan with primary focus on enhancing the economic competitiveness of the Benicia Industrial Park (BIP)**	**ED**	**Oct-11**	**Ongoing**		**Staff has already began various initiatives outlined in the BDAP. Including: Creation of new ED Website (live in Oct. 2013), Deployment of Business Resource Incentive Program, Development of Business Retention Program for which $480,000 of the $625,000 has already been encumbered, Business Improvement District was formed in November 2012 and the Downtown Alliance was established in January 2013., Continuation of Tourism Program, staff continues to develop Broadband Strategy scope of work with interested third party. In addition staff has commissioned the services of Chabin Concepts to develop a BIP Market Study.**	**Giuliani**	**BDAP**	**Additional $269,000 (recommended in BDAP) Total Non-Staff budget = $502,700**	**General Fund**	**1,2,4,7,8**
2	**Develop a funding strategy for improving Internet technology in the BIP**	**ED**	**Jun-12**	**Spring 2014**		**Staff has contracted with Tellus Associates to help develop a broadband strategy, targeting resources from the State PUC. Staff is working with a respondent from the Broadband RFP to develop a scope of work that will dramatically enhance Benicia Broadband capacity. In addition City staff and Tellus continue to partner with the East Bay Broadband Consortium to secure additional resources for a BIP Broadband project.**	**Giuliani**	**BDAP**	**~$2,000,000**	**$750,000 (Loan from BIP Intermodal Project)**	**1,4,7,8**
3	**Conduct an inventory and feasibility study for use of City vacant buildings and land**	**ED/PCS/CD**	**Apr-12**	**Ongoing**		**Staff has developed a real estate asset inventory list that will be used to prioritize and target lands/buildings that can be developed to maximize use and/or revenue potential. Staff is currently negotiating for a long term lease agreement for the COQ and other City owned properties.**	**Giuliani**		**$55,000**	**General Fund**	**2,4**
4	**Phase 1 of Sustainable Community Services Strategy (SCSS): Conduct a 10-year forecast and organizational scan.**	**CMO/HR/ FINANCE**	**Mar-14**	**Aug-14**		**Staff presented an outline for the SCSS on October 30, 2013. An update on Phase 1 of the SCSS is included as an attachment. See also Item #7 below.**	**Cardwell**	**Yes - SCSS**	**Final cost TBD - see memo.**	**General Fund and Enterprise Funds**	**1,2,7**
5	**Complete an employee compensation study**	**CMO**	**TBD**	**TBD**		**Staff will be working with City Council to define parameters of the compensation study.**	**Cardwell**		**$20,000 - $30,000**	**General Fund**	**1,2,7**
6	**Seek alternative funding mechanisms for road maintenance**	**PW**	**Ongoing**	**Ongoing**		**Staff is exploring all potential funding mechanisms to address the condition of pavement in the City and will schedule a future study session to discuss alternatives with the Council. Options being considered also include combining road maintenance with lighting, landscaping, flood control, and parks maintenance.**	**Salomon/ Roberts**				**1,2,5,6,7,8**
7	**Review of FY 2011-12 and 2012-13 Budget and Develop Funding Strategies for Fund Deficits**	**FINANCE**	**June-13**	**Initial Finance Studies: Summer 2015**		**Stabilization strategies are in progress. Certain fund deficits were eliminated as of June 30, 2013. Several areas of concern were identified in the FY 2013-15 BUDGET. Staff presented Sustainable Community Services Strategy (SCSS) in October 2013. Several Finance studies in process and an update on the SCSS is attached.**	**Cardwell/Olwin**	**Yes - SCSS**	**$135,000. Several studies initiated and in process.**	**General Fund $120,000 Enterprise Funds $15,000**	
8	Resolution of Arsenal clean-up issue	CAO/ALL	Ongoing	Oct-14	Y	DTSC has reduced the scope of the project. Working Group I worked on the FAQ.	McLaughlin		TBD		1,2,3,6,8
9	Complete the solar energy project	CD	Sep-11	Mar-14	Y	Installation complete. Financial update and close-out scheduled for Council approval in March, 2014.	Olwin/Knight	Part of 2011-12 Renewable Energy and Conservation Project	Total Cost $13.2M; PS 3 Cost $1.8M	Bonds, Good Neighbor Steering Committee grant, and advance from General Fund	1,2,4,7
10	Capitol/Fisher Hanlon House	PCS/ED	Aug-13	Ongoing		City entered into a maintenance agreement to maintain the Capitol grounds. Benicia State Parks Association signed a donor agreement to operate the Capitol and Fisher Hanlon House. Staff amended the maintenance agreement for the Capitol grounds to include $10,000 in matching funds from AB 1478 to assist the Benicia State Parks Association in constructing the Fisher Hanlon garden irrigation project.	Dotson	N/A	City Maintenance Agreement $25,500 per year	General Fund (Economic Development, Parks CS)	1
11	State Park (SRA)	PCS/ED	Aug-11	Ongoing		The City of Benicia/Solano County/The City of Vallejo signed an agreement with the State Department of Parks and Recreation to open the gates at the SRA seven days a week and make various improvements to the park. The agreement to keep the gates open the additional 2 days a week will conclude on June 30, 2014. The Solano State Parks Committee continues to meet monthly and advocate for both Benicia State Parks.	Dotson	N/A	Up to $10,000	General Fund/Parks Division	1

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	Project Description	Lead/Support Department/	Date of Initiation	Proposed Completion Date	Strategic Plan	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
	Landscape and Lighting District assessments analysis	PCS/PW	Jun-14	Jul-14		In process of updating engineers report and evaluating other revenue generating measures for future years.	Salomon/Dotson			LL&D Funds	2, 4, 5, 6
	Develop IT Plan for City	IT	Spring 2014	TBD	Y	IT staff to work with City departments to develop IT plan - initiation of process pending hire of IT Manager.	Cardwell		TBD	General Fund and Enterprise Funds	1,2,5,7
	Construct Western Intermodal Facility	PW	May-13	Mar-14		Construction nearing completion.	Roberts	Part of project that includes Downtown Intermodal Facility	$1.1M	$3M in Regional Measure 2 bridge toll funds	1, 5, 6, 7, 8
15	Boatyard Cleanup	CD	2008	2015		State agencies determining timeframe for funding availability.	Kilger	Yes	$1 million	State grants	3, 6
16	Complete 2014 Street Repair projects	PW	Aug-13	Sep-14	Y	Design underway.	Vue		$700,000	Gas Tax, Allied Waste, and Federal grant funds	1, 5, 6, 7, 8
17	Enterprise Resource Planning (ERP) Request for Proposal	FINANCE	Jan-14	Jul-14	Y	Staff is currently working on developing an RFP for and ERP to replace City's current financial system(s).	Cardwell/Olwin		TBD	General Fund	1,2,7
18	Senior Center	PCS	Dec-12	13-Jul	Y	Staff has submitted plans for the renovation of the kitchen to Solano County Health Department and upon approval will go out to bid.	Dotson	No	$125,000 interior and kitchen. $12,000 exterior paint.	General Fund	1,5,6
19	Prepare Waterfront Park Master Plan	CD/PCS	Oct-12	Mar-14	Y	Following City Council approval staff and the consultants have confirmed the wetland delineation and met with the relevant state regulatory agencies and has started developing the environmental document and draft master plan.	Dotson	Yes. Development of Urban Waterfront Enhancement and Master Plan.	Consultant cost $160,000	Park Dedication and a grant from the Coastal Conservancy	1,4
20	Von Pfister Adobe	PCS	Jul-13	TBD	Y	The Benicia Historical Society submitted an application to State Historic Preservation Office for placement of the Von Pfister Adobe on the National Register. Initial review was completed and revisions and additional information is requested.	Dotson	Yes	N/A	N/A	1,4
21	Tree Master Plan	PCS	Dec-10	Summer-14	Y	Staff is reviewing the final document with West Coast Arborist and is preparing to submit to the Parks, Recreation and Cemetery Commission for recommendation to Council for approval.	Dotson		$75,000	GNSC and CAL Fire Grant	1,2,4,6,7
22	Complete update of ADA Transition Plan	CAO/ALL		14-Oct		Work by the volunteer needed to be redone in large part.	McLaughlin			ABAG Grant	1,3,6
23	Update Sign Ordinance	CAO/CD	2012	14-May		A committee has been formed and is working on a draft. Adoption expected by the end of the year.	McLaughlin			General Fund	1,8
24	Benicia Industrial Park Recruitment/Retention Program	ED	Ongoing	Ongoing	Y	Staff continues to implement the Business Resources Incentive Program as the City's key retention tool. In addition staff has increased business visits and chronicles that information in the business database program Executive Pulse. Staff is also developing information on key BIP properties to market to targeted business groups. Have recently initiated a comprehensive market study for the BIP.	Giuliani		$40,000	General Fund	1,2,4,7,8
25	Implement new Pension Reform law	HR/FIN	Dec-12	Ongoing		Ongoing and dependent on CalPERS guidance. Funding strategies identified and implemented pending further guidance.	Cardwell	No	Staff resources	General Fund	
26	Bridge Maintenance	PW	Jul-13	Oct-14	Y	City bridge deck coating to protect concrete surfacing as recommended by the CalTrans bridge inspector.	Salomon	No	$100,000	General Fund - Carryover	1,5
27	Rose Drive Traffic Calming	PW	May-12	Sep-14	Y	Striping and signing portion of the plan has already been completed, the remaining improvements include bulbouts and high visibility crosswalks at Snapdragon Drive.	Roberts	Yes	$50,000	Transportation Improvement Fund	1,6
28	Benicia Industrial Park Circulation Study	PW/CDD	Mar-13	Dec-14	Y	STA finalizing RFP to hire a consultant to develop a comprehensive circulation plan for the Industrial Park as well as similar plan for Rio Vista. Budget for Benicia's portion is $250K and City staff is overseeing the formation of this plan. Staff is exploring funding sources for the eventual projects which will be identified in the plan.	Roberts/Million	No	$250,000	Planning Grant	1,2,3,8

