

**BENICIA CITY COUNCIL
REGULAR MEETING AGENDA**

**City Council Chambers
May 06, 2014
7:00 PM**

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

I. CALL TO ORDER (7:00 PM):

II. CLOSED SESSION:

III. CONVENE OPEN SESSION (7:00 PM):

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.

IV. ANNOUNCEMENTS/PROCLAMATIONS/APPOINTMENTS/PRESENTATIONS:

A. ANNOUNCEMENTS.

1. Announcement of action taken at Closed Session, if any.

2. Openings on Boards and Commissions:

Arts and Culture Commission
1 full term
1 unexpired term
Open until filled

Historic Preservation Review Commission
1 unexpired term
Open until filled

3. Mayor's Office Hours:

Mayor Patterson will maintain an open office every Monday (except holidays) in the Mayor's Office of City Hall from 6:00 p.m. to 7:00 p.m. No appointment is necessary. Other meeting times may be scheduled through the City Hall office at 746-4200.

4. Benicia Arsenal Update

Update from City Attorney

B. PROCLAMATIONS.

**1. IN RECOGNITION OF NATIONAL HISTORIC PRESERVATION MONTH
- MAY 2014.**

C. APPOINTMENTS.

D. PRESENTATIONS.

1. Citizen's Academy Graduation

V. ADOPTION OF AGENDA:

VI. 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.

VII. CONSENT CALENDAR (7:45 PM):

Items listed on the Consent Calendar are considered routine and will be enacted, approved or adopted by one motion unless a request for removal or explanation is received from a Council Member, staff or member of the public. Items removed from the Consent Calendar shall be considered immediately following the adoption of the Consent Calendar.

A. Approval of Minutes from April 15, 2014 City Council Meeting. (City Clerk)

B. APPROVAL OF AGREEMENTS FOR STREET LIGHT AND TRAFFIC SIGNAL MAINTENANCE AND REPAIR. (City Manager)

This action approves agreements for street light and traffic signal maintenance and repair for Fiscal Year 2013-2014. Sufficient funds are available in the Gas Tax Contract Services account to cover the costs as per the adopted City Budget.

Recommendation: Adopt the resolutions:

Approving an Agreement for Street Lighting Maintenance and Repair with Siemens Industry Inc. of San Rafael for a not-to-exceed cost of \$40,000, and authorizing the City Manager to sign the Agreement on behalf of the City.

Approving an Agreement for Traffic Signal Maintenance and Repair with Siemens Industry Inc. of San Rafael for a not-to-exceed cost of \$30,000, and authorizing the City Manager to sign the Agreement on behalf of the City.

C. FINAL CAP COORDINATOR WORK PLAN. (City Manager)

An updated work plan for the CAP Coordinator is needed for May 2014-June 2015 that includes an updated list of proposed strategies for implementation through June 2015. The Work Plan considers the feasibility of each strategy, utilizing the January 2012 Community Sustainability Commission (CSC) Criteria, Sonoma State University (SSU) criteria developed in conjunction with the May 2012 Work Plan, and the results of the 2010 Greenhouse Gas Inventory Update. A cost-benefit analysis for each strategy was conducted if financial information was available and could be appropriately scaled to Benicia's efforts. The CSC reviewed, approved, and recommended the plan be forwarded to the City Council on March 17, 2014. The CAP Coordinator is requesting that the City Council approve the Work Plan.

Recommendation: Approve, by motion, the 2014-15 CAP Coordinator Work Plan.

D. DENIAL OF CLAIM AGAINST THE CITY BY VICTOR M. HERNANDEZ AND REFERRAL TO INSURANCE CARRIER. (City Attorney)

The claimant alleges that he was struck by a City police vehicle on East 2nd Street near the I-780 overpass.

Recommendation: Deny the claim against the City by Victor M. Hernandez.

E. Approval to waive the reading of all ordinances introduced and adopted pursuant to this agenda.

VIII. BUSINESS ITEMS (8:00 PM):

A. RESOLUTION AMENDING THE FISCAL YEAR 2013-14 BUDGET. (Interim Finance Director)

The City Council adopted the original budget for FY 2013-2015 on July 23, 2013. The adopted budget was further amended on February 25, 2014 including approval of project carry-forwards. As part of the budget review process, staff completed an analysis of FY 2013-14 revenues and expenditures for the third quarter ended March 31, 2014, and is reporting on recommended amendments to the Fiscal Year 2013-14 Budget for Council consideration and adoption.

The recommended budget amendments anticipate General Fund revenues and expenditures will balance for FY 2013-14. The City continues to rely on position vacancies and reserve savings to fund unanticipated operating needs occurring during the fiscal year. Due to low vacancy levels, staff has much less flexibility to manage unanticipated needs within the existing budget structure, and if any significant negative events occur over the remaining two months - staff may seek to increase total budgeted expenditures prior to closing the fiscal year. For the time being, the City continues to maintain reserve balances at levels higher than amounts estimated in the FY 2013-15 Adopted Budget. Despite a balanced budget in the current year, staff remains convicted that existing reserve levels will not sustain the projected gap between the City's long-term revenue trends and projected expenditure growth as a result of rapidly increasing pension costs, rising insurance costs and reserve requirements, rising outside service costs; and, the need to increase funding for vehicle replacement and technology upgrades. Staff continues to analyze and formulate forecast information, and will be presenting such information within the month.

Recommendation: Adopt a resolution amending the Fiscal Year 2013-14 Budget based upon review of the information presented regarding the proposed budget amendments.

B. UPDATE ON SUSTAINABLE COMMUNITY SERVICES STRATEGY. (City Manager and Assistant City Manager)

The City is well underway with the first phase of a long-term strategy for creating a fiscally resilient organization that can effectively weather an economic downturn. The first phase of the Sustainable Community Services Strategy (SCSS) includes a variety of financial studies, as well as a ten-year forecast and an organizational scan, which will help provide the City with the basis for ascertaining whether the most efficient and effective means are used to provide valued services to the community or whether alternative service delivery models could be employed. In order to fully implement this first phase of the SCSS, City staff is recommending approval of two professional service contracts with Management Partners and the Lew Edwards Group. In addition staff is requesting City Council concurrence to proceed with a community survey in preparation for Phase II (Community Engagement) of the SCSS.

Recommendation: Receive a presentation on the status of the Sustainable Community Services Strategy (SCSS) and 1) approve, by motion, a contract with Management Partners for services related to the SCSS; and 2) provide direction, as needed, on next steps relative to the SCSS, specifically on soliciting community priorities, perspectives and citizen satisfaction through an independent, professional conducted community survey.

C. 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.

IX. ADJOURNMENT (9:30 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.



PROCLAMATION

IN RECOGNITION OF MAY AS NATIONAL PRESERVATION MONTH

WHEREAS, historic preservation is an effective tool for managing growth, revitalizing neighborhoods, fostering local pride and maintaining community character while enhancing livability; and

WHEREAS, it is important to celebrate the role of history in our lives and the contributions made by dedicated individuals in helping to preserve the tangible aspects of the heritage that has shaped us as a people; and

WHEREAS, Goal 3.1 of the Benicia General Plan is to “Maintain and enhance Benicia’s historic character”; and

WHEREAS, Benicia is committed to preserving and enhancing its unique geographic and cultural inheritance; and

WHEREAS, when you reinvest in older and historic buildings, live in a historic home, or even become a member of the National Trust for Historic Preservation or your local preservation organization, you support a more sustainable world; and

WHEREAS, "New Age of Preservation: Embark, Inspire, Engage" is the theme for National Preservation Month 2014, co-sponsored by the City of Benicia, Benicia Historical Society and the National Trust for Historic Preservation.

NOW, THEREFORE, BE IT RESOLVED THAT I, Elizabeth Patterson, Mayor of the City of Benicia, on behalf of the City Council, do proclaim May 2014 as National Preservation Month, and call upon the people of Benicia to join their fellow citizens across the United States in recognizing and participating in this special observance.



Elizabeth Patterson, Mayor
May 6, 2014

MINUTES OF THE
REGULAR MEETING – CITY COUNCIL
April 15, 2014

City Council Chambers, City Hall, 250 East L Street, complete proceedings of which are recorded on tape.

I. CALL TO ORDER:

Mayor Patterson called the meeting to order at 7:00 p.m.

II. CLOSED SESSION:

III. CONVENE OPEN SESSION:

A. ROLL CALL

Council Member Hughes was absent. All other Council Members were present.

B. PLEDGE OF ALLEGIANCE

Kathy Griffin led the Pledge of Allegiance.

C. REFERENCE TO THE FUNDAMENTAL RIGHTS OF PUBLIC

IV. ANNOUNCEMENTS/PROCLAMATIONS/ APPOINTMENTS/PRESENTATIONS:

A. ANNOUNCEMENTS

1. **Announcement of action taken at Closed Session, if any.**
2. **Openings on Boards and Commissions:**

Arts and Culture Commission
1 full term
1 unexpired term
Open until filled

Historic Preservation Review Commission
1 unexpired term
Open until filled

Finance Committee
1 unexpired term
Application due date: April 21, 2014

3. Mayor's Office Hours:

4. Benicia Arsenal Update:

Update from City Attorney

Heather McLaughlin, City Attorney, reported that she spoke with the Department of Toxic Substance Control (DTSC), and they stated they were still working on it. The DTSC has sent the order to the Governor's office for approval, but they were still working on some internal DTSC things. She will keep Council updated on any changes.

B. PROCLAMATIONS

**1. IN RECOGNITION OF NATIONAL PUBLIC SAFETY
TELECOMMUNICATORS' WEEK - APRIL 13-19, 2014**

C. APPOINTMENTS

D. PRESENTATIONS

V. ADOPTION OF AGENDA:

On motion of Council Member Schwartzman, seconded by Council Member Strawbridge, Council adopted the Agenda, as presented, on roll call by the following vote:

Ayes: Patterson, Schwartzman, Strawbridge, Campbell
Noes: (None)

VI. OPPORTUNITY FOR PUBLIC COMMENT:

A. WRITTEN COMMENT

B. PUBLIC COMMENT

1. Council Member Strawbridge - Council Member Strawbridge invited the public to the upcoming fashion show that will benefit the Community Action Council. She also discussed the upcoming opening of Benicia's Farmer's Market on 4/24/14.
2. Mayor Patterson - Mayor Patterson discussed her recent trip to Washington, D.C. to attend meetings on transportation. She noted that she would adjourn the meeting in honor of Mr. Shepard Martin Jenks.

VII. CONSENT CALENDAR:

Council pulled Item VII.B for discussion.

On motion of Council Member Schwartzman, seconded by Council Member Strawbridge, Council adopted the Consent Calendar, as amended, on roll call by the following vote:

Ayes: Patterson, Schwartzman, Strawbridge, Campbell

Noes: (None)

- A. **APPROVAL OF THE MINUTES OF THE MARCH 25, 2014 AND APRIL 1, 2014 CITY COUNCIL MEETINGS**
- B. **CONTRACT FOR VEGETATION MANAGEMENT WITHIN THE CITY OF BENICIA**

RESOLUTION 14-39 - A RESOLUTION ACCEPTING THE BIDS FOR THE VEGETATION MANAGEMENT CONTRACT, AWARDING THE CONTRACT TO A&L SERVICES, INC., IN THE AMOUNT OF \$74,090.75, AND AUTHROIZING THE CITY MANAGER TO SIGN THE CONTRACT ON BEHALF OF THE CITY

Council Member Strawbridge inquired about the contract with the goats for vegetation management.

On motion of Council Member Schwartzman, seconded by Council Member Strawbridge, Council adopted Resolution 14-39, on roll call by the following vote:

Ayes: Patterson, Schwartzman, Strawbridge, Campbell

Noes: (None)

- C. **COASTAL CONSERVANCY CLIMATE READY GRANT**

RESOLUTION 14-37 - A RESOLUTION ACCEPTING A CLIMATE READY GRANT FROM THE COASTAL CONSERVANCY IN THE AMOUNT OF UP TO \$150,000 FOR COMPLETION OF A CLIMATE RISK VULNERABILITY ASSESSMENT AND DEVELOPMENT OF AN ADAPTATION PLAN FOR THE PROJECT AREA

- D. **DENIAL OF CLAIM AGAINST THE CITY BY CELIA MASSON AND REFERRAL TO INSURANCE CARRIER**
- E. **APPROVAL OF PURCHASE ORDER INCREASE FOR ROCK FOR FISCAL YEAR 2013-2014**

RESOLUTION 14-38 - A RESOLUTION APPROVING THE PURCHASE ORDER INCREASE FOR CRUSHED AGGREGATE ROCK FOR FISCAL

**YEAR 2013-2014 FROM SYAR INDUSTRIES INC. OF VALLEJO,
CALIFORNIA, IN THE AMOUNT OF \$16,000.00.**

- F. **Approval to waive the reading of all ordinances introduced and adopted pursuant to this agenda.**

VIII. BUSINESS ITEMS:

A. PRESENTATION AND ACCEPTANCE OF THE FINANCE COMMITTEE WORK PLAN FOR THE FISCAL YEARS 2013-15

Michael Clarke, Finance Committee Chairperson, reviewed the staff report and a PowerPoint presentation.

Council Member Strawbridge thanked Mr. Clarke for his efforts.

Council Member Schwartzman asked Mr. Clarke to discuss why he thought it was difficult for the City to run like a business. It is a question Council Member Schwartzman has heard from constituents.

Vice Mayor Campbell and Mr. Clarke discussed the City's assets, and why it did not make sense to sell them off.

Mayor Patterson discussed Mr. Clarke's grasp on the City's finances. She appreciated his knowledge and efforts. She asked Mr. Clarke to explain why it was not a good idea to spend all of the City's available cash (reserves). She asked about the long-range financial forecast, and to what extent they were helping to developing scenarios rather than a 10-yr. forecast. She and Mr. Clarke discussed the City's Capital Improvement Plan as it relates to infrastructure issues. They discussed PERS. Ms. Olwin stated they were working on projected rates for all six tiers.

On motion of Council Member Strawbridge, seconded by Council Member Schwartzman, Council reviewed and accepted (by motion) the Finance Committee Work Plan for the fiscal years 2013-15, on roll call by the following vote:

Ayes: Patterson, Schwartzman, Strawbridge, Campbell
Noes: (None)

B. GENERAL PLAN ANNUAL PROGRESS REPORT TO THE STATE OF CALIFORNIA

Amy Million, Principal Planner, reviewed the staff report.

Council Member Schwartzman and Staff discussed open positions in the Public

Works Department. They discussed the draft ordinance regarding home sewer lateral line inspections. They discussed the issue of homes in the Downtown Historic District. They also discussed the issues of pot hunters (digging for treasures). Council Member Schwartzman asked for clarification on what a library book fee was, and when the sign ordinance might be finished.

Mayor Patterson discussed the value of the annual report. She discussed the parts of the General Plan relating to healthy communities and traffic calming. She discussed the gaps between state policy and the General Plan. She asked how Staff was conveying to the public that there are plans that have been adopted, but are not incorporated in the City's General Plan. Mayor Patterson suggested Staff provide guidance to the public that there are other adopted plans, and where the public can go to access those 'other plans.' To do the technical amendments, that might be something that could come back for the 2015 update/annual report to the Governor's Office of Planning and Research. She and Staff discussed the issue of Pine Lake. She would like an update from Staff on the permits for the pipe storage and condition of the trees in Pine Lake.

Brad Kilger, City Manager, asked for clarification on the Mayor's direction. Staff would work on posting the information on where the public could access the additional information for the General Plan. Regarding the technical amendments in 2015, she meant there would be direction to Staff to take a look at what technical amendments would help clarify things and make sure the City is in better alignment with existing State law and planning policies. Mr. Kilger was looking for direction on exactly what was being requested for Pine Lake. Mayor Patterson suggested Staff look at what the land use permit is, when it was issued, what the conditions are, etc.

Vice Mayor Campbell discussed the U.S. Constitution and the City's General Plan. He and Mayor Patterson discussed whether the City needed to make technical amendments or notes to the General Plan.

Council Member Strawbridge asked Staff what it would take to do a technical update to the General Plan. Mayor Patterson asked if it would be okay to let Staff consider that while she took public comment. Council Member Strawbridge also asked Staff about hooking the Industrial Park to the Downtown area through the Benicia Rocket Service. She wondered if Staff thought there would be more activity once the new bus hub is installed. Mayor Patterson stated there would be more activity with the installation of the new bus hub.

Public Comment:

1. Dana Dean, Amports - Ms. Dean discussed the status of the program (work with the port), language with regards to the Lower Arsenal Mixed Use Masterplan - she had suggested language changes last year. A comprehensive review of the General Plan is in the not-too- distant future. She suggested rolling the technical update into the comprehensive review.

Council and Staff discussed the issue of doing a technical amendment to the General Plan. Staff will work on a list of things that need to be adjusted.

Council Member Strawbridge and Staff discussed how the 10-year forecast feeds into updating the General Plan.

Council Member Schwartzman, Mayor Patterson, and Staff discussed the issue of updating the zoning code and land use tools.

Vice Mayor Campbell asked if the goal was to amend the General Plan, or to notice the public about what other documents exist. The question is whether this is about noticing or something else.

Mr. Kilger confirmed it was about both issues. He would like to take the time to develop a master work program. As mentioned by Council Member Strawbridge, the City needs to think ahead to some of the large expenditures as part of the 10-year forecast.

On motion of Council Member Schwartzman, seconded by Council Member Strawbridge, accepted, by motion, the 2013 General Plan Annual Progress Report and directed the Planning Department to submit the report to the Governor's Office of Planning and Research, and to the Department of Housing and Community Development, on roll call by the following vote:

Ayes: Patterson, Schwartzman, Strawbridge, Campbell
Noes: (None)

C. Council Member Committee Reports:

- 1. Mayor's Committee Meeting. (Mayor Patterson) Next Meeting Date: April 16, 2014**
- 2. Association of Bay Area Governments (ABAG)<http://www.abag.ca.gov/>. (Mayor Patterson and Council Member Strawbridge) Next Meeting Date: April 17, 2014**
- 3. Finance Committee. (Vice Mayor Campbell and Council Member Strawbridge) Next Meeting Date: April 25, 2014**
- 4. League of California Cities. (Mayor Patterson and Vice Mayor Campbell) Next Meeting Date: April 30, 2014**
- 5. School Liaison Committee. (Council Members Strawbridge and Council Member Hughes) Next Meeting Date: June 12, 2014**
- 6. Sky Valley Open Space Committee. (Vice Mayor Campbell and Council Member Schwartzman) Next Meeting Date: TBD**

7. Solano EDC Board of Directors. (Mayor Patterson and Council Member Strawbridge) Next Meeting Date: May 8, 2014
8. Solano Transportation Authority (STA). <http://www.sta.ca.gov/> (Mayor Patterson and Council Member Schwartzman) Next Meeting Date: May 14, 2014
9. Solano Water Authority-Solano County Water Agency and Delta Committee. <http://www.scwa2.com/> (Mayor Patterson and Council Member Hughes) Next Meeting Date: May 8, 2014
10. Traffic, Pedestrian and Bicycle Safety Committee. (Vice Mayor Campbell and Council Member Schwartzman) Next Meeting Date: April 17, 2014
11. Tri-City and County Cooperative Planning Group. (Mayor Patterson and Council Member Strawbridge) Next Meeting Date: TBD
12. Valero Community Advisory Panel (CAP). (Mayor Patterson and Council Member Hughes) Next Meeting Date: TBD
13. Youth Action Coalition. (Mayor Patterson, Council Member Strawbridge and Council Member Hughes) Next Meeting Date: April 23, 2014
14. ABAG-CAL FED Task Force-Bay Area Water Forum. <http://www.baywaterforum.org/> (Mayor Patterson) Next Meeting Date: TBD
15. SOLTRANS Joint Powers Authority (Mayor Patterson, Council Member Hughes and Council Member Schwartzman) Next Meeting Date: April 17, 2014

IX. ADJOURNMENT:

Mayor Patterson adjourned the meeting at 8:38 p.m. in honor of Mr. Shepard Martin Jenks.

AGENDA ITEM
CITY COUNCIL MEETING DATE - MAY 6, 2014
CONSENT CALENDAR

DATE : April 29, 2014

TO : Mayor and City Council

FROM : City Manager

SUBJECT : **APPROVAL OF AGREEMENTS FOR STREET LIGHT AND TRAFFIC SIGNAL MAINTENANCE AND REPAIR**

RECOMMENDATION:

Adopt the resolutions:

1. Approving an Agreement for Street Lighting Maintenance and Repair with Siemens Industry Inc. of San Rafael for a not-to-exceed cost of \$40,000, and authorizing the City Manager to sign the Agreement on behalf of the City.
2. Approving an Agreement for Traffic Signal Maintenance and Repair with Siemens Industry Inc. of San Rafael for a not-to-exceed cost of \$30,000, and authorizing the City Manager to sign the Agreement on behalf of the City.

EXECUTIVE SUMMARY:

This action approves agreements for street light and traffic signal maintenance and repair for Fiscal Year 2013-2014. Sufficient funds are available in the Gas Tax Contract Services account to cover the costs as per the adopted City Budget.