	Project Description	Lead/Support Department/	Date of Initiation	Proposed Completion Date	Strategic Plan	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
29	911 System Replacement	PD	May-14	Aug-14		Existing 911 answering system is outdated (Dec 2012) and maintenance and parts are no longer supported by AT&T. A replacement system has been identified and PD is currently negotiating scope of work and final costs associated with project.	Hartig	No	$200,000	CPE - $142,761 General Fund Equip Rep SLESF	5, 6, 7
30	Design/Construct Industrial Park Bus Hub	PW/CD	2005	2015		Environmental/Conceptual phase completed. Currently in final design and property acquisition.	Roberts/ED/CAO		$1.75M	Regional Measure 2 bridge toll funds	1, 5, 6, 7, 8
31	Implement Affordable Health Care Act	HR/FINANCE	Sep-13	Ongoing		Employee notifications begin in 2013. State health exchange open enrollment scheduled for Fall 2013 with coverage effective January 1, 2014. Staff is currently evaluating the program and its impacts on the City.	Cardwell		Staff resources	Potentially all funds with benefits	
32	Amend the Benicia Municipal Code to expand the public notification requirements from 300 feet to 500 feet	CD	Sep-13			Council directed staff to draft an ordinance.	Million		Staff resources		
Tier 2 - Moderate Priority											
1	Secure funding to upgrade fleets	PW	Ongoing	Ongoing	Y	Replacement of vehicles used in enterprise fund activities have been proceeding according to schedule. Staff to examine further grant opportunities for other general fund vehicles.	Salomon			Police has been successful obtaining grants for vehicles to date.	1, 2, 4, 5
2	Update Employer Employee Relations Resolution	HR	TBD	TBD		Explore updating as part of future negotiations.	Cardwell	Yes	Part of cost of future negotiations	General Fund and Enterprise Funds	2,7
3	Restore employee training funding	FINANCE/HR	Jan-13	Jul-14		Evaluate as part of budget stabilization plan.	Cardwell	Yes - budget	TBD	General Fund and Enterprise Funds	2,3,6,7
4	Adopt Alcohol Ordinances	CAO/POLICE		TBD	Y	Input will be needed on the scope of the project at this date. Previous drafts will need to be reviewed. Action delayed per Strategic Planning session.	McLaughlin			General Fund	6
5	Adopt Smoking Ordinance	CAO		TBD	Y	The scope of the draft ordinance needs to be reduced and recirculated. Action delayed per Strategic Planning Session.	McLaughlin			General Fund	6
6	Prepare Public Arts Master Plan	LIBRARY	Aug-13	Aug-15	Y	The Benicia Public Art Policy provided a guide for the City's acquisition, display, placement, and retention of public art. This subsequent Public Art Master Plan will create a plan for the acquisition and placement of public art pieces. This project falls within the scope of the Arts and Culture Commission's Public Art Committee.	Smikahl		NA	General Fund / Donations	1
7	Implement Public Art Program	LIBRARY	2010	Dec-14	Y	Public Art Committee (PAC) is working with local artists on a recycled glass and metal piece to be placed in the community center. The Council has approved the design and location and the work is scheduled for completion on or before December 31, 2014.	Smikahl		NA	Grant from CSC / Possible future funding from separate account established for funding public art.	1
8	Fire apparatus replacement	FIRE	Mar-12	Jun-14	Y	A draft plan has been prepared by the Fire Department and submitted to the Finance Director. The Finance Director is evaluating the plan and calculating costs.	Lydon		Staff Time – Approximately $500.00	General Fund	1, 2, 5, 6
9	Develop Fire water rescue capabilities	FIRE	Apr-12	Jun-14		Fire Department is exploring options for ensuring access to a rescue capable boat. The department has trained approximately 1/3 of responders to rescue swimmer levels. As of January 2014 the department has submitted to grant requests and sought potential private funding to support the project. Thus far we have not secured a funding source for the equipment to support the project.	Lydon		Training costs – undetermined. Boat cost – $12,000-15,000 Equipment costs – Approximately $15,000. Boat maintenance costs - undetermined	General Fund	1, 6
10	Update Personnel Rules and Policies	HR	TBD	TBD		Timing of this project on hold until additional staffing resources available.	Cardwell		TBD	General Fund	
11	Retrofit City Hall Windows	PCS	Dec-10	TBD	Y	Project on hold due to lack of identified funding source.	Dotson		TBD	TBD	1,2,5,6
12	Valero Air Monitoring Station	CD/FIRE	2000	Ongoing	Y	Valero and GNSC considering options for use or replacement of existing equipment.	Kilger/Lydon		$500,000 to upgrade equip.	Valero	1
13	Update the H-Historic Overlay District Chapter	CDD	2009	TBD	Y	At the March 17, 2009 Council Mtg. for the adoption of the Historic Surveys Council directed the following: 1) If restoration would bring property to historic status, staff would develop a process to get that listed. 2) Staff will try to address development of demolition ordinance. 3) HPRC seeks Council confirmation of direction to update the DHCP, including funding as necessary to complete, adopt the Secretary of Interior Standards for Treatment of Historic Properties, include public notification requirements for Downtown Historic District, and Include guidelines for maintenance of historic properties.	Million				

V.A.7

V.A.8

	Project Description	Lead/Support Department/	Date of Initiation	Proposed Completion Date	Strategic Plan	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
	3- Low Priority										
	Fill position vacancies and develop succession plans	HR/FINANCE	TBD	Ongoing		Selective filling of budgeted vacant positions underway, following review by dept/HR/Finance/CMO	Cardwell		TBD		
–	Obtain grants to provide a transitional shelter	CD	TBD	TBD	Y	Sites and funding sources not yet identified; construction schedule and cost not yet estimated.	Knox				1, 6
3	Update Code Enforcement Ordinance	CAO/FIRE/CD		2013	Y	A draft has been circulated to staff to review to make the code enforcement process easier with the limited resources available.	McLaughlin			General Fund	1, 2, 3, 5, 6, 7, 8
4	Upgrade/improve City website	IT	Aug-12	TBD	Y	Will be incorporated into IT Plan (see #8 - Tier 2). Next steps will be determined based on recommendations of Plan.	Cardwell	Yes - IT Plan	TBD		1,7
5	Adopt Lower Arsenal Specific Plan	CD	Draft Plan released 2007	TBD		Planning Commission and Council to consider resumption of project after State provides clear direction on potential toxics issue - completion date not estimated, no additional funds available.	Knox		$400,000 in consultant planning work through 2007	General Fund	1, 5, 8
6	Council Chamber Upgrade	PCS/IT	2012	TBD	Y	Staff is developing a project scope to upgrade the City Council Chambers A/V.	Knight/Cardwell		TBD	TBD	5
7	Address Police building space needs	Police	TBD	TBD	Y	The existing police facility was built as a High School in 1942. Upon being condemned as a school facility, it became home to the police department in 1962. The building has undergone a series of remodels and configurations over the years, ending up as it is today with a total of 13,000 square feet, including the portable trailer in the south lot that houses the Investigations Unit. In November of 2003, a bond measure was placed on the ballot (Measure O) that would have generated $14M in bond funds to build a new police facility (about $7.5M) with additional monies set aside to make major improvements to the overall "government campus" site that the police department and City Hall currently sits on. Although Measure O passed by a majority vote (51% to 49%), it fell short of the 2/3rd vote needed for the bond measure. Since then, approximately $2M has been spent on the facility to bring it to current earthquake standards, remodel and upgrade both the Emergency Communication Center and holding facility area, and improve the overall appearance throughout the department.	Bidou		TBD	TBD	1,5,6
8	Library Basement	Library	2007	TBD	Y	Construction plans completed. Bids rejected by Council in 2009 as exceeded budget. On hold until sufficient funds are available to complete the project.	Smikahl				

	Project Description	Lead/Support Department/	Date of Initiation	Proposed Completion Date	Strategic Plan	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
Completed Projects											
1	Complete installation of FCC Narrow Band upgrade	IT				Completed	Guggemos				
2	Library services: upgrade Integrated Library System and fund training	LIBRARY			Y	Completed	Smikahl				
3	Complete CAD/GIS Software upgrades	PD/IT			Y	Completed	Ayala				
4	Support public information efforts towards passage of Measure L	LIBRARY				Completed	Smikahl				
5	Library services: reorganize to accommodate elimination of state funding	LIBRARY				Completed	Smikahl				
6	Library services: incorporate regional consortium/network activities	LIBRARY				Completed	Smikahl				
7	Adopt Arts & Culture Commission Public Arts Policy	LIBRARY				Completed	Smikahl				
8	Implement Fire Records Management System	FIRE				Completed	Vucurevich				
9	Complete 2012 Employee negotiations	HR				Completed	Cardwell				
10	Health Care Plan Redesign	HR				Completed	Cardwell				
11	Complete Microsoft Office upgrade	IT				Completed	Cardwell				
12	Complete 2013 Street Repair projects	PW			Y	Completed	Vue				
13	Water/Sewer Rates Analysis and Adoption	PW				Completed	Morton				
14	Construct Park Road Sidewalk	PW			Y	Completed	Roberts				
15	Close out Community Center	PCS				Completed	Dotson				
16	Update City of Benicia's Emergency Operations Plan	FD			Y	Completed	Vucurevich				
17	*Develop/Update Financial Polices/Procedures	Finance			Y	Completed	Reid				
18	LEED Certification for Community Center	PCS				Completed	Dotson				
19	Library flat roof replacement/repair	PCS				Completed	Dotson				
20	*ADA Improvements to Finance Space	Finance			Y	Completed	Reid				
21	Construct the Downtown Intermodal Facility	PW	May-12	Jun-13		Completed	Roberts	Part of project that includes Western Intermodal Facility	Construction cost $1.2M	$3M in Regional Measure 2 bridge toll funds	1, 5, 6, 7, 8
22	Complete GroupWise upgrade	IT	Apr-13	Jun-13	Y	Completed	Cardwell		Primarily staff time	N/A	1,2,5,7
23	Sustainability Website	CD	2011	2013		Completed			$17,000	VIP account	
24	Update email policy	CAO/IT	Jul-05	13-Apr	Y	Completed	McLaughlin/ Cardwell				1
25	Water/Sewer Rates Implementation	PW	Jan-13	Jun-13	Y	Completed - June 2013	Salomon	n/a	n/a	Water Enterprise Fund	2,5 & 6
26	Economic Development Website	ED	Summer 2012	Summer 2013	Y	Completed - August 2013	Giuliani		$34,000	General Fund	1,2,4,7,8
27	Zoning Text Amendment for Benicia Industrial Park	ED	Sep-12	Dec-13		Completed - December 2013	Giuliani				1,2,4,8

V.A.9

V.A.10

City Manager's Office

MEMORANDUM

Date: **February 19, 2014**

To: **Mayor and City Council**

From: **Brad Kilger, City Manager**

Anne Cardwell, Assistant City Manager

Re: **Update on Sustainable Community Services Strategy (SCSS)**

At the October, 30, 2013 study session, the City Council received a presentation on a proposed work plan for preparation of a Sustainable Community Services Strategy (SCSS) for the City of Benicia. The presentation was in follow-up to discussions held during the adoption of the FY 2013-15 Budget. During those budget discussions, it was recognized that although the goal of the City has been to maintain current service levels during the economic downturn, the significant reduction in revenues and the resulting loss of staff positions and investment in critical City internal service functions has resulted in a continuing decline in services.