BUDGET INFORMATION:

The street light maintenance and repair cost for Fiscal Year 2013-2014 is \$40,000. The traffic signal maintenance and repair cost for Fiscal Year 2013-2014 is \$30,000. Funding for these services will be paid from Account No. 017-8705-8100 (Gas Tax Contract Services) and are included in the Fiscal Year 2013-2014 budget.

It is important to note that City staff has done some of this work thereby saving the City \$50,000 in Fiscal Year 2013-2014.

GENERAL PLAN:

Relevant General Plan Goals and Strategy:

- Goal 2.28: Improve and maintain public facilities and services

- Goal 8.00: Build Organizational Quality and Capacity
 - Strategy: Measure and track service performance

STRATEGIC PLAN:

Relevant Strategic Plan Issues:

- Strategic Issue #1: Protecting Community Health and Safety
- Strategic Issue #4: Preserving and Enhancing Infrastructure

BACKGROUND:

The City has contracted for street light and traffic signal maintenance for many years because it did not have the staffing resources or equipment to perform this work internally. The contracted services included traffic signal and street light maintenance and repair for 11 traffic signals and over 2,300 streetlights. The combined maintenance agreements total \$155,000 annually and are funded from the general fund.

A Request for Proposal (RFP) for both services was issued and it was posted on the City's Bidder Notification Webpage. Only one proposal was received. Siemens Industry Inc. of San Rafael is qualified to do the work and has demonstrated quality work during previous agreements with the City.

The streetlight agreement provides for the maintenance and preventative maintenance services on a monthly, semi-monthly, and annual schedule for all 2,232 streetlights in Benicia that are in the public right-of-way. The work also includes service calls that may be required to restore the operations of streetlights that are damaged during traffic collisions or foul weather. Unique to this agreement is the establishment of a 24-hour call center for members of the public to report streetlight outages and a method for the City to track the performance of the contractor.

The traffic signal agreement provides for the maintenance, preventative maintenance, and repair services for all electrically operated traffic control devices (traffic and pedestrian signals, flashing beacons and lighted crosswalk facilities) on a monthly, semi-monthly and annual schedule. It also includes service calls that may be required to restore the operation of devices damaged during traffic collisions or other malfunctions.

Attachments:

- Proposed Resolutions (2)
- Agreement – Traffic Signal Maintenance and Repair Services
- Agreement – Street Lighting Maintenance and Repair Services

RESOLUTION NO. 14-

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BENICIA APPROVING AN AGREEMENT FOR STREET LIGHTING MAINTENANCE AND REPAIR WITH SIEMENS INDUSTRY INC. OF SAN RAFAEL FOR A NOT-TO-EXCEED AMOUNT OF \$40,000, AND AUTHORIZING THE CITY MANAGER TO SIGN THE AGREEMENT ON BEHALF OF THE CITY

WHEREAS, the City owns 2,232 street lights in Benicia; and

WHEREAS, the street lights require periodic maintenance and repair; and

WHEREAS, a Request For Proposal (RFP) for street lighting maintenance and repair was issued; and

WHEREAS, Siemens Industry Inc. of San Rafael was the only firm that submitted a proposal and is the recommended firm for maintaining and repairing the City's street lights.

NOW, THEREFORE, BE IT RESOLVED THAT the City Council of the City of Benicia hereby approves an Agreement for Street Lighting Maintenance and Repair with Siemens Industry Inc. for a not-to-exceed cost of \$40,000.

BE IT FURTHER RESOLVED THAT the City Manager is hereby authorized to sign the Agreement, subject to approval by the City Attorney.

On motion of Council Member _____ and seconded by Council Member _____, the above Resolution was introduced and passed by the City Council of the City of Benicia at a regular meeting of said Council held on the 6th day of May 2014, and adopted by the following vote.

Ayes:

Noes:

Absent:

Elizabeth Patterson, Mayor

Attest:

Lisa Wolfe, City Clerk

Date

RESOLUTION NO. 14-

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BENICIA APPROVING AN AGREEMENT FOR TRAFFIC SIGNAL MAINTENANCE AND REPAIR WITH SIEMENS INDUSTRY INC. OF SAN RAFAEL FOR A NOT-TO-EXCEED AMOUNT OF \$30,000, AND AUTHORIZING THE CITY MANAGER TO SIGN THE AGREEMENT ON BEHALF OF THE CITY

WHEREAS, the City owns 11 traffic signals in Benicia; and

WHEREAS, the traffic signals require periodic maintenance and repair; and

WHEREAS, a Request For Proposal (RFP) for traffic signal maintenance and repair was issued; and

WHEREAS, Siemens Industry Inc. of San Rafael was the only firm that submitted a proposal and is the recommended firm for maintaining and repairing the City's traffic signals.

NOW, THEREFORE, BE IT RESOLVED THAT the City Council of the City of Benicia hereby approves an Agreement for Traffic Signal Maintenance and Repair with Siemens Industry Inc. for a not-to-exceed amount of \$30,000.

BE IT FURTHER RESOLVED THAT the City Manager is hereby authorized to sign the Agreement, subject to approval by the City Attorney.

On motion of Council Member _____ and seconded by Council Member _____, the above Resolution was introduced and passed by the City Council of the City of Benicia at a regular meeting of said Council held on the 6th day of May 2014, and adopted by the following vote.

Ayes:

Noes:

Absent:

Elizabeth Patterson, Mayor

Attest:

Lisa Wolfe, City Clerk

Date

AGREEMENT FOR CONTRACT SERVICES

THIS AGREEMENT is made and entered into between the City of Benicia, a general law city in Solano, County, California, hereinafter called "CITY" and Siemens Industry Inc., hereinafter called "CONTRACTOR".

CONTRACTOR'S Business Address: 79 Mitchell Blvd., San Rafael, CA 94903; Phone # 714.351.7734

The parties to this agreement mutually agree as follows:

1. DESCRIPTION OF SERVICES TO BE PROVIDED

CONTRACTOR shall provide services to CITY in accordance with the Request for Proposal ("RFP") dated December 6, 2013 and Proposal dated January 2, 2014 for **Street Light Maintenance**. The RFP and Proposal are incorporated herein by reference and are attached as Exhibit "A" and Exhibit "B", respectively. CONTRACTOR shall perform the services contemplated hereunder in a competent and professional manner and to the satisfaction of the CITY'S Public Works Director or his/her designee. The CITY, at its discretion and with the concurrence of the CONTRACTOR, may extend the agreement duration for a one-year period (Fiscal Year 2014-2015) if it is in the best interests of the CITY and if there has been no occurrence of default by the CONTRACTOR during the previous fiscal year.

2. PAYMENT

CONTRACTOR shall be paid for the above described services Not to Exceed \$40,000.00 for the Fiscal year 13/14. The compensation agreed to be paid to CONTRACTOR shall be the sole and exclusive consideration paid or provided to the CONTRACTOR by the CITY.

CONTRACTOR shall be paid for the service it/he/she renders hereunder
 X within 30 days after receipt of any invoice therefore.
 within 30 days after the completion of the work.
 on a monthly basis, beginning on , in equal installments of \$ each.

3. CONTRACT TERMINATION

Both parties agree and understand that this contract may be terminated under the following conditions:

- (a) by failure of the CONTRACTOR to substantially perform the above described services;
- and/or
- (b) the CITY reserves the right to cancel the work or services before the work or service begins, even though advertised and requested for.

In the event the contract is canceled under the circumstances described in paragraph 3(a), the determination of payment to the CONTRACTOR shall be at the discretion of the City's Public Works Department Director or his/her designee.

4. CONTRACTOR RELATIONSHIP

CONTRACTOR understands and agrees that in performing the above described services, the CONTRACTOR shall act as an independent contractor and not an employee of the CITY.

The CONTRACTOR shall be solely responsible for the reporting of income for tax purposes.

5. COMPLIANCE WITH THE LAW

CONTRACTOR, in the conduct of the services contemplated hereunder, shall comply with all statutes, state or federal, and all ordinances, rules and regulations of the City Council of the City or of the City's Public Works Department.

6. SUPPLIES

CONTRACTOR shall acquire, provide, maintain and repair at its/his/her sole cost and expense such equipment, materials, supplies, etc., as CONTRACTOR needs for its/his/her use for the proper conduct of the aforesaid work or services.

7. INDEMNIFICATION AND INSURANCE

(a) CONTRACTOR agrees to indemnify, release, defend and hold harmless the CITY, its officers, agents and employees ("indemnitees") from and against any and all claims, demands, losses, defense costs or liability of any kind or nature which indemnitees may sustain or incur or which may be imposed upon them for injuries to or death of persons, or damage or injury to property as a result of, arising out of, or in any manner connected with CONTRACTOR'S performance under the terms of this agreement.

(b) In the event CONTRACTOR desires to hire or employ any other company or person to perform any part of the services contemplated herein, the written approval therefore must be first obtained from the CITY. The CITY may withhold such approval for any reason. If approval is given by the CITY, CONTRACTOR shall secure Worker's Compensation insurance covering said approved employee(s) in statutory amounts and providing 30 days' advance notice to CITY in the event said policy is canceled.

(c) Without limiting CONTRACTOR'S indemnification, it is agreed that CONTRACTOR shall maintain in force at all times during the performance of this contract, the following types of insurance providing coverage on an "occurrence" basis. Said insurance shall name the CITY, its officers, agents and employees as additional insureds and provide for 30 days' advance notice of cancellation. Evidence of said insurance shall be delivered to CITY at the same time CONTRACTOR signs this Agreement in certificate forms acceptable to the CITY.

- X Automobile insurance for the vehicle(s) CONTRACTOR uses in connection with the performance of this Agreement. Coverage: \$1,000,000 per occurrence for bodily injury and property damage.
- X Commercial general liability and property damage insurance. Coverage: \$1,000,000 combined, single limit.
- X Worker's Compensation insurance to cover its employees as required by the Labor Code of the State of California. CONTRACTOR's worker's compensation insurance shall include the following language: "All rights of subrogation are hereby waived against the CITY, its officers and employees when acting within the scope of their appointment or employment." In the event any class of employees engaged in hazardous work under this Contract is not protected under Workers' Compensation Statutes, the CONTRACTOR shall provide adequate and suitable insurance for the protection of its employees not otherwise protected.

_____ Pollution and/or Asbestos Pollution Liability and/or Errors and Omissions insurance.
Coverage: \$1,000,000 each occurrence, \$2,000,000 policy aggregate.

8. ASSIGNMENT

The parties acknowledge that the above-described services shall not under any circumstances be assigned to any other person without the prior written consent of the CITY. It is further recognized by the parties hereto that a substantial inducement to the CITY for entering into this agreement was, and is, the professional reputation and competence of the CONTRACTOR.

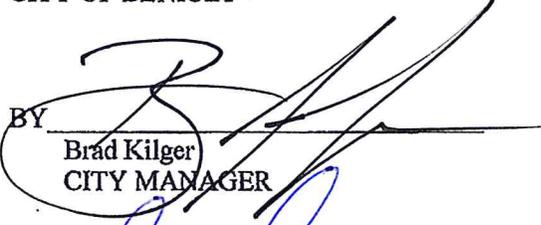
9. GOVERNING LAW

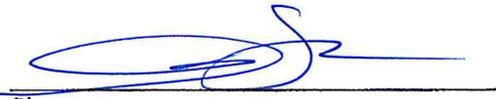
This Agreement shall be governed by the laws of the State of California. It constitutes the entire agreement between the parties regarding its subject matter. If any provision in this Agreement is held by any court to be invalid, void, or unenforceable, the remaining provisions shall nevertheless continue in full force.

WITNESS THE EXECUTION THEREOF, this 24th day of
March, 2014.

CITY OF BENICIA

CONTRACTOR

BY 
Brad Kilger
CITY MANAGER

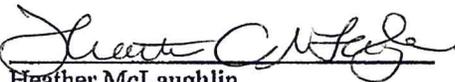

Signature

Chris Reyes - Area Manager
Title

RECOMMENDED BY:


Steve Salomon
INTERIM PUBLIC WORKS DIRECTOR

APPROVED AS TO FORM:


Heather McLaughlin
CITY ATTORNEY

Request for Proposal
“Streetlight Maintenance for the City of Benicia”
Fiscal Years 2013-2015

GENERAL INFORMATION

Purpose: The City of Benicia Public Works Maintenance Division is soliciting proposals for the requested call out, extra work, and 24 hour emergency response services of all city owned streetlights. The successful contractor will perform all services outlined in the attached “Scope of Work”. The contract is for FY 2013-14 and may be reviewed for FY 2014-15, based on satisfactory performance of the contractor. The city owns over 2300 streetlights of various wattages.

Job Site: The City of Benicia has streetlights located in residential, commercial, industrial and downtown area.

Contact: Nathaniel Rankin, Public Works Maintenance Superintendent
(707) 746-4297, FAX: 745-5154

Due Date: Proposals are due by **2:00 P.M. on Thursday, January 2, 2014**, delivered to the City of Benicia City Hall, Public Works 250 East L, and Benicia.

Site Visit: A job walk through will be scheduled upon request.

Organization: Provide a description of your organization; please include the day-to-day contact person for the job.

Work Plan: Briefly describe how your firm will undertake the completion of the tasks listed under the “Scope of Work”.

Schedule: Identify how the listed tasks would be scheduled on your work calendar.

Practices: All work must be performed in compliance with State and Federal laws; and current industry safety standards.

Qualifications: List any credentials, contractor’s license, or other qualifications that your firm holds. All work must comply with current industry standards, Cal/OSHA regulations and proper environmental disposal of waste oil, filter and coolant.

License: The Contractor shall maintain in effect a current City of Benicia Business License, with proof submitted prior to contract issuance.

References: Please provide up to three client references for similar work. Provide the name of the contact person, their title, company name/organization, telephone number, and a brief description of work performed for that client.

- Selection:** The City will select the most qualified proposal based on the following factors:
1. Ability of the Firm to Design a Work Plan to Meet the Requirements
 2. Capabilities of the Organization
 3. Costs of Proposal

The cost, while not determinative, may be considered in the selection process. The price should include all costs related to labor, material, transportation charges, and taxes. Prevailing wages are required, per the California Labor Code, Section 1771.

Insurance: The contractor must maintain in force at all times during the performance of the contract the following types of insurance, providing coverage on an "occurrence" basis. Said insurance shall name the City, its officers, agents, and employees as "additional insured" on a separate endorsement page and provide for 30-days advance notice of cancellation:

1. Automobile insurance for the vehicles(s) Contractor uses in connection with the performance of the contract.
 - a. Coverage: \$1,000,000 per occurrence for bodily injury and property damage.
2. Commercial general liability and property damage insurance.
 - a. Coverage: \$1,000,000 combined, single limit.
3. Worker's Compensation insurance to cover its employees as required by the Labor Code of the State of California. Contractor's Worker's Compensation insurance shall include the following language: "All rights of subrogation are hereby waived against the City, its officers and employees when acting within the scope of their appointment or employment." In the event any class of employees engaged in hazardous work under this contract is not protected under Worker's Compensation Statutes, the Contractor shall provide adequate and suitable insurance for the protection of its employees not otherwise protected.

Policy Amendment: Said insurance shall name the City, its officers, agents, and employees as "additional insured" and provide for 30-days advance notice of cancellation. This endorsement is issued in consideration of the policy premium and shall be issued on a separate page attached to the Certificate of Insurance:

The City, its elected or appointed officers, officials, employees and volunteers are included as insureds with regard to damages and defense of claims arising from: (a) activities performed by or on behalf of the Named Insured, including the insured's general supervision of the Named Insured, (b) products and completed operations of the Named Insured, or (c) premises owned, leased or used by the Named Insured.

SCOPE OF WORK

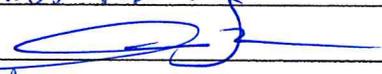
The items listed in the table below outline the minimal amount of work to be performed in this "Request for Proposal". It is the responsibility of the contractor to schedule the tasks per the frequency request; and periodically inspect the performance of its work crew.

ITEM #	TASK DESCRIPTION	FREQUENCY
1	Contractor shall provide all labor, supervision, vehicles, equipment, materials, parts, shop availability, and tools necessary to accomplish the hereinafter-described work: Includes all operations and services necessary to keep all streetlights operational. Consists of the call center, general overhead, all equipment, and qualified personnel to replace all components of inoperative light fixtures including fixtures, ballasts, starters, igniters, fuses, lenses, reflectors, connective wiring, and brackets that have failed due to normal age and or deterioration. General maintenance also includes the replacement of the entire luminaire if necessary, general cleaning of all components of the fixture during any service, and trimming of branches within three feet of the luminaire. This category does not include the addition of new fixtures where no fixture currently exists. Such work shall be treated as extra work and separately priced at the time it is requested. The City may at any time determine that it is either required or it is in the best interests of the City to bid out these items.	Upon Request
2	Night Light Survey of arterials, collectors, downtown streets, residential, industrial, and rural not to exceed three hours at night.	Upon Request
3	Extra Work. The City may request certain extra work within certain total contract expenditure limits by the selected Contractor. Examples would include the retrofit of existing lights with newer updated fixtures and or the addition of fixtures in new locations. A street light installation and or repair may include, but is not limited to; streetlight poles and fixtures, including changing bulbs, photocells, fuses, repair splices, replace hand hole covers, repair of electrical conduit and pull boxes and associated service pedestals. City to repair, replace, modify, install, upgrade or refurbish. These services shall be considered as Extra Work and shall be billed accordingly.	Extra Work Upon Request

COST SUMMARY

Contractor Information

Please provide the following information with your proposal and Cost Summary:

Contractor's Name	Siemens Industry, Inc.
Contractor's State License Number	758796
Address	79 Mitchell Blvd.
City, State, Zip Code	San Rafael, CA 94903
Primary Contact	Rhodora Carpena
E-mail Address	rhodora.carpena@siemens.com
Telephone Number	(415) 209-4215
FAX Number	(415) 472-2822
Signature	
Date	March 20, 2014

SIEMENS

Local Government Solutions

Helping our Communities become Vibrant, Growing, and Green



**Request for Proposal:
Street Light Maintenance Services**

**Prepared Specifically For:
The City of Benicia, CA**

January 2, 2014



January 2, 2014

City of Benicia
City Hall, Public Works
250 East L Street
Benicia, CA 94510

RE: Proposal to Provide Street Light Maintenance and Repair Services

Siemens Industry, Inc. welcomes the opportunity to submit this proposal to provide street light maintenance and repair services. The prices and terms stated will remain in effect for one hundred and twenty (120) calendar days from the date of submission, January 2, 2014.

We are a California licensed and bonded Class A, B, C-10, C-16 and C-20 contractor (CA License #758796, expiration 2/28/2015) Siemens Federal Tax ID: 13-2762488.

Siemens has a long history of providing traffic signal and street lighting maintenance services for customers throughout the United States. For more than 150 years, Siemens has been a powerhouse of technology and innovation. Our company specializes in construction and maintenance of traffic signals, streetlights and associated equipment. Siemens' national staff of more than 250 employees includes an array of professional engineers and technicians with International Brotherhood of Electrical Workers (IBEW), IMSA and numerous industry manufacturer and systems certifications.

Elizabeth Aebly
Business Development Specialist
3765 Yale Way in Fremont, CA
Tel: (714)630-2100 Cell : (714) 351-7734
Elizabeth.Aebly@Siemens.com

takes pride in providing complete solutions to all streetlight maintenance projects. Knowledgeable and qualified personnel, fast response times and innovation in the streetlight and traffic signal business are priorities of our organization. This is highlighted by our broad experience, outstanding field staff, and our commitment to providing exceptional customer service.

Respectfully,

Elizabeth Aebly

Company Overview

Siemens is a global powerhouse in electronics and electrical engineering, operating in the fields of industry, energy, healthcare, and providing infrastructure solutions, primarily for cities and metropolitan areas.

Founded more than 150 years ago, Siemens stands for technological excellence, innovation, quality, and reliability. The company is the world's largest provider of environmental technologies and holds the answers to the challenges of growing global population, urbanization, climate change, and resource conservation. Siemens employs over 400,000 individuals globally and more specifically, Siemens Road and City Mobility Division responsible for the City of Benicia has approximately 250 full-time employees.

Siemens is a leader in the Intelligent Traffic Solutions market throughout the United States. Here at Siemens, we are dedicated to the partnership and development of intelligent, economical, and integrated solutions that will increase the quality of life in your city. With the most comprehensive portfolio of integrated transportation products, parking management solutions and service, Siemens keeps America moving.

We provide intelligent solutions for the improvement of mobility, safety, and environmental protection in road traffics. The range of services includes energy-efficient LED signals, scalable traffic computers, entire traffic control centers, and even satellite-based toll systems for intercity traffic. Siemens is focused on delivering what cities need most today, safe, reliable infrastructure solutions that help decrease costs, increase revenue, and have a positive environmental impact for the city and its citizens.

Work History

We have exceptional experience, well-positioned infrastructure, strategic business-to-business relationships and unparalleled expertise. These qualifications strongly support our ability to safely, efficiently, and cost-effectively provide transportation engineering services and street light maintenance and retrofit services. We pride ourselves in providing complete turnkey solutions to traffic signal and streetlight maintenance and related improvement projects. Personal customer service, rapid time, innovation, experienced and qualified personnel in the streetlight and traffic signal business are our greatest priorities.