It was acknowledged that over the last several years City staff has managed very effectively with constrained resources, but that this situation is no longer sustainable. It was noted that the City cannot address its structural deficit problems via reactive, non-strategic budget and staffing reductions and that the City needs to undertake a thoughtful and comprehensive process that will provide the needed information to better plan and budget for the organization for the long-term in order to create a sustainable organization. It was noted that a sustainable organization is one that has the capacity and resources to provide the level of services desired by the community on an on-going basis, as well as the ability to weather future economic uncertainties without disrupting priority City services. Staff acknowledged that significant work remains for the City to achieve financial resiliency, including stabilizing various funds and better anticipating future liabilities.

At the October study session, staff provided an overview of the steps that have already been taken toward laying the foundation for a sustainable organization, including: 1) preparation of several financial studies that will assist the City future strategic planning and budgeting processes by establishing a clearer understanding of the extent of the City's financial liabilities, 2) enhancing the City's organizational capacity by taking steps toward filling key positions, and 3) assessing long-term capital needs and developing a plan to properly fund them. A summary of these financial studies is attached.

In addition to the efforts already underway, staff outlined a strategic approach to achieving a sustainable organization that will require taking a comprehensive look at the organization and the services provided to the community. The goal of this strategy, entitled the Sustainable Community Services Strategy (SCSS), is to identify desired service levels and the financial commitment that will be needed to sustain services (internal and external) over the long term.

The SCSS was proposed to occur in the following two phases:

Phase 1: Ten-Year Forecast & Organizational Scan
Phase 2 - Strategic Plan and Two-year Budget Process

It was noted at the study session that the first step of Phase 1, the Ten-Year Forecast will establish a baseline and show the impact of variables that will affect the baseline over time. The Organizational Scan will review all City departments to look at options for providing greater efficiency and sustainability for the City. While the scan will not answer every question, it will provide a solid understanding of the services provided, gaps to be filled, and opportunities for efficiencies.

The information obtained from Phase 1 of the SCSS will then be used to engage the community and get input regarding service delivery needs, resource capacity, including discussing the 10-year forecast and the level of service that can be provided with the resources that are available. This public input will then be incorporated into a series of priority service level alternatives and recommendations for consideration by the City Council in development of the Strategic Plan, which will then be used to make resource allocation decisions in the two-year budget (FY 2015-17). The next step that was identified at the October study session was that staff would return with a more detailed work plan and budget for Phase 1.

With the subsequent announcement of the Public Works Director's resignation in early December and ongoing challenges with permanently filling the Finance Director position, staff revisited the plan for Phase 1 and decided to move forward with the 10-year forecast piece first, and devote some additional time to scoping out the organizational scan in a manner that would be realistic based on staff capacity. Particularly given that another significant study, the Cost Allocation & User Fee Study, is already underway and requires involvement of all City departments to provide data. (See attached summary of financial studies.)

At this point, staff is currently in the processing of planning a one-day workshop with the management team, which will serve as the first step of the organizational scan. This workshop will be conducted to identify critical unmet needs and ways to create greater efficiencies. It will also be an opportunity for the management team to work together to develop the process for the remaining steps of the organizational scan, which will include an employee engagement component.

Summarized below are the various steps of Phase 1 of the SCSS.

Sustainable Community Services Strategy

Phase 1: Financial Forecast and Organizational Scan

Prepare a ten-year financial forecast. This is underway now and will be completed in March. The forecast will identify cost and revenue assumptions, along with factors that will impact the forecast. Several models will be created reflecting various assumptions.

Organizational Scan Workshop: Through a one-day workshop with the management team in March, a high level organizational scan will be conducted to identify critical unmet needs ways to create greater efficiencies. Following the workshop, a specific scope of work will be created for remainder of the SCSS process.

Engage Employees and Conduct Analysis. In this phase, employees will be engaged through focus groups. While the precise scope of this will be determined at the organizational scan workshop, it is expected that there would be several focus groups involving employees from all departments. This step will also involve analysis of specific services that are likely to result in cost efficiencies through alternative service delivery.

Timeline and Cost for Phase 1

As noted at the October 30th study session, the City will require outside support in order to complete Phase 1 of this process. Specifically, the City will be working with Management Partners, which is a firm that specializes in assisting local governments with a variety of such services. Their project team will provide much needed support in compiling and analyzing data, as well as facilitating the various workshops and focus groups. There is currently approximately $63,000 included in the 2013-15 Budget for Phase 1 efforts. The cost for both the forecast and organizational scan workshop is $25,100. The cost for the employee engagement/analysis component of the scan will be determined following the organizational scan workshop.

SCSS – Phase1 Timeline	
Ten-Year Forecast	Winter/Spring 2014
Organizational Scan Workshop	March 2014
Organizational Scan – Employee Engagement/Analysis	Spring/Summer 2014

Staff will continue to provide regular updates to the Council through the remainder of the Phase 1 process, as well as more information regarding Phase 2, in the coming months.

Attachment:

- Summary of Current Financial Studies

Update on Finance Studies – February 2014

- Workers' Compensation Study – Full study completed in February 2014. Staff is analyzing budget implications by fund. Implementation of new internal service rates is planned for FY 2014-15. Council will review results as part of mid-cycle update of Biennial Budget.

- Pension Obligation Bonds Fund Rates Study – This study is completed and confirmed that the rate calculation adopted in the FY 2013-15 Budget is accurate and generating required debt service payments for the respective plan (safety and miscellaneous) groups.

- Employee Leaves and Benefits – This study put on hold pending completion of various other outstanding studies.

- CalPERS' Sustainability Plan – This study is in progress. Planned information session in May 2014.

- Cost Allocation Plan – This study is in progress with planned completion in May 2014. Intend to implement in FY 2014-15. Council will review results as part of mid-cycle update of Biennial Budget.

- Liability Insurance – Full study completed in February 2014. Staff is analyzing budget implications by fund. Implementation of charges by department is planned for FY 2014-15. Council will review results as part of mid-cycle update of Biennial Budget.

- Property Tax Appeals – This study was initiated to understand and confirm whether County intended to impound for significant appeals. As described above, the County did, in fact, impound revenues lowering receipts in the current year. This study is complete and status of appeals are being monitored over time.

- User-Fee Study – This is study is in progress. Planned completion is Spring/Summer of 2014.

- Ten-year General Fund Forecast – This study is in progress. Initial set-up work is complete. Results must be reviewed and consultant assumptions vetted by staff prior to consultant report issuance and presentation to Council. Also, staff considering that effects of insurance and cost allocation studies may need to be finalized prior to presentation.

- Capital Replacement – This study is on-hold pending completion of various other outstanding studies.

V.A.16

City of Benicia

Strategic Plan

FY 2013-2015

Strategic Planning

The Strategic Planning process is a proven and thoughtful method for determining how an organization's resources can be most wisely allocated. Strategic Planning requires research and analysis before making resource allocation decisions; strategic planning decisions are not randomly made. Strategic Planning requires research and analysis that is:

1. **COMPREHENSIVE**: all of the City's functions and responsibilities are reviewed prior to allocation decisions.
2. **LONG-TERM**: the City's long-term needs and opportunities are reviewed prior to making allocation decisions.
3. **INCLUSIVE**: all stakeholders are invited and encouraged to participate in needs and opportunities assessment prior to allocation decisions.

Strategic Plan Elements

1. **MISSION STATEMENT**: a statement of the City's ultimate purpose and the difference it wishes to make for the community.
2. **VISION STATEMENT**: the character-defining elements of the ideal organization.
3. **VALUES STATEMENT**: the guiding principles the organization believes are right and should guide conduct.
4. **STRATEGIC ISSUES**: the major needs and opportunities facing the organization over the next two to five years that most impact achievement of the Mission and Vision. Numerous, important issues face any organization. The identified Strategic Issues are those that are perceived to be most critical.
5. **STRATEGIES**: one or more approaches to take in order to address the Strategic Issues.
6. **STRATEGIC PLAN ACTION ITEMS**: the specific projects and programs that will be pursued by the organization in the budget period (two years) to implement the Strategies.

The Strategic Plan differs from the City's General Plan in that the General Plan reflects the City's long-range vision. The Strategic Plan is a plan for the next two-five years that will help the City accomplish the goals of the General Plan with shorter-term strategies and actions.

Key points to keep in mind when developing a Strategic Plan include:

- Strategic Planning proceeds from the assumption that resources are limited so we must allocate them based on a review and identification of the highest priorities for the upcoming planning period (two-five years).

- Strategic Plan issues are the five +/- problems and opportunities that will arise in the planning period that will most impact achievement of the City's mission, vision and values.

- Strategic Plan strategies are the most promising approaches or general direction that will resolve the five Strategic Issues.

- Strategic Actions are the most effective projects, programs or activities that will execute or implement the strategies.

- It should be noted that Strategic Actions may be cross-cutting, that is they may fit under more than one Strategic Issue. Actions are listed under the Issue with which they are most clearly aligned. For example, Item 3c "Continue to collaborate with the Benicia Unified School District (BUSD) to support quality education" is listed under Strategic Issue 3: Strengthening Economic and Fiscal Conditions, but it also fits under Strategic Issue 5: Maintain and Enhance a High Quality of Life.

- Actions selected can be new, already planned, or on-going. The point is identifying and selecting actions that will best address the strategies and issues identified in the plan.

- The package of actions selected should not be comprised of only those that are easily achievable. Instead, they should be ambitious, while realistically achievable within resources that can be assembled within the planning period.

- Ultimately, resources required will be considered and evaluated in the budget process. The budget process is about allocating available resources to priorities established by the City Council.

- The last major policy step in the Strategic Planning process is budget adoption.

Implementation Process

The City's Strategic Plan is achieved by pursuit of the following activities:

1. **BUDGET APPROPRIATION**: allocating our discretionary budget dollars to projects and programs that will address Strategic Plan Issues.

2. **DEPARTMENT STRATEGIC PLANS**: establishment of Strategic Plans by each department that include Actions that address Strategic Plan Issues.

3. **EMPLOYEE PERFORMANCE PLANS**: including objectives in the Performance Plan of every employee that addresses Strategic Plan Issues.