Siemens has a long history of providing ITS systems, designs, integration services and maintenance to agencies throughout the nation. Over the past 40 years, Siemens has delivered more than 300 fully operational traffic signal control systems in the U.S and we perform traffic signal maintenance in over 300 cities nationwide. Siemens currently services over 10,000 signalized intersections and 400,000 streetlights under long term maintenance agreements. We have a broad range of expertise and experienced personnel including; registered professional transportation engineers, Journeymen Electrician and Internal Municipal Signal Association (IMSA) Certified Traffic Signal Technicians. We have the only IMSA training program in the U.S. We are dedicated to meeting and exceeding the challenging public safety requirement associated with the streetlight maintenance industry. Our focus has always been to deliver the right solution that meets the customer's needs.

We also currently:

- Maintain streetlights in over 100 communities across Arizona, California, Texas and Massachusetts
- Provide engineering services for over 30 public agencies and private companies
- Have installed over half a million LED traffic signal retrofits across the United States
- Have installed \$60 M in energy efficient LED streetlight retrofits

As the leader in the private streetlight maintenance industry, Siemens is able to provide unparalleled expertise and outstanding value. The strong partnerships established with a multitude of street lighting vendors, distributors, and wholesalers, allow us to provide low-cost solutions to our customers.

Siemens understands the constant challenges of managing, maintaining, and effectively servicing sophisticated traffic signal and street lighting systems. With an extensive staff of IMSA-certified traffic signal technicians, electricians, laborers, and registered Professional Engineers, we are confident that Siemens will provide the best possible service to the City of Benicia.

Financial Stability

Siemens Industry, Inc. (SI) is a subsidiary member of the Siemens, A.G. corporate group, a multi-national, multi-billion dollar company listed on the New York Stock Exchange. As such, Siemens, A.G. files consolidated financial reports with the US Securities & Exchange Commission. A copy of Siemens, A.G. most recent annual report can be found at www.siemens.com through "Investor Relations". All required financial reports and filings are available at the SEC's website <http://sec.gov/edgar.shtml>

Office Locations

Siemens Headquarters is located in Novato, California with additional California offices in San Rafael, Fremont, Sacramento, Riverside, Anaheim and El Cajon. Siemens also has offices located in Arizona, Texas, Pennsylvania and Massachusetts. Descriptions of our Northern California offices are listed below.

San Rafael, CA: The San Rafael office will be responsible for serving the City of Benicia. This location is both a Siemens' office and warehouse. San Rafael is the base of operations to service the Northern California area, ranging from North of San Francisco Bay to the Oregon border. The 8,000 square foot facility is located at 79 Mitchell Blvd, San Rafael, CA 94903.

Fremont, CA: The Fremont office is located at 3765 Yale Way in Fremont, CA. With over 10,000 square feet of both office and yard space, the Fremont yard provides storage for all possible materials required to maintain and build traffic signals and streetlights throughout the Bay area.

West Sacramento, CA: Our location in West Sacramento is home to both a laboratory and a field office. Located at 1585 Parkway Blvd, West Sacramento, the laboratory provides in-house electrical testing and repair services thus allowing Siemens to benefit from immediate test results independent from manufacturers.

Novato, CA: Siemens' Novato office is located at 371 Bel Marin Keys Blvd, Novato, California approximately 30 minutes North of San Francisco. The corporate staff supports all field offices and operations including training, safety, purchasing, and accounting.

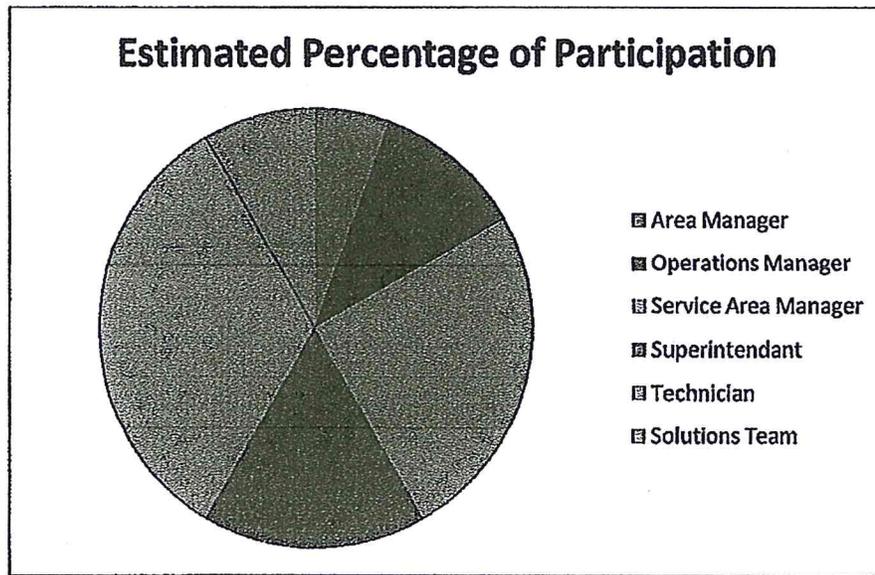
Licenses

We are a California licensed and bonded Class A, B, C-10, C-16 and C-20 contractor (CA License #758796, expiration 2/28/2015) Siemens Federal Tax ID: 13-2762488.

Approach to Services

Project /Service management, communication, and field resources are important elements to our process. Mastering and understanding the importance of these fundamentals allows Siemens to execute and maintain the services seamlessly:

1. **Project Management:** The City will continue to work with dedicated service/project manager; this allows the City of Benicia to have one point of contact. This method creates an effective and proactive communication line between the City of Benicia and Siemens.
2. **Communications:** An internal and external priority of our business is to communicate effectively with our customers. Standard phone calls and emails regarding the service will be made to the City of Benicia. In the field, technicians will have access to both phone and laptop to relay any further communication.
3. **Field Resources:** Siemens has the largest team of traffic signal and streetlight maintenance technicians with bucket trucks in the nation. For the City of Benicia, we have identified dedicated technicians that have years of experience maintaining infrastructure throughout California, and more specifically within the City of Benicia.



Contact Information:

Chris Reyes, Area Manager
1266 N. La Loma Circle, Anaheim, CA
Cell : 714- 321-7677
Chris.Reyes@Siemens.com

Robert Turner, Operations Manager
3765 Yale Way, Fremont, CA
Cell: 916-212-9284
Robertturner@Siemens.com

Rhodora Carpena, Service Area Manager
3765 Yale Way, Fremont, CA
Cell: 415-720-4244
Email: Rhodora.Carpena@Siemens.com

William Spencer, Superintendent
3765 Yale Way, Fremont, CA
Cell: 510- 440-8127
William.Spencer@Siemens.com

Technicians:

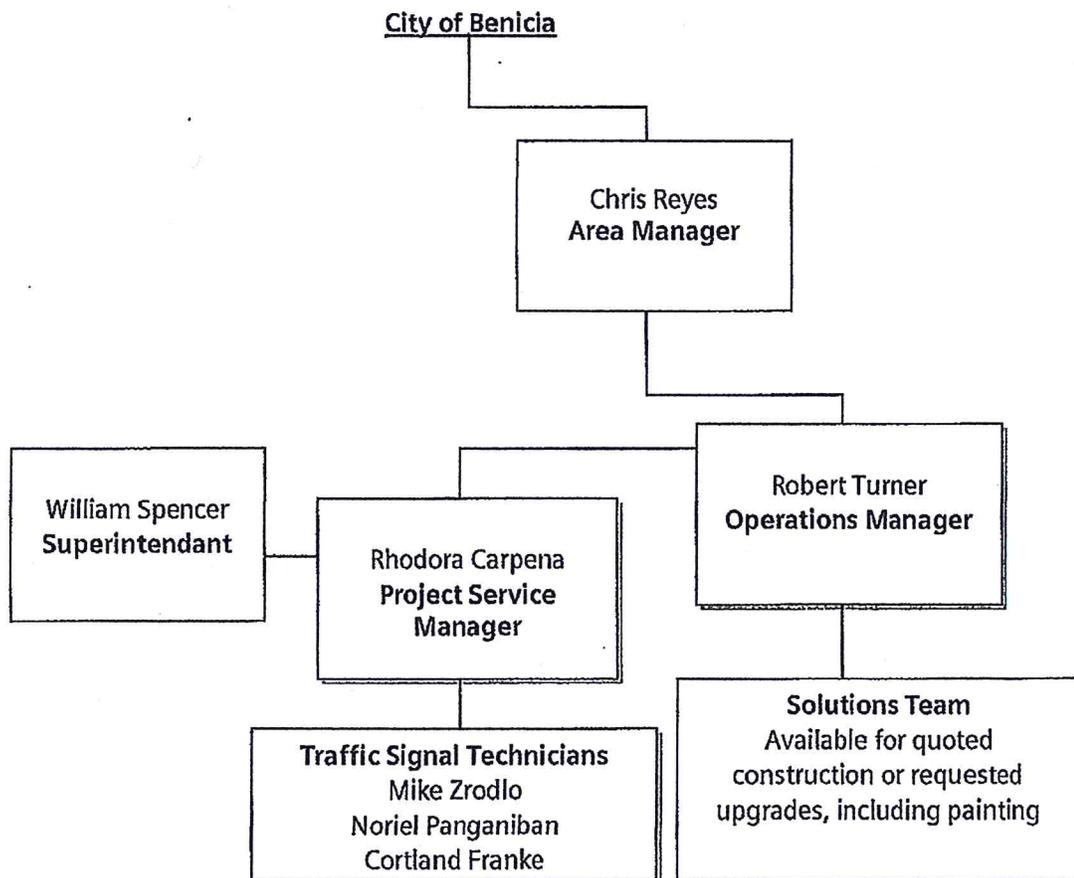
Mike Zrodlo: 408-903-0013
Michael.Zrodlo@Siemens.com
IMSA Technician

Noriel Panganiban: 408-968-0815
Noriel.Panganiban@Siemens.com
IMSA Technician

Cortland Franke: 510-285-4602
Cortland.Franke@Siemens.com
IMSA Technician

Organizational Structure

The following will be available to the City of Benicia:



Inventory

Siemens maintains an extensive inventory of traffic signal and streetlight equipment including controllers, cabinets, load switches, signal heads, streetlight poles, LED lamps, luminaries, service cabinets and other miscellaneous parts. This extensive inventory combined with our vast experience and testing facilities enable Siemens to repair or replace damaged equipment expeditiously and professionally.

Numerous spare parts are stored in our San Rafael storage facility with additional parts stored in our central warehouse located in La Mirada, California. Siemens carries a substantial supply of traffic signal and streetlight poles in various sizes and configurations. Most standard size streetlight pole knockdowns can be replaced the same or next day.

Inventory levels are maintained in order to accommodate the City's needs. Siemens continually monitors and modifies inventory levels as required by current maintenance and repair.

Equipment

Siemens owns and operates approximately 150 service vehicles of various types and sizes within California. To help ensure safety, Siemens uses hydraulic "bucket" trucks with aerial lifts which are Occupational Safety and Health Administration (OSHA) approved, inspected and certified as required by law. All drivers are trained through the Sentry Program for Insulated Devices.

Equipment Immediately Available for the City of Benicia:

Year	Make	Model	Equipment Type
2007	FORD	F550	Bucket
2008	FORD	F450	Bucket
2008	FORD	F550	Bucket
2009	FORD	F550	Bucket
2009	FORD	F550	Bucket
2009	FORD	F550	Bucket
2004	FORD	F-750	Crane
2005	GMC	C6500	Dump Truck
2004	FORD	F450	Dump Truck
2007	CHEVROLET	3500 FLATBED	Flatbed
2005	CHEVROLET	KODIAK C4500	Flatbed
2006	FORD	F550	Flatbed
2005	FORD	F550	Flatbed
2009	CHEVROLET	COLORADO	Pickup
2007	Carrier	Trailer	Individual Conductor Trailer
2006	MLBLT	Trailer	Cable Trailer
2008	DITCH WITCH	T18B	Bore Rig w/ Trailer
2008	DITCH WITCH	ZT9S	Vacuum w/ Trailer
2005	FORD	E350 ECONOLINE	Van (Paint Rig)

In addition to the above referenced equipment, Siemens owns many other bucket trucks and construction vehicles. Inventory also includes, multiple arrow boards, towable air compressors, and towable changeable message signs, Bobcat furnished with auger & backhoe attachments, necessary hand tools, and all additional maintenance and construction tools essential to complete tasks.

Prosecution of Work

Dispatch and Response

Reports of outages and other problems can be initiated by calling our 24 hour number any time, day or night; 1-800-544-4876. Siemens will notify the appropriate City staff to verify that an emergency call as been placed. Upon completion of emergency work, Siemens will contact the City by telephone and/or email to confirm that the emergency work has been completed. A fax number and email address for transmitting documents will also be operated throughout the duration of the contract.

Work listed under the scope of work will be scheduled in coordination with the City. The designated Service Account Manager will communicate a proposed schedule for all work and in no case will work will be started without the approval of the authorized City representative.

Resources

Siemens will designate a project manager and one primary signal technician to be assigned to the City for the City's approval. Rhodora Carpena will be the Service Manager dedicated to the City of Benicia. She will be responsible for maintaining communication with the City regarding daily operation and maintenance.

All technicians serving the City of Benicia will be equipped with hydraulic lift (bucket) trucks while performing work. The hydraulic lift trucks will be capable of reaching a height for the technician/operator to perform work on all streetlights throughout the City of Benicia.

Personnel and Qualifications

Siemens employs fully trained Journeymen Linemen, Electricians, and Technicians to do all repairs. Technicians assigned to the City of Benicia are trained in the maintenance and protection of traffic facilities in accordance with the MUTCD. Our skilled and experienced technicians are among the best in the industry and we are proud to have over 25+ IMSA Level III certified technicians on our team. In general, we compensate our employees better than our competition, and we expect them to perform at a higher level. Siemens' aggressively trains our team with a focus on work pride, quality, skills and safety. Because of the productivity of our crews and our reliance on working proactively and efficiently, Siemens is able to provide the highest quality service while staying cost competitive.

Siemens technicians will wear uniform style shirts with the Siemens logo while performing contract services. Siemens vehicles will also be identified with the Siemens logo on both the driver's & passenger's side doors.

Siemens will ensure that employees working for the City of Benicia will be equipped with the necessary communications devices in order to correspond with City employees. Crews assigned to the City of Benicia will possess a digital camera, cellular phone, and a laptop in order to access, send, and receive real-time information.

Prevailing Wage and Union Benefits

Siemens technicians are compensated and classified under the Union. All technicians assigned to the City of Benicia will be paid prevailing wage in conjunction with the County of work. Upon the request of the City, Siemens will provide Certified Payroll for all work completed.

Training

Siemens employees and technicians are proactively trained in both new products and technology. In conjunction with new product training, Siemens employees are trained in safety protocol and expectations. All employees are monitored by Safety Managers and Directors. More specifically, each office location has a designated representative that oversees safety education implemented on a daily basis. Siemens' Installation Health and Safety Program is used as a guideline for all safety practices. This 150 page document is available for review upon the request of the City.

Siemens will be available to provide training per the request of City Staff.



Injury and Illness Prevention Program (IIPP)

Road and City Mobility, Customer Service
371 Bel Marin Keys Blvd #200
Novato, California 94949

September 2012

RCM CS has developed this IIPP to establish a management system for implementing and maintaining a safe work environment for RCM CS employees, contractors, and visitors. This IIPP is a written requirement under the California Occupational Safety and Health Administration (Cal/OSHA) Injury and Illness Prevention Standard, Title 8 California Code of Regulations, Section 3203.

Information Technology

Our emphasis on utilizing technology in our maintenance operations has given us a considerable advantage in the maintenance industry. Our proprietary software, developed in-house, represents the forefront of customer account management and maintenance tracking in our industry.

Siemens employs a Daily Maintenance Approach vs. Weekly Batch Approach and will be in the area daily. Problem reports can be initiated and resolved quickly.

We recognize that speed, efficiency, and comprehensive service are the keys to customer satisfaction in our industry. With this in mind, we are constantly seeking innovative ways to improve our service delivery. Siemens is proud to present a detailed description of our computerized maintenance and inventory management system. Our applications represent what we believe to be the forefront of customer account management and maintenance tracking in our industry.

The Siemens Service Database is our primary maintenance tracking and account management application is comprised of a detailed and flexible database system. It handles detailed project management, contractual information, and scheduling of both service requests and scheduled maintenance. It is the information backbone of Siemens and our investment in providing the best possible service to our customers.

The Siemens Field Technician Cockpit gives our service crews access to real-time information and scheduling using any internet enabled device. Service response information is transmitted in real-time back to the Service Database, allowing monitoring of service status and inventory information.

The Siemens Customer Service Portal was developed to give our customers access to view service requests, maintenance scheduling, and detailed work histories as well as enter new service requests.

Hosted in the Siemens state of the art global application and data center, your maintenance and inventory data is protected via leading edge security protocols and business continuity planning. All data in the Service Database is real-time, with no delay or difference in the data between the three applications.

Information available to view or download through the Customer Service Portal includes:

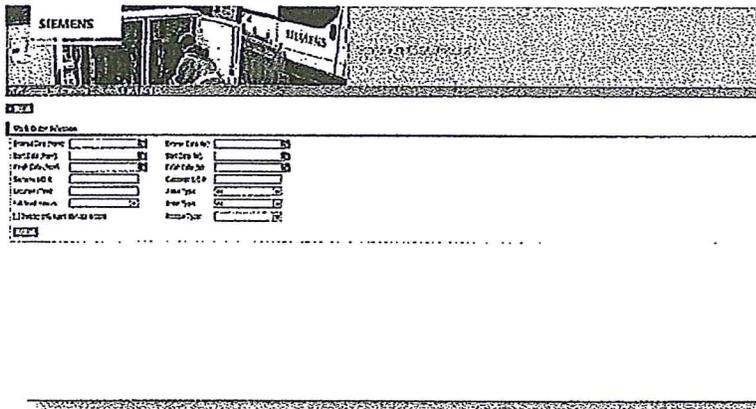
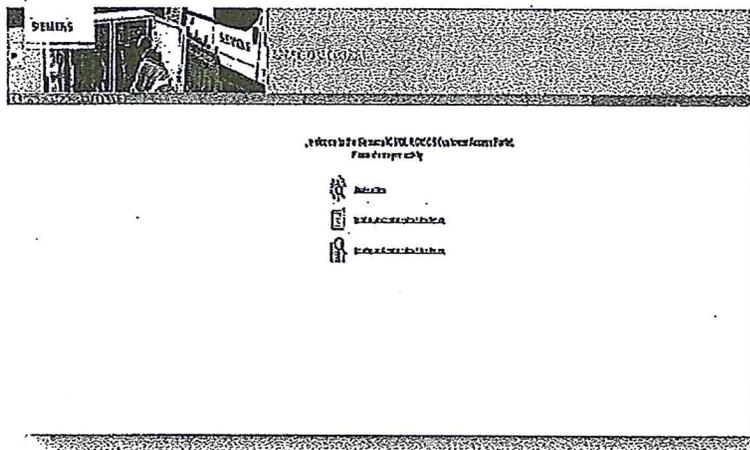
- Real-time status of scheduled maintenance and service request calls
- Historical maintenance and repair data
- Real-time equipment inventories, maps, digital photographs, etc

The information handled by the Service Database includes:

- Service request management and scheduling, including time stamping and dispatching
- Scheduled Maintenance Management and scheduling
- Installed base details, including inventories of equipment, maps, etc
- Detailed service descriptions, allowing us to tailor the service rendered in the field to the precise specifications of the City
- Agency Information Management, including contacts, billing information, etc
- Contractual information, including frequencies of scheduled maintenance, contract periods, "Not to Exceed" limits, etc
- Internal communications, such as pertinent notes, etc
- Report generation, including invoices, materials use, etc
- Inventory control, including real-time tracking of available and installed equipment
- Option for bar-coding system and inventory management.

The Field Technician Cockpit allows our technicians in the field access to an array of useful data. Key information about the service call as well as supplementary data such as maintenance histories, inventory management, digital photographs, plans and other documentation all contribute to a quicker, more successful visit from a Siemens technician. In addition, our scheduled maintenance activities and responses to service requests are documented on-site, including documentation noting any other needed repair work, using any internet enabled device.

The most important aspect of the applications described above is the flexible nature of their use and their future development. **Siemens can work with the City of Benicia to customize the applications to maximize their usefulness and provide the level of service the City of Benicia desires.** This flexibility includes types of information collected or viewable, downloading of information, visual representation, or other conveniences the City wishes.



Sub-Consultants/Sub Contracting

Siemens uses its own forces for all work and does not anticipate using any subcontractors according to this RFP.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
09/21/2012

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH USA, INC. 418 SOUTH STREET MORRISTOWN, NJ 07960-6154		CONTACT NAME: _____ PHONE (City, State, Country): _____ FAX (City, State, Country): _____ ADDRESS: _____	
100129 REPUS-12113 REZU BACHS - 1185	INSURER(S) AFFORDING COVERAGE		
INSURED SIEMENS INDUSTRY, INC. SIEMENS INTELLIGENT TRANSPORTATION SERVICES 1000 DEERY FELD PARKWAY BUFFALO GROVE, IL 60089-4513	INSURER A:	HOI Global America Insurance Company	NAIC # 41343
	INSURER B:	Liberty Mutual Fire Ins Co	23035
	INSURER C:	Lil Lehman Corporation	33500
	INSURER D:		
	INSURER E:		

COVERAGES: _____ CERTIFICATE NUMBER: NYC REVISION NUMBER: _____

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INS. LTR.	TYPE OF INSURANCE	ADDRESS (CITY, STATE, ZIP)	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PER <input type="checkbox"/> LOC		GLD1110104	1001/2012	1001/2013	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED EQUIPMENT (Per occurrence) \$ 1,000,000 MED EXP (Per occurrence) \$ 100,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 7,500,000 PRODUCTS - COLLISION \$ INCL
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		AS2631034331212	1001/2012	1001/2013	COVERED SINGLE LIMIT (Per person) \$ 2,000,000 BODILY INJURY (Per person) \$ 100,000 BODILY INJURY (Per accident) \$ 100,000 PROPERTY DAMAGE (Per accident) \$ 100,000
A	UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB CLAIMS MADE <input checked="" type="checkbox"/> OCCUR DEF. RETENTION \$		GLD111024H	1001/2012	1001/2013	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER NUMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N First description of operations below: _____		WAS030003341072 (AUS) WOS6831004334322 (OR, WI)	1001/2012	1001/2013	<input checked="" type="checkbox"/> W/ S & ALL TOBY (AUS) 100-1-01 EL EACH ACCIDENT \$ 2,000,000 EL DISEASE - EA EMPLOYEE \$ 2,000,000 EL DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Address and Remarks Schedule, if space appears requiring)
RE: TRAFFIC & GEN'L MAINTENANCE

CERTIFICATE HOLDER 	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE of Marsh USA Inc. Manohar Lakshminarayanan <i>Manohar Lakshminarayanan</i>

ACORD 25 (2010/05)

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References

Client/Agency	Type of Work	Agency Contact Person	Telephone Number
City of Hayward	On-call Streetlight Maintenance	Majid Hafezieh City Traffic Engineer	(510)583-4784
City of Los Gatos	Streetlight Maintenance	Kevin Rohani Town Engineer	(408)399-5770
City of Ontario	Streetlight Maintenance	Mauricio Diaz Principal Engineer	(909) 395-2107

The City, its elected or appointed officers, officials, employees and volunteers are included as insureds with regard to damages and defense of claims arising from: (a) activities performed by or on behalf of the Named Insured, including the insured's general supervision of the Named Insured, (b) products and completed operations of the Named Insured, or (c) premises owned, leased or used by the Named Insured.

SCOPE OF WORK

The items listed in the table below outline the minimal amount of work to be performed in this "Request for Proposal". It is the responsibility of the contractor to schedule the tasks per the frequency request; and periodically inspect the performance of its work crew.

ITEM #	TASK DESCRIPTION	FREQUENCY
1	Contractor shall provide all labor, supervision, vehicles, equipment, materials, parts, shop availability, and tools necessary to accomplish the hereinafter-described work: Includes all operations and services necessary to keep all streetlights operational. Consists of the call center, general overhead, all equipment, and qualified personnel to replace all components of inoperative light fixtures including fixtures, ballasts, starters, igniters, fuses, lenses, reflectors, connective wiring, and brackets that have failed due to normal age and or deterioration. General maintenance also includes the replacement of the entire luminaire if necessary, general cleaning of all components of the fixture during any service, and trimming of branches within three feet of the luminaire. This category does not include the addition of new fixtures where no fixture currently exists. Such work shall be treated as extra work and separately priced at the time it is requested. The City may at any time determine that it is either required or it is in the best interests of the City to bid out these items.	Upon Request
2	Night Light Survey of arterials, collectors, downtown streets, residential, industrial, and rural not to exceed three hours at night.	Upon Request
3	Extra Work. The City may request certain extra work within certain total contract expenditure limits by the selected Contractor. Examples would include the retrofit of existing lights with newer updated fixtures and or the addition of fixtures in new locations. A street light installation and or repair may include, but is not limited to; streetlight poles and fixtures, including changing bulbs, photocells, fuses, repair splices, replace hand hole covers, repair of electrical conduit and pull boxes and associated service pedestals. City to repair, replace, modify, install, upgrade or refurbish. These services shall be considered as Extra Work and shall be billed accordingly.	Extra Work Upon Request

Cost Summary

Labor & Equipment				
1	Streetlight Maintenance Tech (Straight Time)	HR	1	\$ 110.00
2	Streetlight Maintenance Tech (Over Time)	HR	1	\$ 175.00
3	Streetlight Maintenance Tech (Double Time)	HR	1	\$ 210.00
4	Streetlight Maintenance Supervisor (Straight Time)	HR	1	\$ 120.00
5	Streetlight Maintenance Supervisor (Over Time)	HR	1	\$ 185.00
6	Streetlight Maintenance Supervisor (Double Time)	HR	1	\$ 220.00
7	Bucket Truck	HR	1	\$ 28.00

Contractor Information

Please provide the following information with your proposal and Cost Summary:

Contractor's Name	Siemens Industry, Inc.
Contractor's State License Number	758796
Address	79 Mitchell Blvd.
City, State, Zip Code	San Rafael, CA 94903
Primary Contact	Elizabeth Aebly
E-mail Address	<u>Elizabeth.aebly@siemens.com</u>
Telephone Number	(714) 351-7734
FAX Number	(714) 630-2828
Signature	
Date	December 16, 2013



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
09/25/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER MARSH USA, INC. 445 SOUTH STREET MORRISTOWN, NJ 07960-6454 100129-REPUB-13/14 RE11M SACHS 1185	CONTACT NAME: _____ PHONE (A/C, No, Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____														
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : HDI-Gerling America Insurance Company</td> <td>41343</td> </tr> <tr> <td>INSURER B : Travelers Property Casualty Co. of America</td> <td>25674</td> </tr> <tr> <td>INSURER C : The Charter Oak Fire Insurance Company</td> <td>25615</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : HDI-Gerling America Insurance Company	41343	INSURER B : Travelers Property Casualty Co. of America	25674	INSURER C : The Charter Oak Fire Insurance Company	25615	INSURER D :		INSURER E :		INSURER F :
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INSURER C : The Charter Oak Fire Insurance Company	25615														
INSURER D :															
INSURER E :															
INSURER F :															

COVERAGES **CERTIFICATE NUMBER:** NYC-005951457-18 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO JECT <input type="checkbox"/> LOC			GLD1110105	10/01/2013	10/01/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 100,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COM/POP AGG \$ INCL. \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			TC2JCAP7440L34A13	10/01/2013	10/01/2014	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ N/A BODILY INJURY (Per accident) \$ N/A PROPERTY DAMAGE (Per accident) \$ N/A \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below			TC2OUB7440L27113 (AOS) TRJUB7440L28313 (AZ, MA, OR & WI)	10/01/2013 10/01/2013	10/01/2014 10/01/2014	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 RE: STREET LIGHTING MAINTENANCE AND REPAIR SERVICES.

 SEE ATTACHED.

CERTIFICATE HOLDER **CANCELLATION**

CITY OF BENICIA, PUBLIC WORKS DEPARTMENT 250 EAST L STREET BENICIA, CA 94510	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE of Marsh USA Inc. Manashi Mukherjee <i>Manashi Mukherjee</i>

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ADDITIONAL REMARKS SCHEDULE

AGENCY MARSH USA, INC.		NAMED INSURED SIEMENS INDUSTRY, INC. SIEMENS INTELLIGENT TRANSPORTATION SERVICES 1000 DEERFIELD PARKWAY BUFFALO GROVE, IL 60089-4513
POLICY NUMBER		
CARRIER	NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

RE: STREET LIGHTING MAINTENANCE AND REPAIR SERVICES.

THE CITY OF BENICIA, ITS ELECTED OR APPOINTED OFFICERS, OFFICIALS, EMPLOYEES AND VOLUNTEERS ARE HEREBY ADDITIONAL INSURED AS OBLIGATED UNDER CONTRACT. SUCH INSURANCE AS IS AFFORDED BY THE ADDITIONAL INSURED ENDORSEMENT SHALL APPLY AS PRIMARY INSURANCE & OTHER INSURANCE MAINTAINED BY THE CERTIFICATE HOLDER SHALL BE EXCESS ONLY & NOT CONTRIBUTING WITH INSURANCE PROVIDED UNDER THIS POLICY.

WAIVER OF SUBROGATION IS EFFECTUAL.

THE INSURANCE AFFORDED BY THIS POLICY SHALL APPLY SEPARATELY TO EACH INSURED WHO IS SEEKING COVERAGE OR AGAINST WHOM A CLAIM IS MADE OR A SUIT IS BROUGHT, EXCEPT WITH RESPECT TO THE COMPANY'S LIMIT OF LIABILITY.

POLICY NUMBER: GLD11101-05

COMMERCIAL GENERAL LIABILITY
CG 20 10 11 85

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ADDITIONAL INSURED – OWNERS, LESSEES OR
CONTRACTORS – (FORM B)**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART.

SCHEDULE

Name of Person or Organization:

ANY PERSON OR ORGANIZATION REQUIRED BY WRITTEN CONTRACT

It is agreed that this insurance maintained pursuant to the written contract agreements shall be primary to, and not contribute with any insurance or self-insurance maintained by the above, but only with respect to work performed by or on behalf of the Named Insured.

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

WHO IS AN INSURED (Section II) is amended to include as an insured the person or organization shown in the Schedule, but only with respect to liability arising out of "your work" for that insured by or for you.



**WORKERS COMPENSATION
AND
EMPLOYERS LIABILITY POLICY
ENDORSEMENT WC 00 03 13 (00) -**

POLICY NUMBER: TC20UB-7440L27-1-13

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit any one not named in the Schedule.

SCHEDULE

DESIGNATED PERSON:

DESIGNATED ORGANIZATION:

ANY PERSON OR ORGANIZATION FOR WHOM A WAIVER OF SUBROGATION IS REQUIRED BY CONTRACT OR AGREEMENT OR PERMIT, BUT COVERAGE IS LIMITED TO THE SCOPE OF THE WORK PERFORMED BY THE INSURED UNDER SUCH CONTRACT, AGREEMENT OR PERMIT.

DATE OF ISSUE: 09-09-13

ST ASSIGN:

AGREEMENT FOR CONTRACT SERVICES

THIS AGREEMENT is made and entered into between the City of Benicia, a general law city in Solano, County, California, hereinafter called "CITY" and Siemens Industry Inc., hereinafter called "CONTRACTOR".

CONTRACTOR'S Business Address: 79 Mitchell Blvd., San Rafael, CA 94903; Phone # 714.351.7734

The parties to this agreement mutually agree as follows:

1. DESCRIPTION OF SERVICES TO BE PROVIDED

CONTRACTOR shall provide services to CITY in accordance with the Request for Proposal ("RFP") dated December 6, 2013 and Proposal dated January 2, 2014 for **Traffic Signal Maintenance**. The RFP and Proposal are incorporated herein by reference and are attached as Exhibit "A" and Exhibit "B", respectively. CONTRACTOR shall perform the services contemplated hereunder in a competent and professional manner and to the satisfaction of the CITY'S Public Works Director or his/her designee. The CITY, at its discretion and with the concurrence of the CONTRACTOR, may extend the agreement duration for a one-year period (Fiscal Year 2014-2015) if it is in the best interests of the CITY and if there has been no occurrence of default by the CONTRACTOR during the previous fiscal year.

2. PAYMENT

CONTRACTOR shall be paid for the above described services Not to Exceed \$30,000.00 for the Fiscal year 13/14. The compensation agreed to be paid to CONTRACTOR shall be the sole and exclusive consideration paid or provided to the CONTRACTOR by the CITY.

CONTRACTOR shall be paid for the service it/he/she renders hereunder
 X within 30 days after receipt of any invoice therefore.
 within 30 days after the completion of the work.
 on a monthly basis, beginning on , in equal installments of \$ each.

3. CONTRACT TERMINATION

Both parties agree and understand that this contract may be terminated under the following conditions:

- (a) by failure of the CONTRACTOR to substantially perform the above described services;
- and/or
- (b) the CITY reserves the right to cancel the work or services before the work or service begins, even though advertised and requested for.

In the event the contract is canceled under the circumstances described in paragraph 3(a), the determination of payment to the CONTRACTOR shall be at the discretion of the City's Public Works Department Director or his/her designee.

4. CONTRACTOR RELATIONSHIP

CONTRACTOR understands and agrees that in performing the above described services, the CONTRACTOR shall act as an independent contractor and not an employee of the CITY.

The CONTRACTOR shall be solely responsible for the reporting of income for tax purposes.

5. COMPLIANCE WITH THE LAW

CONTRACTOR, in the conduct of the services contemplated hereunder, shall comply with all statutes, state or federal, and all ordinances, rules and regulations of the City Council of the City or of the City's Public Works Department.

6. SUPPLIES

CONTRACTOR shall acquire, provide, maintain and repair at its/his/her sole cost and expense such equipment, materials, supplies, etc., as CONTRACTOR needs for its/his/her use for the proper conduct of the aforesaid work or services.

7. INDEMNIFICATION AND INSURANCE

(a) CONTRACTOR agrees to indemnify, release, defend and hold harmless the CITY, its officers, agents and employees ("indemnitees") from and against any and all claims, demands, losses, defense costs or liability of any kind or nature which indemnitees may sustain or incur or which may be imposed upon them for injuries to or death of persons, or damage or injury to property as a result of, arising out of, or in any manner connected with CONTRACTOR'S performance under the terms of this agreement.

(b) In the event CONTRACTOR desires to hire or employ any other company or person to perform any part of the services contemplated herein, the written approval therefore must be first obtained from the CITY. The CITY may withhold such approval for any reason. If approval is given by the CITY, CONTRACTOR shall secure Worker's Compensation insurance covering said approved employee(s) in statutory amounts and providing 30 days' advance notice to CITY in the event said policy is canceled.

(c) Without limiting CONTRACTOR'S indemnification, it is agreed that CONTRACTOR shall maintain in force at all times during the performance of this contract, the following types of insurance providing coverage on an "occurrence" basis. Said insurance shall name the CITY, its officers, agents and employees as additional insureds and provide for 30 days' advance notice of cancellation. Evidence of said insurance shall be delivered to CITY at the same time CONTRACTOR signs this Agreement in certificate forms acceptable to the CITY.

X Automobile insurance for the vehicle(s) CONTRACTOR uses in connection with the performance of this Agreement. Coverage: \$1,000,000 per occurrence for bodily injury and property damage.

X Commercial general liability and property damage insurance. Coverage: \$1,000,000 combined, single limit.

X Worker's Compensation insurance to cover its employees as required by the Labor Code of the State of California. CONTRACTOR's worker's compensation insurance shall include the following language: "All rights of subrogation are hereby waived against the CITY, its officers and employees when acting within the scope of their appointment or employment." In the event any class of employees engaged in hazardous work under this Contract is not protected under Workers' Compensation Statutes, the CONTRACTOR shall provide adequate and suitable insurance for the protection of its employees not otherwise protected.

_____ Pollution and/or Asbestos Pollution Liability and/or Errors and Omissions insurance.
Coverage: \$1,000,000 each occurrence, \$2,000,000 policy aggregate.

8. ASSIGNMENT

The parties acknowledge that the above-described services shall not under any circumstances be assigned to any other person without the prior written consent of the CITY. It is further recognized by the parties hereto that a substantial inducement to the CITY for entering into this agreement was, and is, the professional reputation and competence of the CONTRACTOR.

9. GOVERNING LAW

This Agreement shall be governed by the laws of the State of California. It constitutes the entire agreement between the parties regarding its subject matter. If any provision in this Agreement is held by any court to be invalid, void, or unenforceable, the remaining provisions shall nevertheless continue in full force.

WITNESS THE EXECUTION THEREOF, this _____ day of

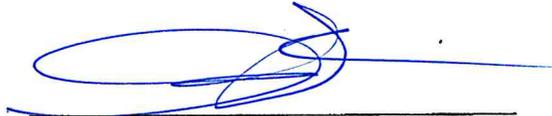
_____, 20____.

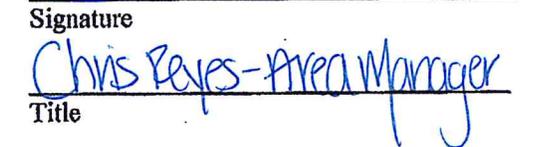
CITY OF BENICIA

CONTRACTOR

BY


Brad Kilger
CITY MANAGER


Signature


Title

RECOMMENDED BY:

Steve Salomon
INTERIM PUBLIC WORKS DIRECTOR

APPROVED AS TO FORM:


Heather McLaughlin
CITY ATTORNEY

Request for Proposal
“Traffic Signal Maintenance for the City of Benicia”
Fiscal Years 2013-2015

GENERAL INFORMATION

Purpose: The City of Benicia Public Works Maintenance Division is soliciting proposals for the quarterly routine maintenance, annual maintenance & testing, extra work, and 24 hour emergency response services of the 11 city owned traffic signals, flashing beacons and lighted crosswalks. The successful contractor will perform all services outlined in the attached “Scope of Work”. The contract is for FY 2013-14 and may be reviewed for FY 2014-15, based on satisfactory performance of the contractor. The city owns 11 traffic signals and numerous school zone-flashing beacons that require quarterly maintenance and repair services to ensure proper and safe operation.

Job Site: The city owns 11 traffic signals and numerous school zone-flashing beacons that require quarterly maintenance and repair services to ensure proper and safe operation. **11 locations:** SI1- Military West/ Southampton, SI2- Military/West 7th, SI3-Military/Frist St., SI4-Military East/East 2nd, SI5- Military East/East 5 St., SI6-Hilcrest/ East 2nd, SI7-Rose Dr./East 2nd, SI8- Industrial Way./East 2nd, SI9-Rose Dr./Columbus Pwky., SI10-Chelsea Hills/Southampton Rd., SI11-Military West/ 11 St.

Contact: Nathaniel Rankin, Public Works Maintenance Superintendent
(707) 746-4297, FAX: 745-5154

Due Date: Proposals are due by **2:00 P.M. on Thursday, January 2, 2014**, delivered to the City of Benicia City Hall, Public Works 250 East L, and Benicia.

Site Visit: A job walk through will be scheduled upon request.

Organization: Provide a description of your organization; please include the day-to-day contact person for the job.

Work Plan: Briefly describe how your firm will undertake the completion of the tasks listed under the “Scope of Work”.

Schedule: Identify how the listed tasks would be scheduled on your work calendar.

Practices: All work must be performed in compliance with State and Federal laws; and current industry safety standards.

Qualifications: List any credentials, contractor’s license, or other qualifications that your firm holds. All work must comply with current industry standards, Cal/OSHA regulations and proper environmental disposal of waste oil, filter and coolant.

License: The Contractor shall maintain in effect a current City of Benicia Business License, with proof submitted prior to contract issuance.

References: Please provide up to three client references for similar work. Provide the name of the contact person, their title, company name/organization, telephone number, and a brief description of work performed for that client.

Selection: The City will select the most qualified proposal based on the following factors:

1. Ability of the Firm to Design a Work Plan to Meet the Requirements
2. Capabilities of the Organization
3. Costs of Proposal

The cost, while not determinative, may be considered in the selection process. The price should include all costs related to labor, material, transportation charges, and taxes. Prevailing wages are required, per the California Labor Code, Section 1771.

Insurance: The contractor must maintain in force at all times during the performance of the contract the following types of insurance, providing coverage on an "occurrence" basis. Said insurance shall name the City, its officers, agents, and employees as "additional insured" on a separate endorsement page and provide for 30-days advance notice of cancellation:

1. Automobile insurance for the vehicles(s) Contractor uses in connection with the performance of the contract.
 - a. Coverage: \$1,000,000 per occurrence for bodily injury and property damage.
2. Commercial general liability and property damage insurance.
 - a. Coverage: \$1,000,000 combined, single limit.
3. Worker's Compensation insurance to cover its employees as required by the Labor Code of the State of California. Contractor's Worker's Compensation insurance shall include the following language: "All rights of subrogation are hereby waived against the City, its officers and employees when acting within the scope of their appointment or employment." In the event any class of employees engaged in hazardous work under this contract is not protected under Worker's Compensation Statutes, the Contractor shall provide adequate and suitable insurance for the protection of its employees not otherwise protected.

Policy Amendment: Said insurance shall name the City, its officers, agents, and employees as "additional insured" and provide for 30-days advance notice of cancellation. This endorsement is issued in consideration of the policy premium and shall be issued on a separate page attached to the Certificate of Insurance:

The City, its elected or appointed officers, officials, employees and volunteers are included as insureds with regard to damages and defense of claims arising from: (a) activities performed by or on behalf of the Named Insured, including the insured's general supervision of the Named Insured, (b) products and completed operations of the Named Insured, or (c) premises owned, leased or used by the Named Insured.

SCOPE OF WORK

The items listed in the table below outline the minimal amount of work to be performed in this "Request for Proposal". It is the responsibility of the contractor to schedule the tasks per the frequency request; and periodically inspect the performance of its work crew.