4. **MONITORING PLANS**:

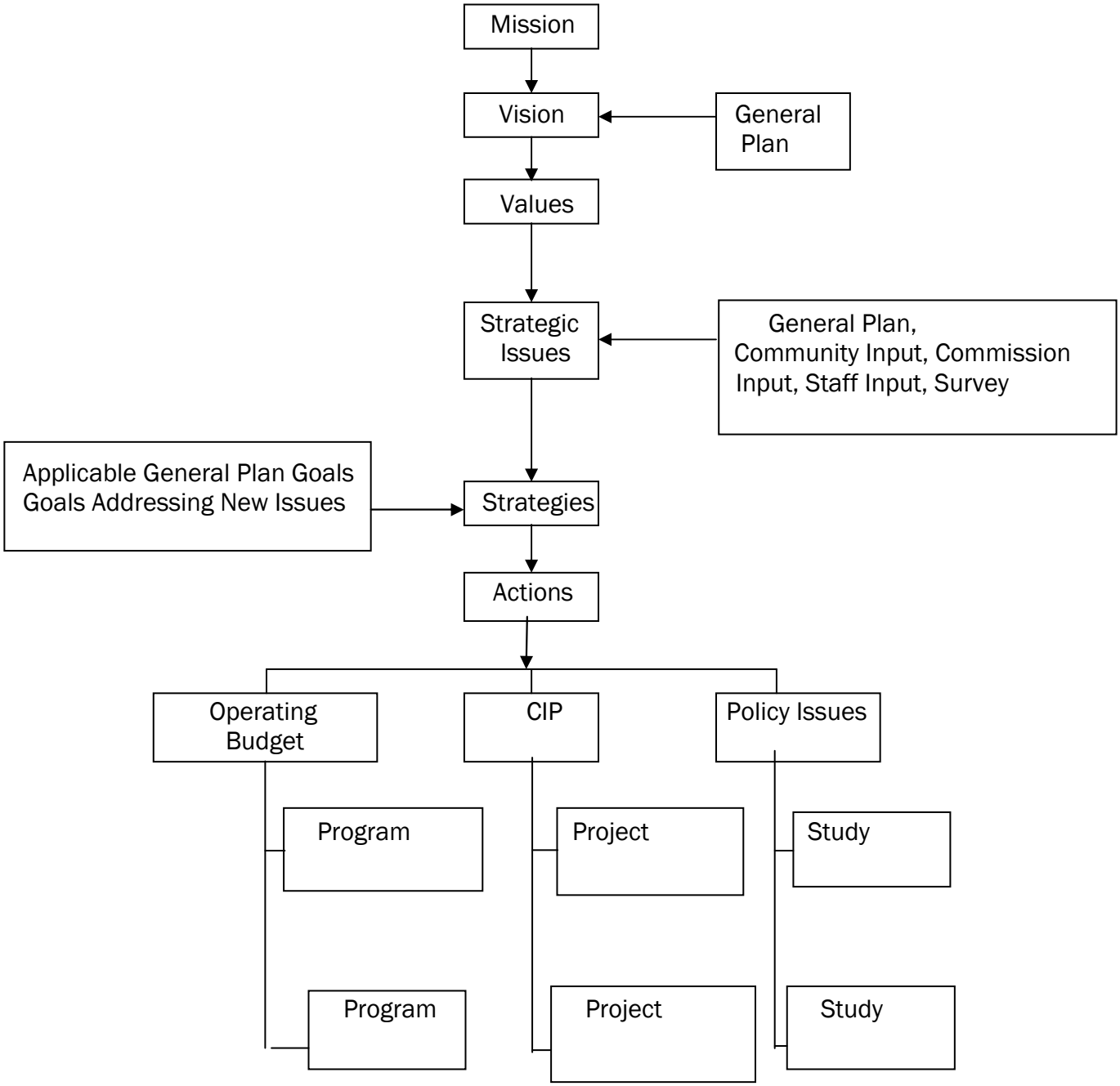
   a. Employee Performance Plans: supervisors personally review and discuss the employee's performance plan on an annual basis.

   b. Strategic Action Plan: City Manager and Department Heads review progress once per month at staff meetings, and once per quarter at Council meetings.

   c. Performance Measures: The 2013-2015 Budget has performance measures identified in each of the department narratives. These measures will be useful for tracking progress on both the Citywide Strategic Plan Actions, as well as other departmental priorities.

The following pages illustrate the process, as well as each of the City's Strategic Plan elements and together comprise the City's Strategic Plan for 2013-2015.

Benicia Strategic Planning Process



City of Benicia

Mission, Vision and Values

City Mission:

- **Excellent Service**

City Vision:

- **To work together to build a sustainable community and enhance the City's overall quality of life.**

City Values or Guiding Principles:

- **Respect**
- **Responsiveness**
- **Integrity**
- **Inclusiveness & Collaboration**
- **Teamwork**

The Mission Vision and Guiding Principles of the Strategic Plan are consistent with the General Plan. The Strategic Plan supports accomplishment of the goals of the General Plan via shorter-term strategies and actions.

STRATEGIC ISSUE 1: Protecting Community Health and Safety

STRATEGIES	ACTIONS
1) Provide modern and functional public safety facilities	1) (a) Investigate funding strategies for a functional police building (b) Evaluate need to replace emergency generators at Fire Station 11
2) Maintain adequate staffing for public safety and a strong EMS program	2) (a) Maintain current public safety service levels (b) Explore opportunities for resource sharing/collaboration with other fire service agencies (c) Explore opportunities for consolidation of fire and emergency medical dispatch services with other agencies
3) Provide a high state of preparedness for disasters/emergencies	3) (a) Educate our citizens on the Community Alert Notification System, and conduct EOC trainings (b) Establish a community real-time air monitoring system to alert the City and affected community of significant air quality issues (c) Conduct Emergency Operations Center Exercises, at least twice annually. (d) Ensure all city employees are trained at the proper levels to meet the National Incident Management System Standards
4) Promote community preservation and prevent nuisances through increased code enforcement, environmental strategies and community education	4) (a) Leverage code enforcement resources to resolve systemic quality of life issues (b) Utilize technology to produce an effective and efficient use of resources
5) Promote community and personal health	5) (a) Continue to support the Benicia Youth Action Coalition, a community collaborative, working together to reduce the underage use of alcohol, tobacco, and other drugs (ATOD) by Benicia Youth (b) Review smoking ordinance (c) Utilize library services and programs to promote community health

STRATEGIC ISSUE 1: Protecting Community Health and Safety - Continued

PRIMARY GENERAL PLAN GOALS

- GOAL 2.28: Improve and maintain public facilities and services.
- GOAL 4.22: Update and maintain the City's Emergency Response Plan.

STRATEGIC ISSUE 2: Protecting and Enhancing the Environment

STRATEGIES	ACTIONS
1) Reduce greenhouse gas emissions and energy consumption	1) (a) Pursue financing mechanism for home and business renewable energy and/or energy conservation methods (b) "Buy green", if fiscally feasible
2) Implement new water conservation projects/programs	2) Pursue water conservation projects as opportunities arise
3) Pursue and adopt sustainable practices	3) (a) Pursue LEED certification for community center
4) Protect air quality	4) Pursue multiple mass transit opportunities

PRIMARY GENERAL PLAN GOALS

- Overarching Goal of the General Plan: Sustainability
- GOAL 2.36: Ensure an adequate water supply for current and future residents and businesses.
- GOAL 3.27: Improve energy efficiency.

STRATEGIC ISSUE 3: Strengthening Economic and Fiscal Conditions

STRATEGIES	ACTIONS
1) Implement Economic Development Strategy	1) (a) Replace Nationwide sign with tourism sign on I-680 freeway (b) Continue tourism brand promotion and marketing (e.g., tourism website) (c) Formulate BIP Marketing program (d) Continue funding for non-profit arts and culture organization grants (e) Complete master plan for Downtown Waterfront Park
2) Strengthen Benicia Industrial Park competitiveness	2) (a) Continue to approve and implement road resurfacing projects (b) Pursue and develop Benicia Industrial Park Broadband Project
3) Retain and attract business	3) (a) Implement Business Development Action Plan (b) Continue and expand business support tools and policies that balance sustainability with economic vitality (c) Continue to collaborate with the Benicia Unified School District (BUSD) to support quality education
4) Manage City finances prudently	4) Prepare and maintain balanced budget with strong emergency and contingency reserve and internal service funds
5) Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources	5) (a) Plan for sustainable Benicia Business Park including pursuing grants for transit oriented development area and Intermodal Station planning (b) Plan for investment in the Arsenal including hazard remediation (c) Update zoning code to encourage clean energy, high-tech R&D uses in industrial districts

STRATEGIC ISSUE 3: Strengthening Economic and Fiscal Conditions - Continued

PRIMARY GENERAL PLAN GOALS

- Overarching Goal of the General Plan: Sustainability
- GOAL 2.34: Ensure adequate school facilities to serve all residential areas.
- GOAL 2.35: Cooperate with the School District to provide opportunities for citizen use of the schools.
- GOAL 2.5: Facilitate and encourage new uses and development which provide substantial and sustainable fiscal and economic benefits to the City and the community while maintaining health, safety, and quality of life.
- GOAL 2.28: Improve and maintain public facilities and services.
- GOAL 2.7: Attract and retain industrial facilities that provide fiscal and economic benefits to – and meet the present and future needs of – Benicia.

STRATEGIC ISSUE 4: Preserving and Enhancing Infrastructure

STRATEGIES	ACTIONS
1) Provide safe, functional and complete streets	1) (a) Fund street maintenance at a level that will improve pavement management index rating (b) Implement traffic calming work program
2) Increase use of mass transit	2) (a) Complete plans for and begin construction of a park-and-ride facility at W. Military at Southampton (b) Continue to pursue designation for a WETA-Ferry stop in downtown area (c) Continue planning for an intermodal transportation station in vicinity of Benicia Industrial Park and proposed Benicia Business Park
3) Address technology needs	3) (a) Prepare a City government technology improvement plan (b) Acquire and implement: 1) upgraded public safety technology, and 2) enhanced GIS capabilities
4) Provide adequate funding for ongoing infrastructure needs	4) (a) Implement a plan for funding of reserves for vehicle, equipment and facilities infrastructure (b) Fund bridge maintenance program

STRATEGIC ISSUE 4: Preserving and Enhancing Infrastructure - Continued

PRIMARY GENERAL PLAN GOALS

- Overarching Goal of the General Plan: Sustainability
- GOAL 2.15: Provide a comprehensive system of pedestrian and bicycle routes which link the various components of the community: employment centers, residential areas, commercial areas, schools, parks, and open space.
- GOAL 2.17: Provide an efficient, reliable, and convenient transit system.
- GOAL 2.19: Promote a regional (San Francisco, Oakland, Alameda) and local (Martinez, Port Costa, and Crockett) ferry service.
- GOAL 2.20: Provide a balanced street system to serve automobiles, pedestrians, bicycles, and transit, balancing vehicle-flow improvements with multi-modal considerations.
- GOAL 2.28: Improve and maintain public facilities and services.