ITEM #	TASK DESCRIPTION	FREQUENCY
1	<p>Routine Maintenance:</p> <ol style="list-style-type: none"> 1. Inspect signal heads, advance flashing beacons and pedestrian indications for proper operation, alignment, obstructions, broken lenses, burned out bulbs or LED modules and missing parts. 2. Replace or repair any and all defective or worn out parts in the traffic signal system that cause a signal failure or malfunction. 3. Replace all defective incandescent lamps in all traffic and pedestrian signals. The replacement of burned out lamps need not be on an emergency basis provided there are at least two (2) indications still operative for each direction of travel. In such cases, replacement shall be handled as soon as possible in a routine manner. 4. Replace all defective LED units in conformance with CALTRANS standards for traffic signals and pedestrian lights. The replacement of burned out LED units need not be on an emergency basis provided there are at least two (2) indications still operative for each direction of travel. In such cases, replacement shall be handled as soon as possible in a routine manner. 5. Check operation of all pedestrian push buttons. 6. Check all signal, beacon and pedestrian indication brackets, framework and terminal compartments for rust, cracks, vandalism, and missing parts. 7. Inspect base of pole near concrete foundation for cracks and loose pole base nuts. 8. Inspect poles for missing and loose hand hole covers. 9. Inspect and tighten all traffic signal mast arm signal heads, opticom detectors and detection cameras as required. 10. Check all pull boxes and detector hand holes for missing, damaged or cracked lids. Check hold down bolts for tightness. 11. Check condition of detector loop wires in the roadway for exposed wires, damaged asphalt and failing loop sealant. 12. Inspect the complete 170 traffic signal controller assembly for proper operation. 13. Check operation of all vehicle detector loops and modules, and detector cameras and modules and adjust as necessary. 14. Check operation of load switches, relays, isolators, internal and external modems, 15. Check cabinets for ants, spiders, insects and rodents. Exterminate and place traps and repellants as necessary. 16. Check operation of 170 controllers and field master controllers. Check the complete signal timing programs in relation to approaching 	Quarterly

	<p>traffic.</p> <p>17. Check the UPS/battery back-up units. Check fusing and charging operation.</p> <p>18. Lubricate cabinet door locks, hinges and police panel door.</p> <p>19. Check for signed, bulged or missing lighting and surge suppressors.</p> <p>20. Adjust signal timing as directed by the City.</p> <p>21. Clean and vacuum each signal controller cabinet and service cabinet. Replace filters as necessary. Check fan and internal light operations. Check seal between cabinet and foundation. Check door seal.</p>	
2	<p>1. Test operation of opticom units at each signalized intersection by using a vehicle equipped with an opticom strobe device. This test will require two technicians, one driving the strobe vehicle and the other inspecting the opticom discriminator unit and signal controller preempt functions. Adjust the units as necessary.</p> <p>2. Test the operation of the conflict monitor at each signalized intersection with a City/County approved testing device specifically designed for the purpose. City/County currently requires the use of an MT-180 conflict monitor tester. Provide a print out of results to City upon completion of the test.</p> <p>3. Test the operation of the uninterrupted power supply/battery back-up unit at each signalized intersection by turning off electrical power and monitoring signal operation.</p> <p>4. Replace all red and green signal and pedestrian incandescent Lamps every twelve months. Replace all program visibility signal heads every twelve (12) months. Replace all yellow incandescent lamps every twenty four (24) months. All lamps shall be furnished by the Contractor and shall be Sylvania, Phillips, General Electric or City approved equivalent. LED modules shall be replaced case by case basis</p> <p>5. Clean and polish all signal lenses and reflectors, including pedestrian lenses and reflectors.</p> <p>6. Check tightness of all pole mount signal and pedestrian heads, mast arm signal heads and mast arm to pole connection bolts.</p> <p>7. Check the tightness of all power service connections, neutral buss bar connections and field wiring in the control cabinet and pole terminal compartments.</p>	Annual Maintenance & testing
3	<p>1. Provide service for the repair of other equipment and appurtenances, such as but not limited to, audible pedestrian signals, emergency vehicle preemption equipment, flashing beacons, and detector devices which the Contractor may be called upon from time to time by the City to repair, replace, modify, install, upgrade or refurbish. These services shall be considered as Extra Work and shall be billed accordingly.</p>	Extra Work
4	<p>Service the ATS in coordination with the plant where applicable. Check all ATS electrical switches with infrared thermography and record temperature readings. Tighten all electrical connections as determined by IR testing. Vacuum the electrical control panel for dust. Lubricate switchgear components. Manually operate ATS, check micro-switches and interlocks. Clean and inspect contact points. Check time delay start, time delay transfer, and time delay stop for proper control function.</p>	Annually

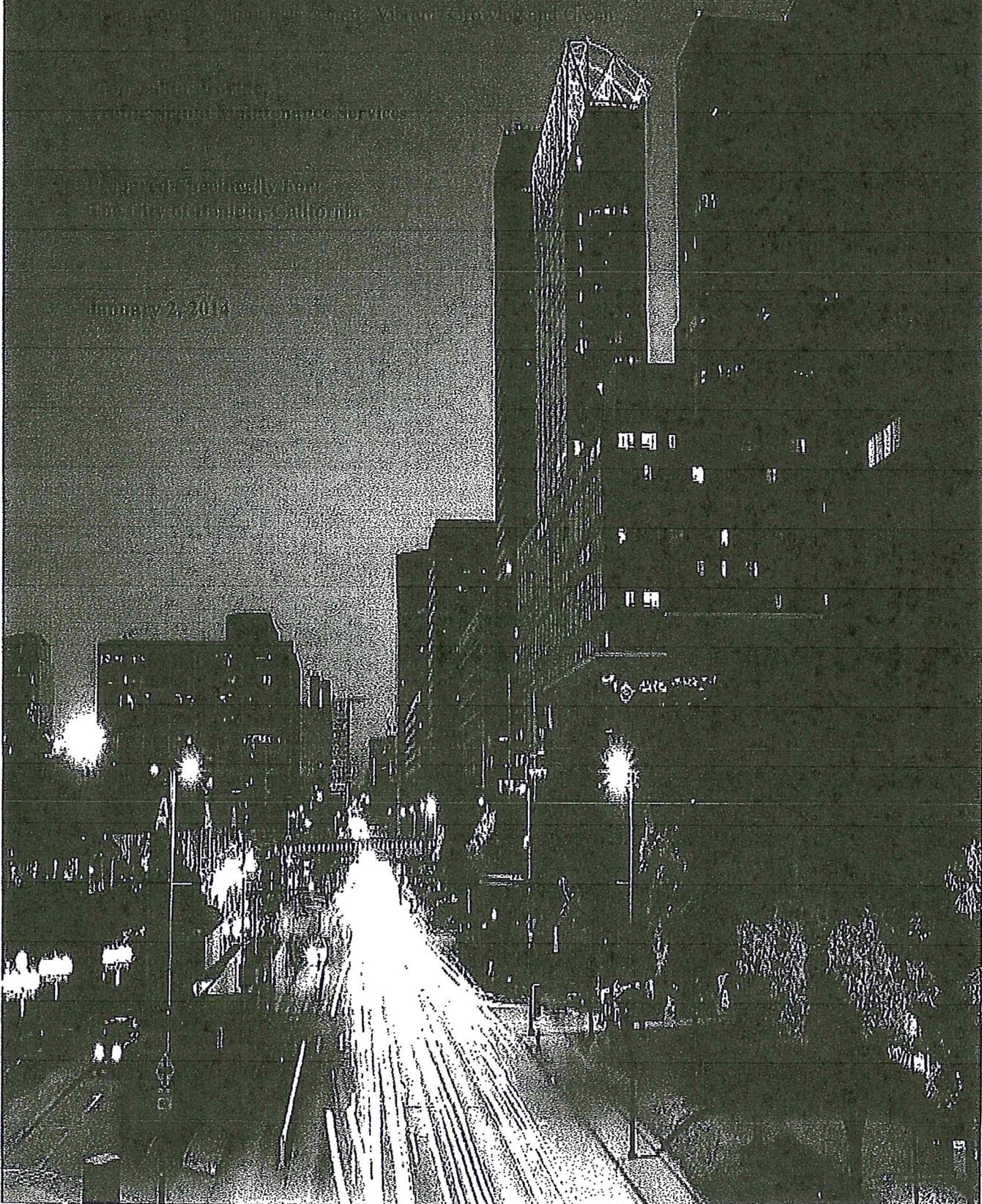
COST SUMMARY

Contractor Information

Please provide the following information with your proposal and Cost Summary:

Contractor's Name	Siemens Industry, Inc.
Contractor's State License Number	158796
Address	79 Mitchell Blvd.
City, State, Zip Code	San Rafael, CA 94903
Primary Contact	Prodora Carpena
E-mail Address	prodora.carpena@siemens.com
Telephone Number	(415) 709-4215
FAX Number	(415) 412-2822
Signature	
Date	March 20, 2014

SIEMENS



SIEMENS

January 2, 2014

City of Benicia
City Hall, Public Works
250 East L Street
Benicia, CA 94510

RE: Proposal to Provide Traffic Signal Maintenance Services

Siemens Industry, Inc. welcomes the opportunity to submit this proposal for traffic signal maintenance and repair services. The prices and terms stated will remain in effect for one hundred and twenty (120) calendar days from the date of submission, January 2, 2014.

We are a California licensed and bonded Class B, C-10, C-16 and C-20 contractor (CA License #758796, expiration 2/28/2015) Siemens Federal Tax ID: 13-2762488.

With the experience of providing traffic signal maintenance services to the City of Benicia, Siemens has obtained a vast amount of knowledge and in-depth understanding of the traffic signal infrastructure throughout the Benicia community; Siemens offers the knowledge and experience to perform at the highest possible level for your community.

Siemens has a long history of providing traffic signal maintenance services for customers throughout the United States. For more than 150 years, Siemens has been a powerhouse of technology and innovation. Our company specializes in construction and maintenance of traffic signals, streetlights and associated infrastructure equipment. Siemens national staff of more than 250 employees includes an array of professional engineers and technicians. Siemens technicians are associated with the International Brotherhood of Electrical Workers (IBEW), IMSA, trained by numerous industry manufacturers, and hold the necessary systems certifications.

I will be the person authorized to represent the firm. My information is as follows:

Elizabeth Aebly
Business Development
1266 N. La Loma Circle, Anaheim, CA
Tel: (714)630-2100
Elizabeth.Aebly@Siemens.com

Rhodora Carpena
Cell: (415) 209-4275
Office: (800) LIGHTS ON
Fax: (415) 472-2822
Rhodora.Carpena@siemens.com

Siemens takes pride in providing complete solutions to all traffic signal maintenance projects. Knowledgeable and qualified personnel, fast response times and innovation in the traffic signal and streetlight business are priorities of our organization. This is highlighted by our broad experience, outstanding field staff, and our commitment to providing exceptional customer service.

Respectfully,

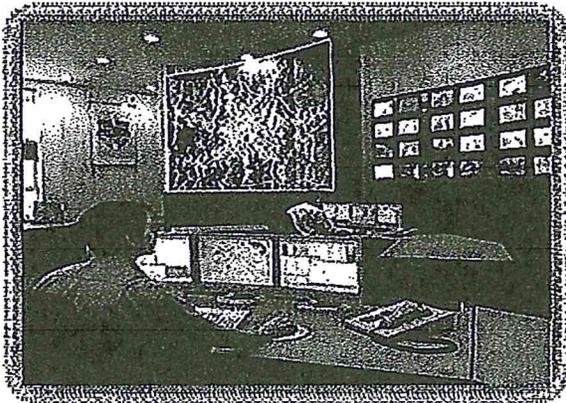


Elizabeth Aebly

Siemens Overview

Siemens is a global powerhouse in electronics and electrical engineering, operating in the fields of industry, energy, healthcare, and providing infrastructure solutions, primarily for cities and metropolitan areas.

Founded more than 150 years ago, Siemens stands for technological excellence, innovation, quality, and reliability. The company is the world's largest provider of environmental technologies and holds the answers to the challenges of growing global population, urbanization, climate change, and resource conservation. Siemens employs over 400,000 individuals globally and our worldwide revenues exceed \$100 billion dollars annually.



Siemens is a leader in the Intelligent Traffic Solutions market throughout the United States. Here at Siemens, we are dedicated to the partnership and development of intelligent, economical, and integrated solutions that will increase the quality of life in your city. With the most comprehensive portfolio of integrated transportation products, parking management solutions and service, Siemens keeps America moving.

We provide intelligent solutions for the improvement of mobility, safety, and environmental protection in road traffics. The range of services includes energy-efficient LED signals, scalable traffic computers, entire traffic control centers, and even satellite-based toll systems for intercity traffic. Siemens is focused on delivering what cities need most today, safe, reliable infrastructure solutions that help decrease costs, increase revenue, and have a positive environmental impact for the city and its citizens.

Financial Stability

Siemens Industry, Inc. (SII) is a subsidiary member of the Siemens, A.G. corporate group, a multi-national, multi-billion dollar company listed on the New York Stock Exchange. As such, Siemens, A.G. files consolidated financial reports with the US Securities & Exchange Commission. A copy of Siemens, A.G. most recent annual report can be found at www.siemens.com through "Investor Relations". All required financial reports and filings are available at the SEC's website <http://sec.gov/edgar.shtml>

Licenses

We are a California licensed and bonded Class B, C-10, C-16 and C-20 contractor (CA License #758796, expiration 2/28/2015) Siemens Federal Tax ID: 13-2762488. Siemens Duns Number is 01-094-4650.

Experience and Work History

We have exceptional experience, well-positioned infrastructure, strategic business-to-business relationships and unparalleled expertise. These qualifications strongly support our ability to safely, efficiently, and cost-effectively provide transportation engineering services and street light maintenance and retrofit services. We pride ourselves in providing complete turnkey solutions to traffic signal and streetlight maintenance and related improvement projects. Personal customer service, rapid time, innovation, experienced and qualified personnel in the streetlight and traffic signal business are our greatest priorities.

Siemens has a long history of providing ITS systems, designs, integration services and maintenance to agencies throughout the nation. Over the past 40 years, Siemens has delivered more than 300 fully operational traffic signal control systems in the U.S and we perform traffic signal maintenance in over 300 cities nationwide. Siemens currently services over 10,000 signalized intersections and 400,000 streetlights under long term maintenance agreements. We have a broad range of expertise and experienced personnel including; registered professional transportation engineers, Journeymen Electrician and Internal Municipal Signal Association (IMSA) Certified Traffic Signal Technicians. We have the only IMSA training program in the U.S.

We are dedicated to meeting and exceeding the challenging public safety requirement associated with the traffic management, traffic signal, and streetlight maintenance industry. Our focus has always been to deliver the right solution that meets the customer's needs.

We also currently:

- Maintain traffic signals in over 200 communities across California.
- Maintain streetlights in over 100 communities across Arizona, California, Texas and Massachusetts
- Provide engineering services for over 30 public agencies and private companies
- Have installed over half a million LED traffic signal retrofits across the United States
- Have installed \$60 M in energy efficient LED streetlight retrofits

As the leader in the private traffic signal and streetlight maintenance industry, Siemens is able to provide unparalleled expertise and outstanding value. The strong partnerships established with a multitude of traffic signal and street lighting vendors, distributors, and wholesalers, allows us to provide low-cost solutions to our customers.

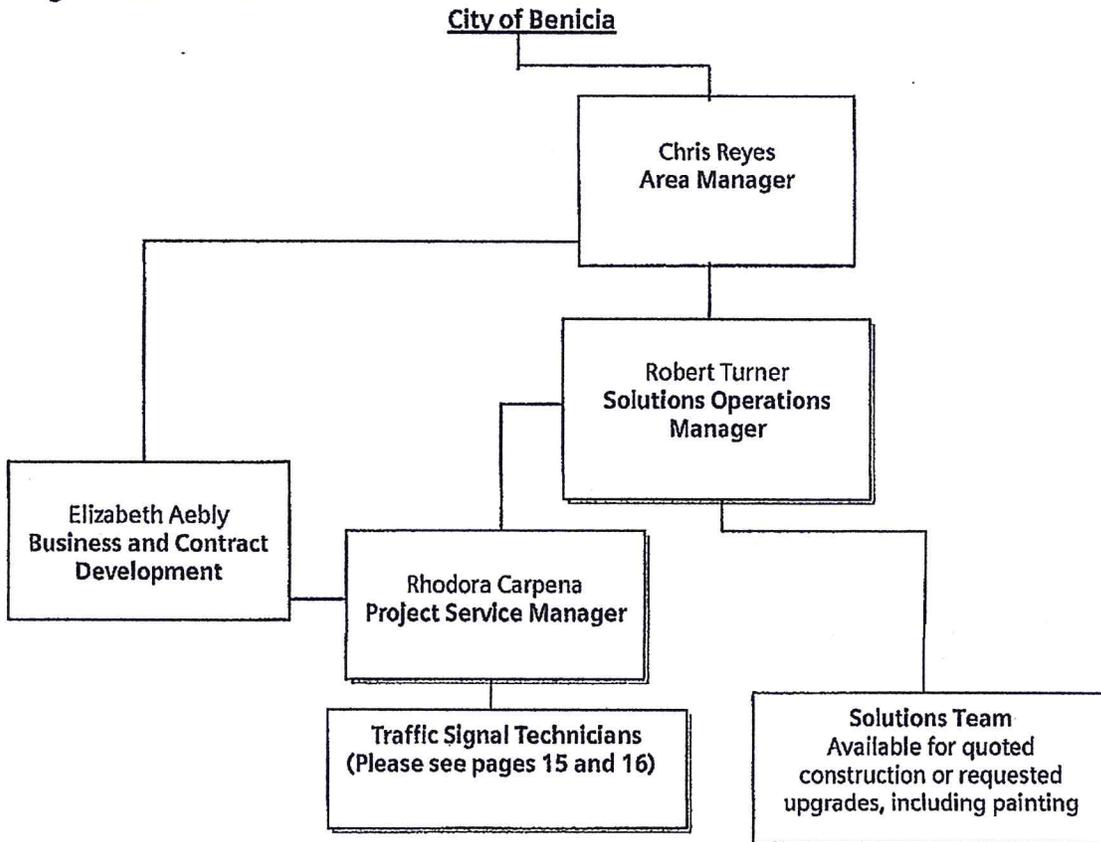
Siemens understands the constant challenges of managing, maintaining, and effectively servicing sophisticated traffic signal and street lighting systems. With an extensive staff of IMSA-certified traffic signal technicians, electricians, laborers, and registered Professional Engineers, we are confident that Siemens will provide the best possible services to the City of Benicia.

Approach to Services

Siemens Road and City Mobility has obtained a wealth of knowledge through our experience of managing and executing traffic related services. Project management, communication, and field resources are important elements to our process. Mastering and understanding the importance of these fundamentals allows Siemens to execute and maintain the services seamlessly:

1. **Project Management:** Siemens will assign a dedicated project manager; this allows the City of Benicia to have one point of contact. This method creates an effective and proactive communication line between the City of Benicia and Siemens.
2. **Communications:** An internal and external priority of our business is to communicate effectively with our customers. Standard phone calls and emails regarding the service will be made to the City of Benicia. In the field, technicians will have access to both phone and laptop to relay any further communication.
3. **Field Resources:** Siemens has one of the largest teams of traffic signal and streetlight maintenance technicians with bucket trucks in the nation. For the City of Benicia, we have identified dedicated traffic signal technicians that have years of experience maintaining infrastructure throughout California, and more specifically within the City of Benicia.

Organizational Structure



Equipment

Siemens owns and operates approximately 150 service vehicles of various types and sizes within California. To help ensure safety, Siemens uses hydraulic "bucket" trucks with aerial lifts which are Occupational Safety and Health Administration (OSHA) approved, inspected and certified as required by law. All drivers are trained through the Sentry Program for Insulated Devices.

Equipment Immediately Available for the City of Benicia:

Year	Make	Model	Equipment Type
2007	FORD	F550	Bucket
2008	FORD	F450	Bucket
2008	FORD	F550	Bucket
2009	FORD	F550	Bucket
2009	FORD	F550	Bucket
2009	FORD	F550	Bucket
2004	FORD	F-750	Crane
2005	GMC	C6500	Dump Truck
2004	FORD	F450	Dump Truck
2007	CHEVROLET	3500 FLATBED	Flatbed
2005	CHEVROLET	KODIAK C4500	Flatbed
2006	FORD	F550	Flatbed
2005	FORD	F550	Flatbed
2009	CHEVROLET	COLORADO	Pickup
2007	Carrier	Trailer	Individual Conductor Trailer
2006	MLBLT	Trailer	Cable Trailer
2008	DITCH WITCH	T18B	Bore Rig w/ Trailer
2008	DITCH WITCH	ZT9S	Vacuum w/ Trailer
2005	FORD	E350 ECONOLINE	Van (Paint Rig)

In addition to the above referenced equipment, Siemens owns many other bucket trucks and construction vehicles. Inventory also includes, multiple arrow boards, towable air compressors, and towable changeable message signs, Bobcat furnished with auger & backhoe attachments, necessary hand tools, and all additional maintenance and construction tools essential to complete tasks.

Inventory

Siemens maintains an extensive inventory of traffic signal and streetlight equipment including controllers, cabinets, load switches, signal heads, poles, LED lamps, luminaries, service cabinets and other miscellaneous parts. This extensive inventory combined with our vast experience and testing facilities enable Siemens to repair or replace damaged equipment expeditiously and professionally.

Numerous spare parts are stored in our San Rafael storage facility with additional parts stored in our central warehouse located in La Mirada, California. Siemens carries a substantial supply of traffic signal and streetlight poles in various sizes and configurations. Most standard size traffic signal and streetlight pole knockdowns can be replaced the same or next day.

Siemens employees will be equipped with all spare parts necessary to place a signal system back in operation for ordinary trouble calls, including sensing devices for induction loop detectors. Siemens will also have on hand at least one (1) spare City compatible controller, one (1) video detection system and one (1) conflict monitor per every twenty-five (25) at all times. Further inventory requests made by the City of Benicia will be completed upon award of contract. No permanent or temporary change of controller mechanisms will be done without prior approval of the City except in case of an emergency. Siemens will notify the City by telephone and by e-mail immediately that the equipment was removed and replaced with approved spare equipment.

Inventory levels are maintained in order to accommodate the City's needs. Siemens continually monitors and modifies inventory levels as required by current maintenance and repair.

Laboratory and Testing Services

Siemens has laboratories and regional repair facilities that are available to test, repair and certify traffic signal components. The Northern California laboratory is located in West Sacramento. Siemens specializes in controller /cabinet system testing to support services including: controller repair and conflict monitor/ CMU/MMU testing and certification. Our facilities service all types and brands of traffic signal control equipment including Cal Standard, NEMA TS-1 and TS-2 and ITS equipment. Siemens' laboratory personnel include degreed IMSA certified traffic signal technicians and certified electricians. Our field technicians perform all traffic signal related tasks with decades of cumulative traffic signal test and repair experience.

Siemens maintains the state of the art electronic servicing equipment for the City of Benicia's testing needs which include the ability to test and complete type 170 signal controller assemblies for an extended period of time. During a period that a traffic signal controller, detector, conflict monitors, ect is being repaired, Siemens will provide spare replacements in place of the original unit.

Fiber Optic Repair, Installation, Maintenance Services

Siemens has a dedicated fiber optic placement, troubleshooting, and emergency repair team available for the City of Benicia. The team is fully equipped to perform OTDR testing, fusion splicing, and any documentation needs for the City. Siemens is currently a fiber optic systems and CCTV maintenance provider for Caltrans.

Siemens owns the following equipment used for various ITS components

- MMU/CMU Test and Certification Equipment for all Standard monitors
- Backup Battery Capacity Analyzation and Testing Equipment
- LED lumens Testers/various brands

Office Locations

Siemens Headquarters is located in Novato, California with additional California offices in San Rafael, Fremont, Sacramento, Riverside, Anaheim and El Cajon. Siemens also has offices located in Arizona, Texas, Pennsylvania and Massachusetts. Descriptions of our California offices are listed below.

San Rafael, CA: The San Rafael office will be responsible for serving the City of Benicia. This location is both a Siemens' office and warehouse. San Rafael is the base of operations to service the Northern California area, ranging from North of San Francisco Bay to the Oregon border. The 8,000 square foot facility is located at 79 Mitchell Blvd, San Rafael, CA 94903.

Fremont, CA: The Fremont office is located at 3765 Yale Way in Fremont, CA. With over 10,000 square feet of both office and yard space, the Fremont yard provides storage for all possible materials required to maintain and build traffic signals and streetlights throughout the Bay area.

West Sacramento, CA: Our location in West Sacramento is home to both a laboratory and a field office. Located at 1585 Parkway Blvd, West Sacramento, the laboratory provides in-house electrical testing and repair services thus allowing Siemens to benefit from immediate test results independent from manufacturers.

Novato, CA: Siemens' Novato office is located at 371 Bel Marin Keys Blvd, Novato, California approximately 30 minutes North of San Francisco. The corporate staff supports all field offices and operations including training, safety, purchasing, and accounting.

Anaheim, CA: Anaheim is Siemens's Southern California regional headquarters and the largest office in Southern California. It is located at 1266 N. La Loma Circle, Anaheim, California. The facility houses all materials and equipment necessary to maintain traffic signals, streetlights and related projects for all of Southern California.

Riverside, CA. In addition to the Anaheim office, Siemens has an office location at 2240 Business Way in the City of Riverside, California.

El Cajon, CA: Siemens' San Diego office is located at 1820 John Towers Avenue in El Cajon, California. This facility houses all materials and equipment necessary to maintain electrical systems, traffic signals, streetlights and perform related projects for the San Diego area.

Personnel and Qualifications

Siemens will at all times maintain a force of trained, qualified traffic signal maintenance employees who are sufficient to perform the work required within the scope of services/work. Siemens' technicians will also be sufficient to respond to emergency calls.

Siemens employs fully trained Journeymen Linemen, Electricians, and Traffic Signal Technicians to do all repairs. Technicians assigned to the City of Benicia are trained in the maintenance and protection of traffic facilities in accordance with the MUTCD. Our skilled and experienced technicians are among the best in the industry and we are proud to have over 25+ IMSA Level III certified technicians on our team. In general, we compensate our employees better than our competition, and we expect them to perform at a higher level. Siemens aggressively train our team with a focus on work pride, quality, skills and safety. Because of the productivity of our crews and our reliance on working proactively and efficiently, Siemens is able to provide the highest quality service while staying cost competitive.

Siemens technicians will wear shirts with the Siemens logo while performing contract services. Siemens vehicles will also be identified with the Siemens logo on both the driver's & passenger's side doors.

Siemens will ensure that employees working for the City of Benicia will be equipped with the necessary communications devices in order to correspond with City employees. Crews assigned to the City of Benicia will possess a digital camera, cellular phone, and a laptop in order to access, send, and receive real-time information.

Siemens maintains an extensive inventory of traffic signal and streetlight equipment including controllers, cabinets, load switches, signal heads, poles, LED lamps, luminaries, service cabinets and other miscellaneous parts. Technicians will also be equipped with all spare parts necessary to place a signal system back in operation for ordinary trouble calls, including sensing devices for inductive loop detectors.

All technicians serving the City of Benicia will be equipped with hydraulic lift (bucket) trucks while performing work. The hydraulic lift trucks will be capable of reaching a height for the technician/operator to perform work on safety lighting, mast-arm mounted signal indications, and CCTV cameras.

Engineering and Professional Services

Siemens engineering staff is available to provide traffic signal modification design, signal timing and coordination enhancement, and many other traffic, civil, and electrical engineering related services. Our unique ability to design, construct, and maintain all facets of traffic signals and streetlights using in-house staff is one example of the many aspects that set Siemens apart from other maintenance companies.

Siemens' Engineering Services Group offers a full spectrum of traffic, civil, and construction engineering services. Our team of licensed Traffic and Civil Engineers and IMSA technicians offer complete solutions to your transportation engineering needs. Our ultimate goal is to provide municipalities with exceptional, cost effective traffic engineering support to meet all transportation engineering requirements.

We recognize that emerging Advanced Traffic Management Systems (ATMS) and ITS technologies are becoming a trend among forward-thinking municipalities. As such, Siemens has established powerful partnerships and gained extensive knowledge and experience in various ATMS and ITS system design, integration, implementation, and maintenance. As a service maintenance provider throughout the nation, we have acquired the unique ability to keep abreast of emerging technologies that are being implemented around the country. This creates the added benefit of allowing us to learn from other agencies, which provides a greater ability to provide expedient maintenance and troubleshooting to our customers.

Sub-Consultants/Sub Contracting

Siemens utilizes all Traffic Signal Manufacturers when required. In addition, Siemens uses its own forces for all work and does not anticipate using any subcontractors.

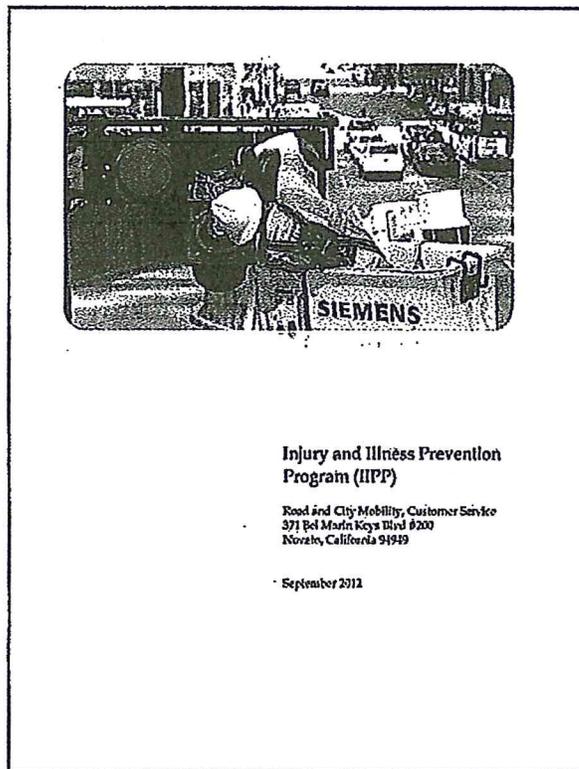
Prevailing Wage and Union Benefits

Siemens technicians are compensated and classified under their appropriate Union. All technicians assigned to the City of Benicia will be paid prevailing wage in conjunction with the County of work. Upon the request of the City, Siemens will provide Certified Payroll for all work completed.

Training

Siemens employees and technicians are proactively trained in both new products and technology. In conjunction with new product training, Siemens employees are trained in safety protocol and expectations. All employees are monitored by Safety Managers and Directors. More specifically, each office location has a designated representative that oversees safety education implemented on a daily basis. Siemens' Installation Health and Safety Program is used as a guideline for all safety practices. This 150 page document is available for review upon the request of the City.

Siemens will be available to provide training per the request of City Staff.



RCM CS has developed this IIPP to establish a management system for implementing and maintaining a safe work environment for RCM CS employees, contractors, and visitors. This IIPP is a written requirement under the California Occupational Safety and Health Administration (Cal/OSHA) Injury and Illness Prevention Standard, Title 8 California Code of Regulations, Section 3203.

Warranty

During the warranty period, Siemens will make all communication between manufacturer, installing contractor and the Public Works Department regarding y warranty service. Siemens will notify the City Public Works Department of any undue delays in response by the manufacturer or installing Contractor with a follow up of details on each incident.

Emergency Services and 24 hour Phone Access

Emergency repairs will constitute work made necessary to return a traffic signal to proper operation following a device malfunction, failure, loss of indication, accident damage, construction damage, or any other emergency situation. Photos will be taken of any damage and submitted with a written report summarizing the results of examinations and inspection.

Reports of traffic signal or streetlight problems can be initiated by calling any time, day or night: 1-800-LIGHTS-ON. Siemens will be available to dispatch calls, 24 hours a day, 365 days a year. Siemens' technicians carry dedicated cell phones for quick and seamless dispatching. Bucket and work trucks are also equipped with GPS, allowing dispatch to accelerate the process and retrieve the nearest technician to the site of emergency.

Siemens will respond to any traffic signal malfunction within one (1) hour during regular business hours (7:00AM -3:30 pm) and within two (2) hours during non-regular business hours during non-regular business hours.

Upon completion of emergency work, Siemens will notify the Public Works Department, explaining what work has been completed. Notification will be made via telephone to the City personnel who initiated the emergency call and within 24 hours via email and or phone call to the authorized City representative.

Signal Upgrades and Installations

Siemens will, if requested, install, modify and/or upgrade traffic signals or traffic safety devices. All additional work will be performed to the satisfaction of the Department of Public Works. No additional work will be commenced or undertaken by Siemens without written approval by the Department of Public Works. Additional work will be performed in accordance with the most current versions of the Manual of Uniform Traffic Control Devices, Standard Plans, Section 86 of the Standard Specification for the State of California, Department of Transportation and the City of Benicia Specifications.

Records

1. **Inventory List:** At each intersection, Siemens will maintain a printout of the inventory list for that intersection. The list will be updated when components are changed during maintenance and will be checked for accuracy on a semi-annual basis. The inventory list will include the model, manufacture, serial number and quantity of each piece of equipment. The inventory list will be continually updated and an electronic copy will be furnished to the Public Works Department on a semi-annual basis.
2. **Preventative Maintenance Checklist:** Siemens will create and provide a Microsoft Access or an equal database with data entry forms for the field technicians to use and log preventive maintenance and emergency call-out activity. Siemens will maintain the database for use by maintenance staff whenever a visit occurs. Siemens will also maintain a hardcopy of the Preventative Maintenance Checklist Form at each intersection. The database will be accessible via a wireless PDA so that technicians will have the ability to update the database directly from each intersection.

An entry will be made in the maintenance database every time the signal cabinet door is opened. The entry will state the purpose of the maintenance activity and operational status of the signal. The database forms will be used by the maintenance staff to record each Preventative Maintenance inspection and any non-scheduled maintenance activity performed by Siemens to repair an element of the traffic signal installation at the intersection (cabinet, components, detectors loops pedestrian heads, signal heads, lenses, signal poles, ect.) The database will be continually updated.

The City of Benicia will have access to the data via the internet. A hardcopy of the information will also be provided to the Department of Public Works on a monthly basis.

Information Technology and Maintenance Scheduling

Our emphasis on utilizing technology in our maintenance operations has given us a considerable advantage in the maintenance industry. Our proprietary software, developed in-house, represents the forefront of customer account management and maintenance tracking in our industry.

Siemens employs a Daily Maintenance Approach vs. Weekly Batch Approach and will be in the area daily. Problem reports can be initiated and resolved quickly.

We recognize that speed, efficiency, and comprehensive service are the keys to customer satisfaction in our industry. With this in mind, we are constantly seeking innovative ways to improve our service delivery. Siemens is proud to present a detailed description of our computerized maintenance and inventory management system. Our applications represent what we believe to be the forefront of customer account management and maintenance tracking in our industry.

The Siemens Service Database is our primary maintenance tracking and account management application is comprised of a detailed and flexible database system. It handles detailed project management, contractual information, and scheduling of both service requests and scheduled maintenance. It is the information backbone of Siemens and our investment in providing the best possible service to our customers.

The Siemens Field Technician Cockpit gives our service crews access to real-time information and scheduling using any internet enabled device. Service response information is transmitted in real-time back to the Service Database, allowing monitoring of service status and inventory information.

The Siemens Customer Service Portal was developed to give our customers access to view service requests, maintenance scheduling, and detailed work histories as well as enter new service requests.

Hosted in the Siemens state of the art global application and data center, your maintenance and inventory data is protected via leading edge security protocols and business continuity planning. All data in the Service Database is real-time, with no delay or difference in the data between the three applications.

The information handled by the Service Database includes:

- Service request management and scheduling, including time stamping and dispatching
- Scheduled Maintenance Management and scheduling
- Installed base details, including inventories of equipment, maps, etc
- Detailed service descriptions, allowing us to tailor the service rendered in the field to the precise specifications of the City
- Agency Information Management, including contacts, billing information, etc
- Contractual Information, including frequencies of scheduled maintenance, contract periods, "Not to Exceed" limits, etc
- Internal communications, such as pertinent notes, etc
- Report generation, including invoices, materials use, etc
- Inventory control, including real-time tracking of available and installed equipment
- A record of all calls, date and time stamp of receipt, dispatch, technician arrival and departure

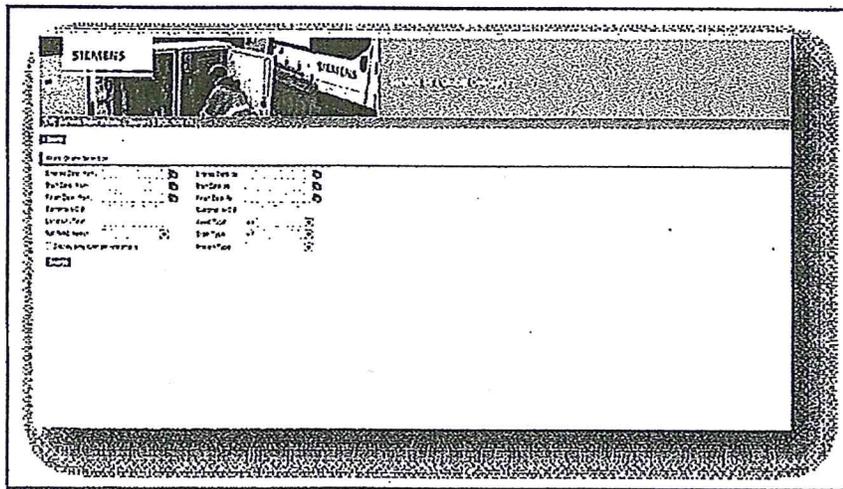
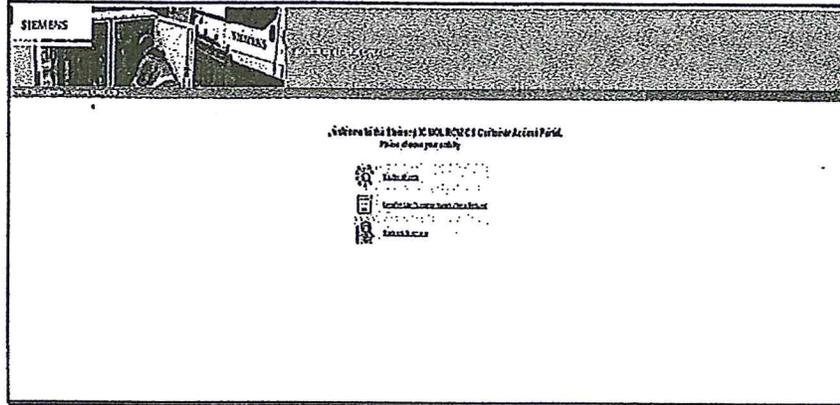
Information available to view or download through the Customer Service Portal includes:

- Real-time status of scheduled maintenance and service request calls
- Historical maintenance and repair data
- Real-time equipment inventories, maps, digital photographs, etc

Siemens is currently in the process of developing and enhancing our customer portal to provide the following:

- *Asset Inventory: Within 90 days of award, Siemens' portal will include a real time inventory of replacement parts, current statuses and inventory tracking.*
- *Bar-code Management System: Within 90 days of award, Siemens' portal will also include a bar-code system for tracking equipment and activity.*

The Field Technician Cockpit allows our technicians in the field access to an array of useful data. Key information about the service call as well as supplementary data such as maintenance histories, inventory management, digital photographs, plans and other documentation all contribute to a quicker, more successful visit from a Siemens technician. In addition, our scheduled maintenance activities and responses to service requests are documented on-site, including documentation noting any other needed repair work, using any internet enabled device. The most important aspect of the applications described above is the flexible nature of their use and their future development. **Siemens can work with the City of Benicia to customize the applications to maximize their usefulness and provide the level of service the City of Benicia desires.** This flexibility includes types of information collected or viewable, downloading of information, visual representation, or other conveniences the City wishes.



Training on all software will be available to City personnel and will be provided within the first 90 days of contract award.

Monthly Activity Report

Siemens will provide a computerized monthly activity report to the Department of Public Works each month for the previous month. The report will be emailed and will include the following information:

- Time the service call were received by Siemens, City personnel making the call, time arrived at the intersection, the response time, the technician name, the number of hours spent for each repair and equipment replaced.
- A complete record of all work that was performed on the City traffic signal equipment during the previous month including the make, model, and serial number of any major components or other equipment that was newly installed at each intersection. The disposition of removed signal control components and the repair history of reinstalled components will be included in the monthly report.
- Time and date the PM work was performed.

Pending Repair List

Siemens will provide a computerized monthly report, to the Department of Public Works each month of all pending repair work needed at each intersection.

Meetings

Siemens technicians will be available to meet with the City Public Works Department as need at a mutually agreed upon time and place in the City of Benicia to review maintenance activities. Siemens maintenance supervisor will be similarly available to meet on a monthly basis or as needed. Calls and emails will also be made to the City contact to ensure proper communication and satisfaction.

Key Personnel

Siemens will not remove, replace, substitute, or otherwise change any key personnel without prior notification to City Staff.

Patrick Madden

- Work Zone Safety Certified
- IMSA Level I
- Journeyman certification with IBEW
- 12 years experience in streetlight & traffic signal maintenance
- Expert at the installation and troubleshooting of battery backup systems and experienced at conflict monitor testing
- Experience working with proprietary and standard traffic signal control systems including 170, 2070, NEMA TS-1 and TS-2

Richard Shefke

- IMSA Work Zone Safety Certified
- IMSA Level I & II Certified
- IBEW trained Journeyman/Wireman Electrician – 15 years
- California state certified electrician
- 10 years experience as Traffic Signal Technician
- Proficient in C-7, C-8, Bi-Trans 200 + 233, VMS Programs & NEMA software

Ruben Quiroz

- IMSA Level I & II Certified
- 17 years experience in traffic signal maintenance
- Previous JAM Services and US Traffic Field Representative, conducted cabinet modifications and signal turn-ons
- Proficient in C-7, C-8, Bi-Trans 200 + 233, VMS Programs & NEMA software

Joseph Rys

- IMSA Work Zone Safety Certified
- IMSA Level I, II & III Certified
- California State Certified
- Over 20 years of experience in traffic signal maintenance
- Previous experience as Electronic Lab Technician
- Associates degree in Computer Communications
- Served 3 years in U.S. Air Force as an Electronics Technician for Navigational Communication.