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life

STRATEGIES	ACTIONS
1) Operate community activity centers	1) (a) Continue to provide support for the library as a community center
2) Implement the Downtown Master Plan	2) (a) Pursue outside funds for Downtown improvements (streetscape, parking and traffic calming enhancements) (b) Review mixed use and other alternatives for the City's E Street lot
3) Promote arts and culture	3) (a) Pursue funding sources for arts and culture activities
4) Preserve City-owned historic structures	4) (a) Continue to seek tenant for occupancy of Commanding Officer's Quarters (b) Maintain City-owned historic structures (e.g. Benicia Historical Museum, SP Depot, Clocktower)
5) Provide support to disadvantaged segments of the community	5) (a) Obtain grants to provide a transitional shelter (b) Facilitate construction of affordable housing per updated Housing Element (c) Continue funding for Human Services grants
6) Support Benicia Public Library's ability to meet the public's expanding needs for information, communication and literacy	6) (a) Provide ongoing support for library and literacy services (b) Plan for future basement expansion

STRATEGIC ISSUE 5: Maintain and Enhance a High Quality of Life – Cont.

PRIMARY GENERAL PLAN GOALS

- Overarching Goal of the General Plan: Sustainability
- GOAL 2.11: Encourage the retention and continued evolution of the lower Arsenal into a historical/cultural/commercial/industrial center of mutually compatible uses.
- GOAL 2.12: Strengthen the Downtown as the City's central commercial zone.
- GOAL 2.30: Maintain and improve existing parks and recreation programs.
- GOAL 3.1: Maintain and enhance Benicia's historic character.
- GOAL 3.3: Increase public awareness of cultural resources and activities.
- GOAL 3.4: Support the library and the services it provides the community.

2013-15 Strategic Plan Appendix

The following City documents are existing plans, adopted by the City Council, that are relevant to the Strategic Plan.

- Downtown Historic Conservation Plan 1990
- Downtown Streetscape Design Plan 1990
- Arsenal Historic Conservation Plan 1993
- Parks Master Plan 1997
- Benicia General Plan 1999 and 2007-2014 Housing Element
- Downtown Mixed Use Master Plan 2007
- Economic Development Strategy 2007
- Strategic Tourism Marketing Plan 2008
- Benicia Climate Action Plan 2009
- Public Art Program 2012
- BIP Technology Needs Assessment 2012
- Business Development Action Plan 2012
- City of Benicia Emergency Operations Plan (2007)

AGENDA ITEM
CITY COUNCIL MEETING DATE - FEBRUARY 25, 2014
STUDY SESSION ITEM

DATE : February 18, 2014

TO : City Manager

FROM : Interim Finance Director

SUBJECT : **RESOLUTION AMENDING THE FISCAL YEAR 2013-14 BUDGET, CLOSING FUNDS, AND CHANGING FUND DESCRIPTIONS**

RECOMMENDATION:
Adopt a resolution amending the Fiscal Year 2013-14 Budget based upon review of the information presented regarding the proposed budget amendments; including closing funds and changing fund descriptions.

EXECUTIVE SUMMARY:
The City Council adopted the original budget for FY 2013-2015 on July 23, 2013. As part of the budget review process, staff completed an analysis of FY 2013-14 revenues and expenditures for the mid-year period ended December 31, 2013, and is reporting on recommended amendments to the Fiscal Year 2013-14 Budget for Council consideration and adoption.

The recommended budget amendments reflect improved General Fund operations. For the current year, the City is able to maintain reserve balances at levels higher than amounts estimated in the FY 2013-15 Adopted Budget. This provides needed flexibility for addressing possible shifts in the allocation of costs across funds related to current Finance studies, as well as, providing some additional reserves for on-going budget challenges, including significant property tax appeals, tepid sales revenue growth, rising retirement costs, underfunded reserves in insurance, vehicles, facilities, and equipment funds, and deferred maintenance of major capital infrastructure. The City continues to assess financial and organizational information related to these challenges. This information will vastly improve the level of public discussion and knowledge regarding the risks and opportunities the City faces and will result in better-informed strategies regarding the City's resources.

BUDGET INFORMATION:

General Fund

The proposed amendments to the Fiscal Year 2013-14 budget increase General

Fund budgeted revenues and transfers by $950,600 and decrease budgeted expenditures and transfers by $301,100, resulting in a budgeted negative change in fund balance of $(150,595); a significant improvement over the adopted budget amount of $(1,402,295).

In the FY 2013-15 Adopted Budget, estimated General Fund reserves as of June 30, 2013 were $5.82 million or 19% of revenues. Final, audited General Fund reserves were $7.04 or 22.7% of revenues.

The audited reserve balance of $7.04 million together the proposed mid-year amendments above, result in an Amended General Fund reserve balance of $6.89 million or 22.3% of revenues as of June 30, 2014. This compares favorably to the $4.67 million or 16% reserve originally estimated in the FY 2013-15 Adopted Budget.

General Fund Assigned

The proposed amendment to the Arts & Culture fund includes adjustment for Good Neighbor Steering Committee (GNSC) grant budgeted directly in the GNSC fund offset by additional public art costs. Net budgeted revenues and expenditures in will decrease by $38,000.

Special Revenue Funds

The proposed amendments to Special Revenue funds include miscellaneous budget adjustments as a result of new grant revenues, reconciliation of GNSC and other grant funds, and requests for additional operating appropriations. Net budgeted revenues and transfers in will increase by $591,410 and budgeted expenditures and transfers will decrease by $144,475 resulting in a net increase in budgeted Special Revenue Fund equity balances of $735,885. This increase will reflect adequate revenues and reserves to fund the approved, but unspent, GNSC projects.

Internal Services Funds

The proposed amendments to Internal Services funds include increased internal charges to fund certain cost increases, including finalizing estimated budget costs and reserves in the Energy Conservation fund. Net budgeted revenues will increase by $43,735 and net budgeted expenditures will increase by $46,085 resulting in a net decrease in budgeted Internal Service fund balances of $2,330.

Enterprise Funds

The proposed amendments to Enterprise funds primarily include changes in capital projects and transfers in order to fund critical capital projects previously

planned for FY 2015-17. Net transfers in will increase by $74,525 and budgeted expenditures and transfers out will increase by $132,525 resulting in a net decrease in budgeted Enterprise fund balances of $58,000 for FY 2013-14.

STRATEGIC PLAN:
Relevant Strategic Plan Goals and Strategies:

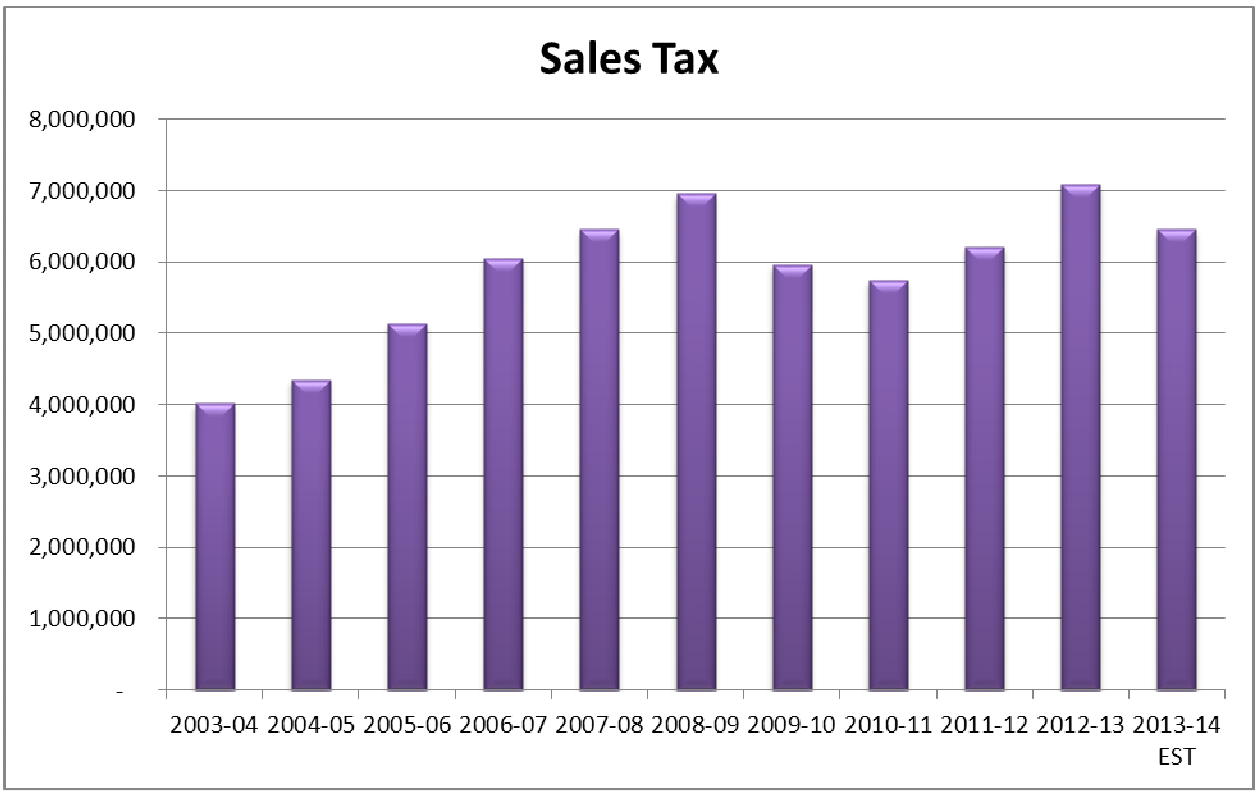
- Strategy Issue #3: Strengthening Economic and Fiscal Conditions
  - Strategy #4: Manage City finances prudently

BACKGROUND AND DICUSSION:
City Council adopted the City's Biennial FY 2013-15 Budget on July 23, 2013. Since that time, staff has conducted on-going financial and cost studies in order to assess the City's local economic conditions, as well as analyze and address long-term revenue and expenditure issues.

Revenues

Total property tax trends reflect the City experienced growth in the industrial sector and residential sectors through FY 2008-09. This trend was partially slowed due the re-assessment of industrial property FY 2006-07; however, the effect of the decline in industrial value was offset by rapidly rising home prices and some

development activity. The full effect of the Great Recession was gradual; with the County recognizing significant Prop 8 reductions in FY 2012-13. For FY 2013-14, total assessed value is $4.88 billion – close to the City's peak value of $5.05 billion in FY 2008-09. This valuation reflects a 9% and 7% increase in residential and commercial values, respectively, offset by fairly flat industrial values for an overall 5% increase in total assessed value. This good news is dampened by the City's current backlog of approximately $1.0 billion in outstanding property tax appeals. Underlying this condition is the risk associated with a high concentration of assessed value in the business/industrial sector; and in one property in particular. The City is in contact with the County Assessor's Office and HDL tax consultants to monitor the status of the outstanding appeal cases. In FY 2013-14 property tax revenues have been impounded (reduced) for some, but not all, of the County-estimated impact of these exposures.