Harry Horton

- IMSA Level I & II Certified
- Journeyman certification with IBEW
- 29 years experience in streetlight & traffic signal repair and maintenance
- Experience working with proprietary and standard traffic signal control systems including 170, 2070, NEMA TS-1 and TS-2

Jason Filippi

- Work Zone Safety Certified
- IMSA Level I
- Journeyman certification with IBEW
- 5 years experience in streetlight & traffic signal repair and maintenance
- Experience working with proprietary and standard traffic signal control systems including 170, 2070, NEMA TS-1 and TS-2

David Scott

- Working knowledge of centralized signal systems
- IMSA Level I, II & III
- Over 25 years of traffic signal maintenance experience
- Knowledgeable in 2070, 170, and NEMA TS1 & TS2 environments
- Proficient in communication troubleshooting (hardwire & wireless)

References

Client/Agency	Type of Work	Agency Contact Person	Telephone Number
City of Gilroy	Traffic Signal Maintenance	Lisa Gabrielsen Engineering Technician	(408) 846-0238
City of Windsor	Traffic Signal Maintenance	Michael Carson Maintenance Superintendent	(707) 838-1006
City of Rohnert Park	Traffic Signal Maintenance	Tom Kelley General Services Supervisor	(707)588-3300

The City, its elected or appointed officers, officials, employees and volunteers are included as insureds with regard to damages and defense of claims arising from: (a) activities performed by or on behalf of the Named Insured, including the insured's general supervision of the Named Insured, (b) products and completed operations of the Named Insured, or (c) premises owned, leased or used by the Named Insured.

SCOPE OF WORK

The items listed in the table below outline the minimal amount of work to be performed in this "Request for Proposal". It is the responsibility of the contractor to schedule the tasks per the frequency request; and periodically inspect the performance of its work crew.

ITEM #	TASK DESCRIPTION	FREQUENCY
1	<p>Routine Maintenance:</p> <ol style="list-style-type: none"> 1. Inspect signal heads, advance flashing beacons and pedestrian indications for proper operation, alignment, obstructions, broken lenses, burned out bulbs or LED modules and missing parts. 2. Replace or repair any and all defective or worn out parts in the traffic signal system that cause a signal failure or malfunction. 3. Replace all defective incandescent lamps in all traffic and pedestrian signals. The replacement of burned out lamps need not be on an emergency basis provided there are at least two (2) indications still operative for each direction of travel. In such cases, replacement shall be handled as soon as possible in a routine manner. 4. Replace all defective LED units in conformance with CALTRANS standards for traffic signals and pedestrian lights. The replacement of burned out LED units need not be on an emergency basis provided there are at least two (2) indications still operative for each direction of travel. In such cases, replacement shall be handled as soon as possible in a routine manner. 5. Check operation of all pedestrian push buttons. 6. Check all signal, beacon and pedestrian indication brackets, framework and terminal compartments for rust, cracks, vandalism, and missing parts. 7. Inspect base of pole near concrete foundation for cracks and loose pole base nuts. 8. Inspect poles for missing and loose hand hole covers. 9. Inspect and tighten all traffic signal mast arm signal heads, opticom detectors and detection cameras as required. 10. Check all pull boxes and detector hand holes for missing, damaged or cracked lids. Check hold down bolts for tightness. 11. Check condition of detector loop wires in the roadway for exposed wires, damaged asphalt and failing loop sealant. 12. Inspect the complete 170 traffic signal controller assembly for proper operation. 13. Check operation of all vehicle detector loops and modules, and detector cameras and modules and adjust as necessary. 14. Check operation of load switches, relays, isolators, internal and external modems, 15. Check cabinets for ants, spiders, insects and rodents. Exterminate and place traps and repellants as necessary. 16. Check operation of 170 controllers and field master controllers. Check the complete signal timing programs in relation to approaching 	Quarterly

	<p>traffic.</p> <p>17. Check the UPS/battery back-up units. Check fusing and charging operation.</p> <p>18. Lubricate cabinet door locks, hinges and police panel door.</p> <p>19. Check for signed, bulged or missing lighting and surge suppressors.</p> <p>20. Adjust signal timing as directed by the City.</p> <p>21. Clean and vacuum each signal controller cabinet and service cabinet. Replace filters as necessary. Check fan and internal light operations. Check seal between cabinet and foundation. Check door seal.</p>	
2	<p>1. Test operation of opticom units at each signalized intersection by using a vehicle equipped with an opticom strobe device. This test will require two technicians, one driving the strobe vehicle and the other inspecting the opticom discriminator unit and signal controller preempt functions. Adjust the units as necessary.</p> <p>2. Test the operation of the conflict monitor at each signalized intersection with a City/County approved testing device specifically designed for the purpose. City/County currently requires the use of an MT-180 conflict monitor tester. Provide a print out of results to City upon completion of the test.</p> <p>3. Test the operation of the uninterrupted power supply/battery back-up unit at each signalized intersection by turning off electrical power and monitoring signal operation.</p> <p>4. Replace all red and green signal and pedestrian incandescent Lamps every twelve months. Replace all program visibility signal heads every twelve (12) months. Replace all yellow incandescent lamps every twenty four (24) months. All lamps shall be furnished by the Contractor and shall be Sylvania, Phillips, General Electric or City approved equivalent. LED modules shall be replaced case by case basis</p> <p>5. Clean and polish all signal lenses and reflectors, including pedestrian lenses and reflectors.</p> <p>6. Check tightness of all pole mount signal and pedestrian heads, mast arm signal heads and mast arm to pole connection bolts.</p> <p>7. Check the tightness of all power service connections, neutral buss bar connections and field wiring in the control cabinet and pole terminal compartments.</p>	Annual Maintenance & testing
3	<p>1. Provide service for the repair of other equipment and appurtenances, such as but not limited to, audible pedestrian signals, emergency vehicle preemption equipment, flashing beacons, and detector devices which the Contractor may be called upon from time to time by the City to repair, replace, modify, install, upgrade or refurbish. These services shall be considered as Extra Work and shall be billed accordingly.</p>	Extra Work
4	<p>Service the ATS in coordination with the plant where applicable. Check all ATS electrical switches with infrared thermography and record temperature readings. Tighten all electrical connections as determined by IR testing. Vacuum the electrical control panel for dust. Lubricate switchgear components. Manually operate ATS, check micro-switches and interlocks. Clean and inspect contact points. Check time delay start, time delay transfer, and time delay stop for proper control function.</p>	Annually

Sample Certificate of Insurance

ACORD **CERTIFICATE OF LIABILITY INSURANCE** DATE (MM/DD/YYYY)
09/21/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Marsh USA, Inc. 445 SOUTH STREET MORRISTOWN, NJ 07960-6154 100128-REFUB-1213 RES211 - SACSIS - 1165	CONTACT NAME: _____ TITLE: _____ PHONE: _____ ADDRESS: _____ INSURER(S) AFFORDING COVERAGE: _____ INSURER A: F&G Genl Amerca Insurance Company 41343 INSURER B: Liberty Mutual Fire Ins Co 20355 INSURER C: LM Insurance Corporation 35003 INSURER D: _____ INSURER E: _____ INSURER F: _____
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COVERAGES **CERTIFICATE NUMBER:** NYC **REVISION NUMBER:** _____

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

DESCRIPTION	TYPE OF INSURANCE	INSURER	POLICY NUMBER	POLICY EFF DATE (MM/DD/YYYY)	POLICY EXP DATE (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY		GLD1110104	10/01/2012	10/01/2013	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAMS MADE <input checked="" type="checkbox"/> OCCUR GENL AGGREGATE LMT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> SECT <input type="checkbox"/> LOC					DAMAGE TO RENTED PREMISES (If applicable) \$ 1,000,000 MED EXP (Any auto present) \$ 100,000 PERSONAL & ADV BIAITY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMFOPADG \$ INCL
B	AUTOMOBILE LIABILITY		AS251004331212	10/01/2012	10/01/2013	UNINSURED MOTORIST \$ 2,000,000
	<input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> UNOWNED AUTOS					BODILY INJURY (Per person) \$ N/A BODILY INJURY (Per accident) \$ N/A PROPERTY DAMAGE (Per accident) \$ N/A
A	UMBRELLA EXD		DU21110201	10/01/2012	10/01/2013	EACH OCCURRENCE \$ 1,000,000
	EXCESS LMB					AGGREGATE \$ 1,000,000
	DED					RETENTIONS \$
C	WORKERS COMPENSATION AND EMPLOYERS LIABILITY		WCS6100433412 (AUG)	10/01/2012	10/01/2013	<input checked="" type="checkbox"/> W/STAT/TOBY/LIBRIS <input type="checkbox"/> 10TH PER
	ANY PROPRIETOR PARTNER/EXECUTIVE OFFICER/EMER EXCLUDED? (If primary is HR)		WCS631004334122 (OR, VA)	10/01/2012	10/01/2013	EL EACH ACCIDENT \$ 2,000,000
	DESCRIPTION OF OPERATIONS below					EL DISEASE - EA EMPLOYEE \$ 2,000,000
						EL DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 RE: TRAFFIC SIGNAL MAINTENANCE

CERTIFICATE HOLDER _____	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE of Marsh USA Inc. Manasi Mukherjee <i>Manasi Mukherjee</i>
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ACORD 25 (2010/03)

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Cost Summary

ITEM #	Description	Unit	Amount	Cost
1	Preventative & Routine Maintenance	EA	11	\$ 119.00
Labor & Equipment				
1	Signal Maintenance Tech (Stralght Time)	HR	1	\$ 110.00
2	Signal Maintenance Tech (Over Time)	HR	1	\$ 175.00
3	Signal Maintenance Tech (Double Time)	HR	1	\$ 210.00
4	Signal Maintenance Supervisor (Stralght Time)	HR	1	\$ 120.00
5	Signal Maintenance Supervisor (Over Time)	HR	1	\$ 185.00
6	Signal Maintenance Supervisor (Double Time)	HR	1	\$ 220.00
7	Bucket Truck	HR	1	\$ 28.00
Additional Items				
1	F & I 1B Pole	EA	1	\$ 950.00
2	F & I 1B Pole & Foundatlon	EA	1	\$ 2,400.00
3	F & I 1B Pole & Foundation in sidewalk	EA	1	\$ 4,900.00
4	F & I PPB Post & 2" PB Polara EZ Navigator APS	EA	1	\$ 750.00
5	F & I PPB Post w/ foundation & 2" PB Polara EZ Navigator APS	EA	1	\$ 2,400.00
6	Test Traffic Signal Cabinet	EA	1	\$ 250.00
7	Install 6x6 detector loop (type A) 1-5	EA	1	\$ 900.00
8	Install 6x6 detector loop (type A) 6+	EA	1	\$ 650.00
9	Install 6x6 detector loop (type D) 1-5	EA	1	\$ 1,000.00
10	Install 6x6 detector loop (type D) 6+	EA	1	\$ 700.00
11	Install City Furnished solar powered Radar Speed Sign	EA	1	\$ 1,000.00
12	Install City Furnished solar powered Flashing Beacon	EA	1	\$ 750.00
13	Purchase 12" Red LED	EA	1	\$ 75.00
14	Purchase 12" Yellow LED	EA	1	\$ 85.00
15	Purchase 12" Green LED	EA	1	\$ 105.00
16	Purchase 8" Red LED	EA	1	\$ 70.00
17	Purchase 8" Yellow LED	EA	1	\$ 80.00
18	Purchase 8" Green LED	EA	1	\$ 95.00
19	Purchase countdown LED pedestrian signal lamp	EA	1	\$ 180.00
20	Percent mark-up on materlals	Percent	1	15%

Contractor Information

Please provide the following information with your proposal and Cost Summary:

Contractor's Name	Siemens Industry, Inc.
Contractor's State License Number	758796
Address	79 Mitchell Blvd.
City, State, Zip Code	San Rafael, CA 94903
Primary Contact	Elizabeth Aebly
E-mail Address	<u>Elizabeth.aebly@siemens.com</u>
Telephone Number	(714) 351-7734
FAX Number	(714) 630-2828
Signature	
Date	December 16, 2013



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
02/20/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH USA, INC. 445 SOUTH STREET MORRISTOWN, NJ 07960-6454 100129-REPUB-13/14 RE11M SACHS 1185	CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE NAIC #	
INSURED SIEMENS INDUSTRY, INC. SIEMENS INTELLIGENT TRANSPORTATION SERVICES 1000 DEERFIELD PARKWAY BUFFALO GROVE, IL 60089-4513	INSURER A: HDI-Gerling America Insurance Company 41343	
	INSURER B: Travelers Property Casualty Co. of America 25674	
	INSURER C: The Charter Oak Fire Insurance Company 25615	
	INSURER D:	
	INSURER E:	
INSURER F:		

COVERAGES **CERTIFICATE NUMBER:** NYC-006808636-01 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			GLD1110105	10/01/2013	10/01/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 100,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMP/OP AGG \$ INCL. \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			TC2JCAP7440L34A13	10/01/2013	10/01/2014	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ N/A BODILY INJURY (Per accident) \$ N/A PROPERTY DAMAGE (Per accident) \$ N/A \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			TC2OUB7440L27113 (AOS) TRJUB7440L28313 (AZ, MA, OR & WI)	10/01/2013 10/01/2013	10/01/2014 10/01/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

RE: TRAFFIC SIGNAL MAINTENANCE

SEE ATTACHED.

CERTIFICATE HOLDER

CITY OF BENICIA, PUBLIC WORKS
DEPARTMENT
250 EAST L STREET
BENICIA, CA 94510

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
of Marsh USA Inc.
Manashi Mukherjee *Manashi Mukherjee*



ADDITIONAL REMARKS SCHEDULE

AGENCY MARSH USA, INC.		NAMED INSURED SIEMENS INDUSTRY, INC. SIEMENS INTELLIGENT TRANSPORTATION SERVICES 1000 DEERFIELD PARKWAY BUFFALO GROVE, IL 60089-4513	
POLICY NUMBER		EFFECTIVE DATE:	
CARRIER	NAIC CODE		

ADDITIONAL REMARKS

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance**

RE: TRAFFIC SIGNAL MAINTENANCE

THE CITY OF BENICIA, ITS ELECTED OR APPOINTED OFFICERS, OFFICIALS, EMPLOYEES AND VOLUNTEERS ARE HEREBY ADDITIONAL INSURED AS OBLIGATED UNDER CONTRACT UNDER THE REFERENCED GENERAL LIABILITY AND AUTOMOBILE LIABILITY INSURANCE POLICIES. SUCH INSURANCE AS IS AFFORDED BY THE ADDITIONAL INSURED ENDORSEMENT SHALL APPLY AS PRIMARY INSURANCE & OTHER INSURANCE MAINTAINED BY THE CERTIFICATE HOLDER SHALL BE EXCESS ONLY & NOT CONTRIBUTING WITH INSURANCE PROVIDED UNDER THIS POLICY.

WAIVER OF SUBROGATION IS EFFECTUAL.

THE INSURANCE AFFORDED BY THIS POLICY SHALL APPLY SEPARATELY TO EACH INSURED WHO IS SEEKING COVERAGE OR AGAINST WHOM A CLAIM IS MADE OR A SUIT IS BROUGHT, EXCEPT WITH RESPECT TO THE COMPANY'S LIMIT OF LIABILITY.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ADDITIONAL INSURED – OWNERS, LESSEES OR
CONTRACTORS – (FORM B)**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART.

SCHEDULE

Name of Person or Organization:

ANY PERSON OR ORGANIZATION REQUIRED BY WRITTEN CONTRACT

It is agreed that this insurance maintained pursuant to the written contract agreements shall be primary to, and not contribute with any insurance or self-insurance maintained by the above, but only with respect to work performed by or on behalf of the Named Insured.

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

WHO IS AN INSURED (Section II) is amended to include as an insured the person or organization shown in the Schedule, but only with respect to liability arising out of "your work" for that insured by or for you.



**WORKERS COMPENSATION
AND
EMPLOYERS LIABILITY POLICY
ENDORSEMENT WC 00 03 13 (00)**

POLICY NUMBER: TC20UB-7440L27-1-13

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit any one not named in the Schedule.

SCHEDULE

DESIGNATED PERSON:

DESIGNATED ORGANIZATION:

ANY PERSON OR ORGANIZATION FOR WHOM A WAIVER OF SUBROGATION IS REQUIRED BY CONTRACT OR AGREEMENT OR PERMIT, BUT COVERAGE IS LIMITED TO THE SCOPE OF THE WORK PERFORMED BY THE INSURED UNDER SUCH CONTRACT, AGREEMENT OR PERMIT.

DATE OF ISSUE: 09-09-13

ST ASSIGN:

VII.B.71

AGENDA ITEM
CITY COUNCIL MEETING DATE - MAY 6, 2014
CONSENT CALENDAR

DATE : April 23, 2014
TO : City Council
FROM : City Manager
SUBJECT : **FINAL CAP COORDINATOR WORK PLAN**

RECOMMENDATION:

Approve, by motion, the 2014-15 CAP Coordinator Work Plan.

EXECUTIVE SUMMARY:

An updated work plan for the CAP Coordinator is needed for May 2014-June 2015 that includes an updated list of proposed strategies for implementation through June 2015. The Work Plan considers the feasibility of each strategy, utilizing the January 2012 Community Sustainability Commission (CSC) Criteria, Sonoma State University (SSU) criteria developed in conjunction with the May 2012 Work Plan, and the results of the 2010 Greenhouse Gas Inventory Update. A cost-benefit analysis for each strategy was conducted if financial information was available and could be appropriately scaled to Benicia's efforts. The CSC reviewed, approved, and recommended the plan be forwarded to the City Council on March 17, 2014. The CAP Coordinator is requesting that the City Council approve the Work Plan.

BUDGET INFORMATION:

Funding to develop and implement the Work Plan is part of the existing contract with Sonoma State University Center for Sustainable Communities and has no additional impact on the budget. The existing contract is funded by Valero/Good Neighbor Steering Committee Settlement Agreement funds. Additional funds may be needed (City/grants) to successfully implement one or more strategies in the Work Plan; that is indicated throughout the document.

ENVIRONMENTAL REVIEW:

This project is categorically exempt from the California Environmental Quality Act (CEQA) pursuant to Section 15308, Actions by Regulatory Agencies for Protection of the Environment, which states that actions taken to assure the enhancement or protection of the environment has a categorical exemption from CEQA review.

In addition, adoption of the original Climate Action Plan is considered to be part

of the implementation program for the General Plan and is therefore addressed by the General Plan's environmental impact report. Any update to the Climate Action Plan is also considered part of the implementation program for the General Plan.

GENERAL PLAN:

The project supports the overarching Goal of the General Plan, which is Sustainability.

STRATEGIC PLAN:

Relevant Strategic Plan Issues and Strategies:

- Strategic Issue #2: Protecting and Enhancing the Environment
 - Strategy #1: Reduce greenhouse gas emissions and energy consumption
 - Strategy #3: Pursue and adopt sustainable practices

Developing the Work Plan

Step 1: CAP Policy Analysis

To better understand where additional reductions can be achieved, the CAP Coordinator team conducted a CAP Policy Analysis. The team measured potential reductions associated with state legislation, completed and on-going CAP projects, and non-CAP (i.e. strategies in other City planning documents) policies. Subsequent to that analysis, the team brainstormed a list of new CAP strategies that may be implemented instead of, or in addition to, existing policies. These new policies have been vetted by City Staff and the Community Sustainability Commission.

Step 2: Selecting Strategies for the 2014-15 Work Plan

Based on the feedback discussed above, strategies were selected for inclusion in the CAP Coordinator 2014-15 Work Plan. The Draft CAP Strategies were presented to the Commission in January 2014 and the final work plan was presented in March 2014. The CAP Coordinator is asking Council to review and approve the final work plan.

Changes Made to Draft Work Plan

After receiving feedback from the City Council and CSC in March 2014, the following modifications were made:

1. **RECO/CECO** - changed to be market driven measures; property owners are required to complete energy audits by a date certain (2019) and then the lowest performing (25%) of buildings may be required to conduct more in-depth energy audits; this approach was chosen because the Council expressed concern about mandating energy upgrades and

because this approach has been supported by the real estate community in other cities.

2. **Combined Heat & Power (CHP)** - modified after the CAP Coordinator discovered that initial feasibility assessments could be completed at no cost to the property owner. Additional sophisticated engineering studies could be funded through the Business Resource Incentive Program (BRIP) if ideal locations are identified.
3. **Residential Plumbing Fixture and Incentive Program** - updated to include an emphasis on increased collaboration with the Public Works Department; additional rebates were researched.
4. **Traffic Signal and Stop Sign Optimization** - updated to include research of additional options to create 'Complete Streets' i.e. roundabouts that may prove more cost effective for the City.
5. **Cost/Benefit Analysis** - The CAP Coordinator developed an additional spreadsheet to analyze the costs and benefits of the selected *new* strategies. That analysis is included in the 'CAP Strategy Summary Table' attached to this report.

Attachments:

- Final CAP Coordinator Strategies
- CAP Strategy Summary Table
- CSC – DRAFT March Meeting Minutes

FINAL – CAP Coordinator Priorities & Work Plan
March 2014 – June 2015
By: Alex Porteshawver, Consulting CAP Coordinator

I. Introduction

According to the 2010 GHG Inventory Update, the City needs to achieve 314,000MTCO₂e reduction annually to meet its 2020 goal.

- State legislation will reduce annual emissions by 110,000MTCO₂e.
- Strategies in non-CAP City planning documents and completed CAP projects that will continue to achieve annual reductions account for approximately 25,000 – 100,000MTCO₂e.¹

This leaves 179,000MTCO₂e – 104,000MTCO₂e that need to be reduced annually to meet the 2020 reduction target.