Sales tax trends reflect rapid growth between 2003 and 2009. The business/industrial and fuel/service station sectors comprise approximately 66% of total sales tax revenues. This high concentration of sectors presents challenges as these sectors are projected to experience low to negative growth prospects through 2015. For FY 2013-14, revenues are estimated at $6.46 million compared to $7.08 million last year. This change is due to one-time events occurring in FY 2012-13. Some of these events (wind farm) were due to tax errors and are being

negatively adjusted in the current year. The most recent trend for the City's sales tax base reflects declining revenue through FY 2014-15, then overall modest growth that is not keeping pace with State economic trends. This trend is partially due to tenant risk in the Benicia Industrial Park, as well as the City's reliance on the weak or negative growth sectors.

Cost Studies Update

On October 30, 2013 staff discussed a number of finance studies that will significantly improve cost accounting and cost allocation procedures across all City funds. Implementation of cost accounting and allocation methods enables the City to charge internal costs and services, such as workers' compensation, liability insurance, equipment services, and capital replacement to the user-departments under a stable and proper methodology. Below is a brief recap of progress to date:

- Workers' Compensation Study – Full study completed in February 2014. Staff is analyzing budget implications by fund. Implementation of new internal service rates is planned for FY 2014-15. Council will review results as part of mid-cycle update of Biennial Budget.

- Pension Obligation Bonds Fund Rates Study – This study is completed and confirmed that the rate calculation adopted in the FY 2013-15 Budget is accurate and generating required debt service payments for the respective plan (safety and miscellaneous) groups.

- Employee Leaves and Benefits – This study put on hold pending completion of various other outstanding studies.

- CalPERS' Sustainability Plan – This study is in progress. Planned information session in May 2014.

- Cost Allocation Plan – This study is in progress with planned completion in May 2014. Intend to implement in FY 2014-15. Council will review results as part of mid-cycle update of Biennial Budget.

- Liability Insurance – Full study completed in February 2014. Staff is analyzing budget implications by fund. Implementation of charges by department is planned for FY 2014-15. Council will review results as part of mid-cycle update of Biennial Budget.

- Property Tax Appeals – This study was initiated to understand and confirm whether County intended to impound for significant appeals. As described above, the County did, in fact, impound revenues lowering

receipts in the current year. This study is complete and status of appeals are being monitored over time.

- User-Fee Study – This is study is in progress. Planned completion is Spring/Summer of 2014.

- Ten-year General Fund Forecast – This study is in progress. Initial set-up work is complete. Results must be reviewed and consultant assumptions vetted by staff prior to consultant report issuance and presentation to Council. Also, staff considering that effects of insurance and cost allocation studies may need to be finalized prior to presentation.

- Capital Replacement – This study is on-hold pending completion of various other outstanding studies.

The cost studies do not address the significant deferred funding of technology infrastructure, major vehicles and equipment, and other major capital asset classes such as streets, parks, facilities, and storm drains. Earliest planned initiation of these studies is FY 2014-15.

MID-YEAR 2013-14 APPROPRIATION AMENDMENTS

General Fund Proposed Amendments:

The FY 2013-14 General Fund proposed amendments increase total revenues by $950,600 to $30.99 million; and reduce total expenditures by $301,100 to $31.15 million. Detail of the proposed General Fund Amended Budget is presented in Attachment 2.

The following revenue amendments are recommended:

Property Tax – increase budget projection by $231,900. This increase reflects an overall assessed valuation increase of 5% compared to budgeted estimates of 2.25%. The full assessment increase is not reflected due to County impounds for significant property assessment appeals. As noted earlier, the impound amounts only reflect a portion of the total estimated risk exposure.

Sales Tax – increase budget projection by $255,000. This increase primarily relates to the State advance of the 25% sales tax (the Triple Flip) based on significantly increased revenues in the prior year.

Utility Users Tax – increase budget projection by $175,000. The increase is primarily the result of an inadvertent calculation error by Valero.

Other State and Local Taxes – increase $10,000 due to slightly improved real estate transfer tax results.

Use of Money and Property – decrease by $45,000. The decrease is primarily the result of conservative interest estimates in the event portfolio yields continue to decline.

Revenue from Other Agencies – increase by $86,700. The increase is primarily due to the receipt of ARRA grant funds.

Charges for Current Services – increase by $165,000. The increase is primarily the result of increased community development revenue of $85,000 (also offset by increased contract costs) and increased Fire department revenues of $80,000.

Transfers In – increase by $72,000. The increase is primarily due to the anticipated repayment of a prior year advance to the CDBG fund.

Changes in expenditure appropriations include the following:

- Adjustments and budget transfers in various departments primarily due to utilizing salary and vacation reserve savings to back-fill vacant positions, and increase certain budgets for maintenance, utilities, and certain capital replacement.

- The Community Development department increase of $123,450 includes needed backfill for frozen/vacant positions due to increased development activity resulting in additional staff workload, and increased costs for required housing-related studies. This amount is offset by an increase in fee revenues of $85,000.

- A reduction of debt service costs of $249,040 offset by a reduction in "Other Reserve Changes" of $219,000. This budget item relates to the Wastewater Fund advance. While the advance repayment must be authorized, it does not reflect an actual expense.

- Adjust salary positions to unfreeze and recruit for Legal Tech position and reclassify Senior Civil Engineer position to Principal Civil Engineer. Current budget impact is covered through savings and reduction in temporary wages budgeted.

- A reduction in transfers to police grant fund activity as a result of accounting reconciliation determining that excess General funds from prior years existed and could be utilized to fund current programs.

A listing of proposed detail revenue and expenditure adjustments is provided in Attachment 1 of the Budget Resolution.

General Fund Assigned Proposed Amendments:

Arts & Culture F222 – Reduce revenues and expenditures by $38,000. The related Arts & Culture grant is budgeted directly in the GNSC Special Revenue fund, offset by budget increases for public art and fundraising.

Special Revenue Funds Proposed Amendments:

CDBG F24- Based upon preliminary State Housing and Community Development approval, return funds previously transferred from the General Fund in the amount of $72,000.

Police Grants F41- Add grant revenues and expenditures of $17,760 for Homeland Security and Canine grants; reduce General Fund transfers in and utilize existing reconciled reserves of $49,960 to fund current programs.

Library Program F87 – Add revenues and expenditures of $9,265 to account for Valero grant received.

Literacy Programs F89- Increase expenditures by $4,000 for literacy lab computers by utilizing existing fund reserves.

GNSC F217 – Increase revenues and use of fund reserves by $729,470 for previous programs approved, but unspent. As project monies are spent, Valero replenishes funds until settlement is fully paid. Reduce expenditures by $247,500 for estimated programs budgeted, but not yet approved by GNSC Committee and submitted to Council for approval.

Internal Services Funds Proposed Amendments:

Vehicle Replacement F114 – Increase expenditures by $2,330 for engineering vehicle purchase utilizing existing fund reserves.

Retirement Stabilization F116 – Increase revenues and expenditures by $1,850 for incidental debt service fees.

Energy Conservation F117 – Increase user fees, refunds, and grant revenues and increase net expenditures by $41,885 to account for reduced capital expenditures offset by staff costs, O&M, PG&E, and certain monitoring and consulting costs related to the City's 10-site photovoltaic system.

Enterprise Funds Proposed Amendments:

Wastewater Treatment F14 – Reduce capital facilities upgrades and increase operating transfers out by $74,525 resulting in no net fund balance effect.

Wastewater Capital F516 – Increase operating transfers in and capital expenditures by $74,525 to fund chemical tank replacement and odor scrubber projects in current year.

Water Capital F594 – utilize existing fund reserves to increase project funding for the Caustic Feed system project by $16,000.

Water Capital F596 – utilize existing fund reserves to increase project funding for the programmable logic control project by $42,000.

For further amendment information, see Attachment 1 of the Budget Resolution.

Fund Changes

In the normal course of budget legislative action, certain funds are no longer necessary and the classification of certain funds change from time to time depending on new information or changes in GASB reporting requirements. Staff has identified and recommends the following fund changes:

Close Funds
Close FUND 035 Streets fund. During the FY 2013-2015 budget adoption process all street and transportation-related capital projects were aggregated in Fund 48. There is no activity budgeted or planned under this fund.

Close FUND 059 Capital Lease Fund. During the FY 2013-15 budget adoption process, General Fund lease payments were no longer transferred from the General Fund to this fund, but rather charged directly to the General Fund budget as a "debt service" cost. Under best practices, there is no logical need for this fund.

Change Fund Description
Change Fund 052 from the fund name "Measure B" to the "Library Tax" fund. The Measure B library tax was extended under a different Measure K; therefore staff recommending the fund be labeled "Library Tax" fund.

FY2013-14 Project Carry-forward Balances

In addition to the proposed amendments above, staff has reviewed and approved the following capital project appropriations to be carried forward from FY 2012-13 to FY 2013-14:

General Fund Assigned:

PEG Cable F84	$97,445 Technology Upgrades

Special Revenue Funds:

Community Services F32	$ 21,045 Cemetery Improvements
COPS Supplemental F36	$ 11,255 Police equipment
SP Depot F38	$ 4,100 Miscellaneous Capital Imp.
Measure B F83	$ 5,195 Furnishings
Library Programs F87	$ 26,195 Restricted Grant programs
GNSC F217	$737,670 Various program balances

Capital Projects Funds:

Park Dedication F47	$107,500 Urban Waterfront Study
Intermodal Transp F48	$203,745 Regional Bus Stop
Community Center F49	$ 65,600 Tenant Improvements – Furnishings

Internal Services Funds:

Facilities F113	$ 85,405 Facility Upgrades
Vehicle Replacement F114	$ 4,965 Police Vehicles
Equipment Replacement F115	$ 29,030 Equipment

Enterprise Funds:

Water Treatment F90	$ 85,000 Facility Upgrades
Water Treatment F90	$ 30,000 Computer System Upgrades

For further project carry-forward information, see Attachment 1, pages 5-6 of the Budget Resolution.

Attachments:

- Budget Amendment Resolution
- (1) Proposed Budget Amendments and Project Carry-forward
- (2) FY2013-14 General Fund Mid-Year Proposed Amended Budget

RESOLUTION NO. 14-

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BENICIA AMENDING THE MUNICIPAL BUDGET FOR FISCAL YEAR 2013-14

WHEREAS, the City Council, on July 23, 2013, adopted a Biennial Budget for the 2013-14 and 2014-15 fiscal years; and

WHEREAS, based upon a review of revenues and expenditures, the City Manager has prepared and proposed amendments to the FY 2013-14 Adopted Budget, including closing funds, and changing fund descriptions; and

WHEREAS, based upon review of available reserves for certain programs and capital projects, the City Manager has prepared and proposed amendments to carry forward certain FY 2012-13 capital and program balances to the FY 2013-14 Adopted Budget, including closing funds, and changing fund descriptions; and

WHEREAS, the City Council has considered information related to these matters, as presented at a public meeting of the City Council, including any supporting documents and reports by City staff, and any information provided during that public meeting; and

WHEREAS, the City Council has reviewed the level of budgeting control needed by the City Manager to ensure efficiency in managing the operations of the City, including the authorization of budget transfers between funds.

NOW, THEREFORE, BE IT RESOLVED THAT the City Council of the City of Benicia hereby adopts the Amended Municipal Budget for the Fiscal Year 2013-14 as evidenced by the attached list of FY 2013-14 Budget Amendments and Carry-Forward Balances.

*****

On motion of Council Member , seconded by Council Member , the above resolution was introduced and passed by the City Council of the City of Benicia by the regular meeting of said Council held on the 25th day of February 2014, and adopted by the following vote:

Ayes:

Noes:

Absent:

_____
Elizabeth Patterson, Mayor

Attest:

_____
Lisa Wolfe, City Clerk

Date:_____

FY 2013-2014 MID-YEAR BUDGET AMENDMENTS

GENERAL FUND

GENERAL FUND REVENUES 010	2014 BUDGET AMENDMENT	PROPERTY TAX	SALES TAX	OTHER TAX	CHARGES FOR OTHER	OTHER REVENUES/ TRANSFERS
Property Tax	231,900	231,900	-	-	-	-
Sales Tax	255,000	-	255,000	-	-	-
Utility Users Tax	175,000	-	-	175,000	-	-
Business License / Real Estate	10,000	-	-	10,000	-	-
Use of Money and Property	(45,000)	-	-	-	-	(45,000)
Revenue from Other Agencies	86,700	-	-	11,900	-	74,800
Permit Contracts, Fire, Other Misc	165,000	-	-	-	165,000	-
Sub-total General Fund Operating	**878,600**	**231,900**	**255,000**	**196,900**	**165,000**	**29,800**
Transfer from CDBG - repayment	72,000	-	-	-	-	72,000
Total Revenue Changes	**950,600**	**231,900**	**255,000**	**196,900**	**165,000**	**101,800**

GENERAL FUND EXPENDITURES 010,011	2014 BUDGET AMENDMENT	SALARIES	PERS/ PERS STABILIZATION	INSURANCE AND OTHER BENEFITS	CONTRACTS, CAPITAL AND ONE-TIME	TRANSFERS OUT
City Council	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-
City Clerk	(8,705)	(17,600)	(4,145)	(1,060)	14,100	-
City Treasurer	-	(22,880)	(6,420)	(3,990)	33,290	-
City Manager	(53,010)	(36,860)	(720)	(7,230)	(8,200)	-
Economic Development	-	-	-	-	-	-
Human Resources	(655)	(14,295)	(3,180)	(8,180)	25,000	-
Technology	(20,920)	(29,940)	(11,105)	(12,850)	32,975	-
Finance	-	(96,700)	(30,695)	(25,040)	152,435	-
CD - Planning	16,925	(49,190)	(15,090)	(15,595)	96,800	-
CD - Building	106,525	(1,380)	(255)	(4,540)	112,700	-
Library	-	-	-	-	-	-
Parks - Admin	-	-	-	-	-	-
Parks - Building Maint	17,500	-	-	-	17,500	-
Parks - Community Svcs	3,000	(12,000)	-	-	15,000	-
Parks - Cemetary	10,000	-	-	-	10,000	-
Parks - BUSD	-	-	-	-	-	-
Parks - BCC	-	(4,000)	-	-	4,000	-
Public Works - Admin	(19,445)	(36,305)	(9,720)	(6,920)	33,500	-
Public Works - Engineering	-	-	-	-	-	-
Public Works - Streets	6,755	10,330	1,215	210	(5,000)	-
Public Works - Stormwater	-	-	-	-	-	-
Fire	7,345	-	-	(9,100)	16,445	-
Police	-	(41,695)	3,500	6,500	31,695	-
Non-Departmental						
Debt Service -Wastewater	(249,040)	-	-	-	(249,040)	-
Other Non-departmental, Leave Reserves	(67,415)	(106,220)	(25,750)	-	64,555	-
Sub-total General Fund Operating	**(251,140)**	**(458,735)**	**(102,365)**	**(87,795)**	**397,755**	**-**
Transfer to Public Safety Restricted Fund	(49,960)	-	-	-	-	(49,960)
Total Expenditure Changes	**(301,100)**	**(458,735)**	**(102,365)**	**(87,795)**	**397,755**	**(49,960)**

GENERAL FUND - ASSIGNED

ARTS & CULTURE FUND 222	2014 BUDGET AMENDMENT					OTHER REVENUES
CSC Grant	(42,000)	-	-	-	-	(42,000)
Use of Fund Reserves	4,000	-	-	-	-	4,000
Total Revenue Changes	**(38,000)**	**-**	**-**	**-**	**-**	**(38,000)**
ARTS & CULTURE FUND 222	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL, AND ONE-TIME	
Contract Services - CSC Grant	(42,000)	-	-	-	(42,000)	-
Contract Services - Public Art	3,000	-	-	-	3,000	-
Fund Raising	1,000	-	-	-	1,000	-
Total Expenditure Changes	**(38,000)**	**-**	**-**	**-**	**(38,000)**	**-**

FY 2013-2014 MID-YEAR BUDGET AMENDMENTS

SPECIAL REVENUE FUNDS

CDBG FUND 24	2014 BUDGET AMENDMENT					OTHER REVENUES
Use of Reserves	72,000	-	-	-	-	72,000
Total Revenue Changes	**72,000**	**-**	**-**	**-**	**-**	**72,000**

CDBG FUND 24	2014 BUDGET AMENDMENT					TRANSFERS OUT
Operating Transfers Out - General Fund	72,000	-	-	-	-	72,000
Total Expenditure Changes	**72,000**	**-**	**-**	**-**	**-**	**72,000**

PUBLIC SAFETY GRANTS FUND 41	2014 BUDGET AMENDMENT					OTHER REVENUES/ TRANSFERS
Miscellaneous Grant Revenues	17,760	-	-	-	-	17,760
Operating Transfer In - General Fund	(49,960)	-	-	-	-	(49,960)
Use of Fund Reserves	49,960	-	-	-	-	49,960
Total Revenue Changes	**17,760**	**-**	**-**	**-**	**-**	**17,760**

PUBLIC SAFETY GRANTS FUND 41	2014 BUDGET AMENDMENT	SALARIES			CONTRACTS, CAPITAL AND ONE-TIME	
Homeland Security MFF Training	10,760	10,760	-	-	-	-
Canine Purchase	7,000	-	-	-	7,000	-
Total Expenditure Changes	**17,760**	**10,760**	**-**	**-**	**7,000**	**-**

LIBRARY PROGRAMS FUND 87	2014 BUDGET AMENDMENT					OTHER REVENUES
Valero Grant	9,265	-	-	-	-	9,265
Total Revenue Changes	**9,265**	**-**	**-**	**-**	**-**	**9,265**

LIBRARY PROGRAMS FUND 87	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
Library Books	9,265	-	-	-	9,265	-
Total Expenditure Changes	**9,265**	**-**	**-**	**-**	**9,265**	**-**

LITERACY PROGRAMS FUND 89	2014 BUDGET AMENDMENT					OTHER REVENUES/ TRANSFERS
Use of Fund Reserves	4,000	-	-	-	-	4,000
Total Revenue Changes	**4,000**	**-**	**-**	**-**	**-**	**4,000**

LITERACY PROGRAMS FUND 89	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
Literacy Lab Computers	4,000	-	-	-	4,000	-
Total Expenditure Changes	**4,000**	**-**	**-**	**-**	**4,000**	**-**

GNSC FUND 217	2014 BUDGET AMENDMENT					OTHER REVENUES/ TRANSFERS
Use of Fund Reserves - Tree Program	115,125	-	-	-	-	115,125
GNSC Valero Settlement	614,345	-	-	-	-	614,345
Total Revenue Changes	**729,470**	**-**	**-**	**-**	**-**	**729,470**

GNSC FUND 217	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
Conservation Projects	(223,500)	-	-	-	(223,500)	-
Climate Action Coordinator	(24,000)	-	-	-	(24,000)	-
Total Expenditure Changes	**(247,500)**	**-**	**-**	**-**	**(247,500)**	**-**

FY 2013-2014 MID-YEAR BUDGET AMENDMENTS

INTERNAL SERVICE FUNDS

VEHICLE REPLACEMENT FUND 114	2014 BUDGET AMENDMENT					OTHER REVENUES
Use of Fund Reserves	2,330	-	-	-	-	2,330
Total Revenue Changes	**2,330**	**-**	**-**	**-**	**-**	**2,330**

VEHICLE REPLACEMENT FUND 114	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
Engineering Vehicle	2,330	-	-	-	2,330	-
Total Expenditure Changes	**2,330**	**-**	**-**	**-**	**2,330**	**-**

RETIREMENT STABILIZATION FUND 116	2014 BUDGET AMENDMENT					OTHER REVENUES
User Charges	1,850	-	-	-	-	1,850
Total Revenue Changes	**1,850**	**-**	**-**	**-**	**-**	**1,850**

RETIREMENT STABILIZATION FUND 116	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
Debt Service Incidentals	1,850	-	-	-	1,850	-
Total Expenditure Changes	**1,850**	**-**	**-**	**-**	**1,850**	**-**

ENERGY CONSERVATION FUND 117	2014 BUDGET AMENDMENT					OTHER REVENUES
User Charges - Solar Production	41,240	-	-	-	-	41,240
User Charges - Lighting Repayment	(29,855)	-	-	-	-	(29,855)
Refunds and Rebates	15,500					15,500
Energy Grants	15,000					15,000
Total Revenue Changes	**41,885**	**-**	**-**	**-**	**-**	**41,885**

ENERGY CONSERVATION FUND 117	2014 BUDGET AMENDMENT	SALARIES			CONTRACTS, CAPITAL AND ONE-TIME	
Finance - Part-time Salaries	10,000	10,000	-	-	-	-
Non-Departmental - Utilities	73,750	-	-	-	73,750	-
Non-Departmental - O & M	10,000	-	-	-	10,000	-
Non-Departmental - DECK Monitoring	3,200	-	-	-	3,200	-
Non-Departmental - Trustee Fees	1,250	-	-	-	1,250	-
Non-Departmental - Consultant	15,000	-	-	-	15,000	-
Non-Departmental - Capital Projects	(71,315)	-	-	-	(71,315)	-
Total Expenditure Changes	**41,885**	**10,000**	**-**	**-**	**31,885**	**-**

FY 2013-2014 MID-YEAR BUDGET AMENDMENTS

ENTERPRISE FUNDS

WASTEWATER TREATMENT FUND 014	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	TRANSFERS OUT
Facilities Upgrades	(74,525)	-	-	-	(74,525)	-
Operating Transfer Out - Capital Funds	74,525	-	-	-	-	74,525
Total Expenditure Changes	**-**	**-**	**-**	**-**	**(74,525)**	**74,525**

WASTEWATER CAPITAL FUND 516	2014 BUDGET AMENDMENT					OTHER REVENUES/ TRANSFERS
Operating Transfer In -WW Fund	74,525	-	-	-	-	74,525
Total Revenue Changes	**74,525**	**-**	**-**	**-**	**-**	**74,525**

WASTEWATER CAPITAL FUND 516	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
Chemical Tank Replacement	43,305	-	-	-	43,305	-
Odor Scrubber Media	31,220	-	-	-	31,220	-
Total Expenditure Changes	**74,525**	**-**	**-**	**-**	**74,525**	**-**

WATER CAPITAL FUND 594	2014 BUDGET AMENDMENT					OTHER REVENUES/ TRANSFERS
Use of Fund Reserves	16,000	-	-	-	-	16,000
Total Revenue Changes	**16,000**	**-**	**-**	**-**	**-**	**16,000**

WATER CAPITAL FUND 594	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
Replace Caustic Feed System	16,000	-	-	-	16,000	-
Total Expenditure Changes	**16,000**	**-**	**-**	**-**	**16,000**	**-**

WATER CAPITAL FUND 596	2014 BUDGET AMENDMENT					OTHER REVENUES/ TRANSFERS
Use of Fund Reserves	42,000	-	-	-	-	42,000
Total Revenue Changes	**42,000**	**-**	**-**	**-**	**-**	**42,000**

WATER CAPITAL FUND 596	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
Programmable Logic Control	42,000	-	-	-	42,000	-
Total Expenditure Changes	**42,000**	**-**	**-**	**-**	**42,000**	**-**

CLOSE FUNDS

FUND: STREETS FUND - F35	**All Streets Projects transferred to Fund 48 -Intermodal Transportation Fund. No need for multiple minor capital funds. Fund 48 serves as a master transportation capital fund.**
FUND: CAPITAL LEASE FUND - F59	**Casa Vilarasa and Police/Storm Drain Capital Leases budgeted and paid directly in General Fund. Fund not required.**

CHANGE FUND DESCRIPTION

FUND: MEASURE B -F52	**CHANGE FUND NAME TO "LIBRARY TAX" FUND - Library Sales Tax Funding Source Changing to Measure K**

FY 2013-2014 PROGRAM/PROJECT CARRYFORWARD

GENERAL FUND ASSIGNED

PEG CABLE FUND 84	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Council Chambers IT Upgrades	97,445	97,445	-
Total Project Carryforwards	**97,445**	**97,445**	**-**

SPECIAL REVENUE FUNDS

COMMUNITY SERVICES FUND 32	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Cemetery Improvements	21,045	21,045	-
Total Project Carryforwards	**21,045**	**21,045**	**-**

COPS SUPPLEMENTAL FUND 36	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Vehicle Replacement	2,165	2,165	-
Hi-tech Equipment	9,090	11,140	(2,050)
Total Project Carryforwards	**11,255**	**13,305**	**(2,050)**

SP DEPOT FUND 38	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Misc. Depot Improvements	4,100	4,100	-
Total Project Carryforwards	**4,100**	**4,100**	**-**

MEASURE B FUND 83	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Furnishings	5,195	5,195	-
Total Project Carryforwards	**5,195**	**5,195**	**-**

LIBRARY PROGRAMS FUND 87	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Friends of the Library	10,175	10,175	-
Valero Grant - Office	6,475	6,475	-
Library Grants	9,545	9,545	-
Total Project Carryforwards	**26,195**	**26,195**	**-**

GNSC FUND 217	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Community Grants	213,530	213,530	-
BRIP	156,520	581,520	(425,000)
Benicia Community Gardens	20,000	20,000	-
Bicycle Storage Racks	2,325	2,325	-
GNSC - Website	1,500	3,000	(1,500)
Residential Water Audits	150,515	245,515	(95,000)
Residential Solar Rebates	82,000	82,000	-
Library Materials	455	455	-
Tree Planting	110,825	115,125	(4,300)
Total Project Carryforwards	**737,670**	**1,263,470**	**(525,800)**

FY 2013-2014 PROGRAM/PROJECT CARRYFORWARD

CAPITAL PROJECTS FUNDS

PARK DEDICATION FUND 47	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Urban Waterfront Study	107,500	107,500	-
Total Project Carryforwards	**107,500**	**107,500**	**-**

INTERMODAL TRANSPORTATION FUND 48	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
REGIONAL BUS STOP	203,745	1,193,745	(990,000)
Total Project Carryforwards	**203,745**	**1,193,745**	**(990,000)**

COMMUNITY CENTER FUND 49	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Tenant Improvements - Furniture	65,600	65,600	-
Total Project Carryforwards	**65,600**	**65,600**	**-**

INTERNAL SERVICE FUNDS

FACILITIES ISF FUND 113	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Building Maint. Facility Upgrades	60,065	60,065	-
City Hall Complex	25,340	25,340	-
Total Project Carryforwards	**85,405**	**85,405**	**-**

VEHICLE REPLACEMENT ISF FUND 114	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Police Vehicles	4,965	4,965	-
Total Project Carryforwards	**4,965**	**4,965**	**-**

EQUIPMENT ISF FUND 115	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Parks Equipment Replacement	10,000	10,000	-
IT Equipment Replacement	19,030	19,030	-
Total Project Carryforwards	**29,030**	**29,030**	**-**

ENTERPRISE FUNDS

WATER TREATMENT FUND 90	NET CARRYFORWARD	TOTAL CARRYFORWARD	IN FY 2013-14 BUDGET
Computer System Upgrade	30,000	30,000	-
Facility Upgrades	85,000	85,000	-
Total Project Carryforwards	**115,000**	**115,000**	**-**

V.B.18

CITY OF BENICIA

FY 2013-14 GENERAL FUND SUMMARY - QTR 2

Revenues	Adopted 2014	Adjustments	Amended 2014	12/31/2013 ACTUAL YTD	%	12/31/2012 ACTUAL YTD	FY 2012-13 AUDITED	%
Property Tax	12,028,100	231,900	12,260,000	6,600,250	54%	6,265,810	11,835,075	53%
Sales Tax	6,205,000	255,000	6,460,000	2,348,900	36%	2,628,385	7,085,185	37%
Utility Users Tax	4,595,000	175,000	4,770,000	2,030,375	43%	1,966,865	4,825,055	41%
Franchise Fees	1,710,600	-	1,710,600	207,505	12%	164,540	1,637,825	10%
Other State and Local Taxes	910,000	10,000	920,000	204,985	22%	182,230	931,060	20%
Licenses and Permits	350,000	-	350,000	201,120	57%	169,250	331,830	51%
Fines and Forfeitures	99,000	-	99,000	45,645	46%	62,805	125,015	50%
Use of Money and Property	360,000	(45,000)	315,000	188,115	60%	184,755	308,600	60%
Revenue from Other Agencies	2,048,000	86,700	2,134,700	1,085,950	51%	976,085	2,029,180	48%
Charges for Current Services	1,343,160	165,000	1,508,160	672,805	45%	630,855	1,383,630	46%
Other Revenues	304,440	-	304,440	193,400	64%	185,920	504,500	37%
Total Revenues	**29,953,300**	**878,600**	**30,831,900**	**13,779,050**	**45%**	**13,417,500**	**30,996,955**	**43%**
Expenditures								
City Council	87,365	-	87,365	41,140	47%	39,390	79,190	50%
City Attorney	558,470	-	558,470	243,640	44%	240,200	490,860	49%
City Clerk	90,120	(8,705)	81,415	48,335	59%	35,550	78,450	45%
City Treasurer	106,880	-	106,880	44,980	42%	45,845	107,390	43%
City Manager	732,530	(53,010)	679,520	282,050	42%	338,545	693,845	49%
Economic Development	479,525	-	479,525	218,820	46%	213,750	470,475	45%
Human Resources	329,585	(655)	328,930	145,285	44%	115,080	260,100	44%
Technology	435,340	(20,920)	414,420	170,675	41%	205,265	352,210	58%
Finance	773,740	-	773,740	328,380	42%	317,800	701,960	45%
Community Development	852,075	123,450	975,525	386,535	40%	467,990	1,015,575	46%
Library	1,135,375	-	1,135,375	546,940	48%	546,550	1,141,165	48%
Parks & Community Services	4,919,965	30,500	4,950,465	2,379,475	48%	2,233,130	4,619,095	48%
Public Works	1,419,605	(12,690)	1,406,915	529,765	38%	517,935	1,188,555	44%
Fire	6,588,445	7,345	6,595,790	3,156,635	48%	3,205,475	6,552,945	49%
Police	8,224,105	-	8,224,105	4,060,320	49%	4,032,350	8,098,995	50%
Non-Departmental:								
Debt Service	650,990	(249,040)	401,950	57,155	14%	-	402,740	0%
Insurance	750,200	-	750,200	420,860	56%	679,720	802,955	85%
Senior Water Discount	291,700	-	291,700	132,580	45%	-	193,290	0%
Other Non-departmental	2,508,940	(67,415)	2,441,525	784,320	32%	651,640	1,936,255	34%
Total Expenditures	**30,934,955**	**(251,140)**	**30,683,815**	**13,977,890**	**46%**	**13,886,215**	**29,186,050**	**48%**
Revenues Over / (Under)	**(981,655)**	**1,129,740**	**148,085**	**(198,840)**		**(468,715)**	**1,810,905**	
Other Financing Sources/Uses								
Transfers In	94,500	72,000	166,500	47,250	28%	46,875	93,745	50%
Transfers Out	(515,140)	49,960	(465,180)	(257,570)	55%	(207,655)	(1,515,135)	14%
Net Operating Transfers	**(420,640)**		**(298,680)**	**(210,320)**	**70%**	**(160,780)**	**(1,421,390)**	**11%**
Change in Fund Balance	**(1,402,295)**		**(150,595)**	**(409,160)**		**(629,495)**	**389,515**	
Other Reserve Changes	219,000	(219,000)	-	-		-	115,795	
Projected Reserve Fund Balance*								
July 01 Balance	**7,041,295**		**7,041,295**	**7,041,295**		**6,535,985**	**6,535,985**	
June 30 Balance	**5,858,000**		**6,890,700**	**6,632,135**		**5,906,490**	**7,041,295**	
	19.6%		22.3%				22.7%	

* Projected Reserve Fund Balance does not include certain restricted and assigned fund balance amounts.

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