Below is a summary of recommended priorities that will help the City achieve its 2020 reduction goals. Next to each priority are deliverables with estimated completion dates. Each strategy is briefly described and Community Sustainability Commission (CSC) feedback received at the January 2014 meeting is summarized. In addition, next to each priority listed are relevant CAP strategies and estimated annual reductions (MTCO₂e) that will be achieved if the strategy is implemented. In addition to the reduction strategies listed below, the CAP Coordinator will attend local, regional, and statewide climate policy and planning meetings to stay up to date on legislation, regulations, and funding that may impact implementation of the strategies below.

II. CAP Coordinator Work Plan 14-15

NEW Strategies

1. Promote the City's Sustainability Efforts (0)

Strategy EO 1.1. Update and Maintain Sustainable Development Website

¹ Non-CAP policies and CAP policies are often supportive of one another. For example, a strategy found in the Water System Master Plan may not achieve the same level of reductions if a related CAP policy is not implemented at the same time. The CAP Coordinator team provided a range of potential additional reductions from Non-CAP policies and selected strategies for implementation that will help to achieve the 2020 reduction goal even if the low estimated reductions are achieved.

Education and outreach are critical components of climate protection planning because of the changes in citizen behavior and business practices that are needed to meet the City's emission reduction targets. In May 2013, the City launched SustainableBenicia.org. This website was intended to promote the City's and Community Sustainability Commission's (CSC) efforts. The website needs to be updated and maintained and additional outreach and marketing efforts are needed to generate interest in existing incentive programs and overall sustainability efforts.

Deliverable: Marketing plan that includes a new user interface to promote the City's sustainability efforts via website, social media, and other online mediums.

July 2014

CSC: Commissioners suggested that increased marketing and promotional activities are needed to promote sustainability in the Community.

2. Combined Heat and Power (CHP) Research Study & Demonstration Project

Fuel Cell Integration at City Wastewater Treatment Plant (5,625)
Objective E-2: Increase Amount of Renewable Energy in Benicia
Strategy E-2.3. Renewable Energy for City Facilities

Natural gas usage in the Industrial Park provides an excellent opportunity for GHG emissions reductions. CHP involves the production of on-site electricity so that the heat by-product from the generation process can be recovered and used for steam production or process and space heating, rather than being wasted. There are many different CHP technologies including waste heat-to-power generation and fuel cells.

A consulting firm could conduct a no-cost assessment at those businesses that it identifies as ideal candidates for CHP integration. This initial assessment includes a physical site visit and analysis of 1 year of natural gas use data as well as 15-minute incremental demand data supplied by PG&E. After conducting this initial assessment, the consultant will identify the top sites for CHP implementation and BRIP funding may be used to fund an engineering study and design the project at one or more sites. In addition, a consultant could also conduct a no-cost assessment at the City's Wastewater Treatment Plant.

Deliverable: Status Report – update on initial assessment; selection of consultant for additional engineering studies and project design,

proposed funding and integration with the Business Resource Incentive Program (BRIP).²
July 2014

CSC: Commissioners support programs that will reduce natural gas emissions in the commercial and industrial sector and there was general support for investigating CHP application at the Wastewater Treatment Plant; Commissioners did express concern over the CAP Coordinator spending time assisting Economic Development to implement BRIP.

3. Strategy E-2.6. Community-Choice Aggregation Feasibility Assessment (680 – Residential, 110 – Commercial/Industrial)

Community Choice Aggregation (CCA), created by State Assembly Bill 117, provides communities with the opportunity to establish a program that provides a clean energy option to residents and business owners. Under a CCA arrangement, the utility continues to own, operate, and maintain the transmission lines and bill customers, but the community(s) dictates the type of energy sources. For example, Marin Clean Energy (MCE), an aggregation program managed by the Marin Energy Authority, procures some of its renewable power locally and some from out of state. Procuring renewable energy reduces “marginal emissions” or the actual incremental emissions that PG&E would incur if it were serving customers that are instead participating in the CCA.

Benicia has the option of joining (MCE), but needs to complete the following two steps:

City Council sends a letter requesting consideration of membership to MCE; MCE evaluates City to determine if it meets membership criteria. City contracts with MCE to complete a technical study; approximately \$18,000 (\$10,000 to verify MCE’s ability to provide cost-effective service to Benicia while maintaining existing rates and \$8,000 for MCE staff time and PG&E load data fees.

Deliverable: Written report: recommendations for action and potential funding sources for required feasibility study.

May 2014

² The CAP Coordinator would assist the Economic Development Department to develop a project scope and Request for Proposal (RFP), review proposal submissions and provide feedback, and review work products of consultant and make recommendations for what proposed projects should be funded.

CSC: There is general support for increasing community awareness and support for CCA including conducting a feasibility study if funds are identified.

4. Oversee Implementation of Coastal Conservancy Climate Ready Grant (unknown)

The California State Coastal Conservancy (Conservancy) announced the availability of funding for projects through its Climate Ready program on June 13, 2013. Climate Ready grants are intended to encourage local governments and non-governmental organizations to act now to prepare for changing climate by advancing planning and implementation of on-the-ground actions that reduce greenhouse gas emissions and lessen the impacts of climate change on California's coastal communities and natural resources.

In August 2013, the Council authorized submission of an application after City Staff received necessary support from a variety of local, regional, and state partners to conduct an assessment of the risks from climate change to natural resources and public infrastructure, develop an adaptation plan that outlines strategies to reduce those risks, and implement that plan by conducting case studies with businesses in the industrial park while leveraging the existing Business Resource Incentive Program (BRIP). On April 15, 2014, the Council authorized the City Manager to enter into a grant agreement with the Conservancy and accept \$150,000 to implement the above project.

The CAP Coordinator will:

- Develop grant agreement with Conservancy Staff support;
- Assist in preparing a request for proposal (RFP); assist with interviewing and hiring process;
- Prepare monthly invoicing materials;
- Assist with public outreach;
- Review consultant work products;
- Make periodic reports to CSC and City Council on status of grant deliverables; and
- Prepare final grant report.

Deliverable: Status report – verbal update on grant activity including project milestones.

On-going at every CSC meeting starting March 2014

CSC: There is general support for identification of grant funding and implementation of grant funded projects that will implement the CAP and achieve GHG reductions.

5. Greening Existing Building Stock

B-3.1. Residential Energy Conservation Ordinance (RECO) (8,120)

IC-1.4. Commercial Energy Conservation Ordinance (CECO) (90,225)

Several local agencies have moved away from a mandatory/prescriptive model towards a goal of market transformation, requiring all properties to conduct a baseline energy assessment by a 'date certain' (i.e. 5 years for adoption of ordinance). This new model focuses on disclosure of energy usage as way to motivate reductions /competition in the market rather than mandated improvements. It has been favored and supported by the real estate business community in several East Bay jurisdictions. The City may consider setting a date certain of 2019 so that potential reductions can be included when the 2020 inventory is completed.

Deliverable: Begin research and analysis.

April 2014

CSC: Commissioners expressed concern over the feasibility of this strategy noting that Council had not historically approved mandatory energy and water conservation requirements.

6. T2.4 Traffic Signal and Stop Sign Optimization (12,630)

Synchronizing traffic signals and limiting uphill stop signs improve traffic flow and minimize idling, therefore reducing greenhouse gas emissions and overall travel time. A variety of different control systems are used to accomplish this, ranging from simple clockwork mechanisms to sophisticated computerized control and coordination systems that self-adjust to minimize delay to people using the road. There may be potential to upgrade existing systems to achieve GHG reductions, reduce traffic congestion, and prolong street life. CAP Coordinator will research additional 'Complete Streets' measures including roundabouts.

Deliverable: Begin research and determine if synchronization of traffic signals is possible in Benicia and cost of upgrades.

November 2014

CSC: Supportive of this measure and interested in knowing if it is feasible in Benicia.

On-going Projects

- 1. Monitor + Evaluate Progress**
- 2. Strategy E-2.2 Property Assessed Clean Energy (PACE) Program**
- 3. Research Additional Grant Funding**
- 4. Residential Plumbing Fixture Upgrade Program**
- 5. Benicia Efficiency and Climate Action Team**
- 6. E-3.3. Promote California Solar Initiative and Other Applicable Incentive Programs**

III. Conclusion

The CAP Coordinator will implement both NEW and on-going projects through June 2015. These strategies will help the City achieve additional GHG reductions; if all of the above listed strategies are implemented by 2019, **133,860MTCO₂e** will be reduced and the City should be able to reach its 2020 goal for community-wide reductions, 10% below 2000 levels by 2020. Reductions estimates may need to be refined as project feasibility analysis and implementation is completed; this is an on-going process that is continually updated to ensure the most up to date and accurate information is used while the City is working towards achieving the reduction target.

CAP Strategy Summary Table

Strategy	GHG Reduction Potential	Existing Financial Resources	Existing Staff Resources	CSC Comments	Potential Cost	Health Benefits								
						Healthy Food	Physical Activity, Walkability, Bikeability	Outdoor Air Quality	Indoor Air Quality	Improved Access	Green Space	Job Creation	Climate Risk Reduction	Health Equity
Promote City's Sustainability Efforts	Estimate not applicable - the City can encourage behavior change through increased public awareness of the challenge and of potential solutions.	Existing contract with Lucita; no additional funds to develop to platform/increase outreach.	CAP Coordinator will work with marketing professional.	Support - increased outreach is essential to community awareness and participation in emission reducing activities.	\$7,500 (quote from one company with innovative outreach platform)					X			X	
Combined Heat and Power (CHP) Research Study & Demonstration Project	1. Fuel cell integration at WWTP could reduce 5,625 MTCO2e 2. Initial study at viable industrial park businesses will estimate potential reductions.	1. Initial assessment is no-cost (provided by consulting firm) 2. BRIP funding may be utilized to complete required engineering/technical studies and to install proposed technologies. 3. PG&E Self-Generation Incentive Program (SGIP) may help offset costs of CHP technologies.	1. Economic Development Manager will continue to implement BRIP. 2. CAP Coordinator will work with consultant to complete no cost initial assessment.	Support - reducing natural gas emissions is a priority; expressed concern over CAP Coordinator allocating time to assist Economic Development with implementing BRIP.	1. No-cost initial assessment. 2. Engineering studies range from \$10K - 100K depending on complexity of project.			X					X	X
Community Choice Aggregation Feasibility Assessment	1. 680 MTCO2e (residential) 2. 110 MTCO2e (comm./indust.)	CSC applied for a CSC 14-15 grant to cover the cost of the required technical study (\$18,000)	CAP Coordinator will work with Marin Clean Energy (MCE) if funding is secured and City Council approves contract to complete technical study.	Support - increasing community support and awareness of CCA is a CSC priority.	\$18,000 to complete technical study and determine if Benicia meets membership criteria.			X					X	X
Oversee Implementation of Coastal Conservancy Climate Ready Grant	Unknown - dependent on adaptive strategies that are implemented by the City and participating businesses.	\$150,000 (California Coastal Conservancy Climate Ready Grant award)	1. CAP Coordinator to serve as Project Manager and participate in all Project tasks. 2. City Staff to support CAP Coordinator; reimbursed for all time spent on Project.	Support - identifying grant funding to implement the CAP is a priority of the CSC.	No cost to City.			X						X
Greening Existing Building Stock	1. 90,225 MTCO2e (comm.) 2. 8,120 MTCO2e (residential) *reductions are based on energy reduced and may change depending on individual actions of property owners	No additional funding identified.	1. CAP Coordinator to complete research, make recommendations to CSC, and draft ordinance; research will include how best to integrate energy audit requirement into existing permitting/inspection structure.	Support - energy performance disclosure may have an excellent impact on energy use without mandating energy conservation measures.	Additional City Staff time and potential costs for outreach and implementation; requirement would likely not be in place until 2018/19.				X				X	X
Traffic Signal and Stop Sign Optimization	12,630 MTCO2e	No additional funding identified; CAP Coordinator to research available grants.	CAP Coordinator could draft ordinance updates without additional funding; will research other 'complete streets' options, i.e. roundabouts.	Support - identifying ways to improve the flow of traffic and create complete streets is a CSC priority.	1. Approximately \$15,000 for consulting services (signal optimization). 2. Additional funding may be necessary if additional options are identified (roundabouts, etc).		X	X		X				



DRAFT

**BENICIA COMMUNITY SUSTAINABILITY COMMISSION
CITY HALL COMMISSION ROOM
REGULAR MEETING MINUTES**

**Monday, March 17, 2014
6:00 P.M.**

I. OPENING OF MEETING

A. Pledge of Allegiance

B. Roll Call of Commissioners

Present: Commissioners Barrow, Beutel, Shannon, and Chair Kerridge

Absent: Commissioner Subramanyam

Present: Ex-Officio Members Bardet (arrived 6:45 p.m.) and Muehlbauer
(arrived 6:05 p.m.)

Absent: Ex-Officio Members Adams and Scott

Staff Present: Brad Kilger, City Manager
Amy Million, Principal Planner/Recording Secretary
Alex Porteshawver, Contract Climate Action Plan Coordinator

C. Reference to Fundamental Rights of Public

II. ADOPTION OF AGENDA

On a motion of Commissioner Beutel, seconded by Commissioner Barrow, the agenda was adopted by the following vote:

Ayes: Commissioners Barrow, Beutel, Shannon, and Chair Kerridge

Noes: None

Absent: Commissioner Subramanyam

III. ELECTION OF OFFICERS

On a motion of Chair Kerridge, seconded by Commissioner Barrow, election of Commissioner Beutel as Chair was approved by the following vote:

Ayes: Commissioners Barrow, Beutel, and Chair Kerridge

Noes: None

Absent: Commissioner Subramanyam

On a motion of Commissioner Beutel, seconded by Commissioner Shannon, election of Chair Kerridge as Vice-Chair was approved by the following vote:

Ayes: Commissioners Barrow, Beutel, Shannon and Chair Kerridge
Noes: None
Absent: Commissioner Subramanyam

IV. OPPORTUNITY FOR PUBLIC COMMENT

A. WRITTEN COMMENT

Commissioner Kerridge read a letter from Larnie Fox, Executive Director of Arts Benicia that provided an update on implementation of the grant received through the Commission.

B. PUBLIC COMMENT

Kate Latham, WattzOn spoke on the program they are implementing in the City and presented a book "The WattzOn Guide to Energy Savings" to the Commission that highlights ways to save energy and water.

John Enberg, Director of Programs at WattzOn, spoke about their work with Benicia. Stated that the program is operating under budget and the City can use that money for additional WattzOn services that focus on water conservation during the drought.

Patty Gavin, Arts and Culture Commission, provided an update on the art piece being installed in the community center funded with Good Neighbor Steering Committee (GNSC) Settlement Agreement funds.

Elaine Isner, Arts and Culture Commission, provided an update on the 6 preschool programs ("Tangled in Trash") funded with GNSC Settlement Agreement funds.

V. PRESENTATIONS

A. BERKELEY INNOVATIVE SOLUTIONS (BIS)

Chair Beutel introduced the presentation.

Emilie Mazzacurati, Four Twenty SevenMT, presented findings from the study prepared by top University of California Berkeley graduate students from the BERC Innovative Solutions (BIS) resources-focused consulting program. The study assessed various climate related risks and impacts in Benicia and developed a list of proposed adaptive measures to reduce those impacts.

The Commission asked various questions pertaining to the next steps.

Chair Beutel recommended that this presentation be presented to the Planning Commission and City Council.

The Commission discussed the City's solar sites and whether battery storage could be integrated, providing back up power in the event of a power outage, and Valero's wastewater treatment ponds located within a flood plain. CAP Coordinator commented that the findings from this study will be incorporated in the Coastal Conservancy grant funded project that will start in April 2014.

VI. CONSENT CALENDAR

Commissioner hair Kerridge requested that the January 27 meeting minutes be modified to reflect Mr. Kilger's response to Ex-Officio Muehlbauer's reporting on item VII. A. on page 3 regarding Valero's Condensate Recovery Phase 2 project.

Commissioner Barrow requested that Ex-Officio Member Adams be noted as absent.

On a motion of Chair Beutel, seconded by Commissioner Kerridge, the Commission approved the minutes, with the minor changes noted above, by the following vote:

Ayes: Commissioners Barrow, Kerridge Shannon and Chair Beutel
Noes: None
Absent: Commissioner Subramanyam
Abstain: None

A. Approval of Regular Meeting Minutes of January 27, 2014

VI. AGENDA ITEMS

CLIMATE ACTION PLAN POLICY ANALYSIS & CAP COORDINATOR WORK PLAN

Ms. Porteshawver presented an overview of the CAP policy analysis process.

Chair Beutel requested clarification on whether implementation of the strategies will result in the City reaching its annual reduction goals.

Discussed the implementation timing of strategies.

The Commission discussed Community Choice Aggregation and reduction estimates.

The Commission requested an overview of the wind energy generation analysis at a future meeting. CAP Coordinator indicated she would discuss this with City Staff.

The Commission requested clarification and discussed various strategies including the RECO/CECO energy assessment requirements and traffic signal and stop sign optimization.

The Commission discussed alternatives to this strategy including education and outreach efforts to reduce the idling of cars at schools during pick-up and drop off and roundabouts.

Public comment was opened.

Mayor Pattersen provided a brief description of the Local Government Commission (LG) retreat she recently attended where they discussed the benefits of roundabouts. Mayor Patterson stated that Dan Burton is a good resource on this issue. Suggestion for idling cars is to place "no idling" signs in the area. Mayor Patterson shared additional program ideas such as on-bill financing for water conservation measures and capturing storm water for irrigation.

On motion of Commissioner Shannon, seconded by Commissioner Kerridge, the Commission approved the work plan after modifying Traffic Signal and Stop Light Optimization to include research of additional traffic calming measures and recommended it be forwarded to City Council review and approval by the following vote:

Ayes: Commissioners Barrow, Kerridge, Shannon, and Chair Beutel
Noes: None
Absent: Commissioner Subramanyan

VIII. COMMUNICATIONS FROM STAFF

Ms. Porteshawver provided an update on the following:

- Solar Program Report
- Water Incentive Program
- Property Assessed Clean Energy (PACE)
- Grants
- Sonoma State University Intern Work
- Update on Drought and Water Conservation
- Status of Commission's Water Conservation Grant Proposal

IX. COMMUNICATIONS FROM COMMISSIONERS

Chair Beutel handed out a double-sided information sheet on the March 3, 2014 Clean Energy Symposium (Community Choice Aggregation) and the Benicia Bicycle Plan.

Commissioner Barrow provided an overview of a Solar City report on purchasing behavior of homeowners.

Commissioner Shannon reported that he recently started to use four rain barrels and was surprised by the amount of water collected for irrigation.

Commissioner Kerridge attended the Clean Energy Symposium, which provided a better understanding of Community Choice Aggregation.

Ex-Officio Bardet reported on the planting of an orchard at the Presbyterian Church.

Ex-Officio Meuhlbauer reported that Valero will be hosting an information meeting on the Valero Crude by Rail project at the Ironworkers Union Building, Park Road, on Monday, March 24 at 6:30 p.m. He also noted that Valero is asking community members to fill out postcards so that they can be contacted with information about the project.

X. ADJOURNMENT

Chair Beutel adjourned the meeting at 8:24 p.m.

AGENDA ITEM
CITY COUNCIL MEETING DATE - MAY 6, 2014
CONSENT CALENDAR

DATE : April 25, 2014

TO : City Council

FROM : City Attorney

SUBJECT : **DENIAL OF CLAIM AGAINST THE CITY BY VICTOR M. HERNANDEZ AND REFERRAL TO INSURANCE CARRIER**

RECOMMENDATION:

Deny the claim against the City by Victor M. Hernandez.

EXECUTIVE SUMMARY:

The claimant alleges that he was struck by a City police vehicle on East 2nd Street near the I-780 overpass.

BUDGET INFORMATION:

This claim is for a minimum of \$25,000.00.

GENERAL PLAN:

N/A.

STRATEGIC PLAN:

N/A- there is not a relevant Strategic Plan Goal that relates to this agenda item.

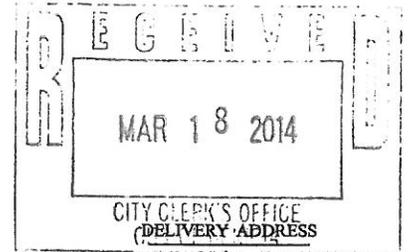
BACKGROUND:

The claimant alleges that he was "struck by a Benicia Police Department vehicle which was negligently driven by a uniformed officer" on October 9, 2013. The claimant states that the officer did not stop upon hitting him, "but instead kept driving departing the scene." The claimant states that he suffered injuries to his back as well as left hip, thigh, and leg. The amount of the claim includes hospital and doctor costs, loss of income and more. Upon rejection of the claim, the City Clerk should issue a rejection notice to Mr. Hernandez using ABAG's Form Letter No. 3 of the ABAG Plan Claims Procedures Manual and process with proof of service by mail form (located in the forms directory). A copy of the rejection notice and proof of service by mail form should be sent to Eileen Barr (ABAG Claims Examiner) and the City Attorney.

Attachment:

- Copy of Claim Against the City

LAW OFFICES OF
Bruce L. Ahnfeldt
A PROFESSIONAL CORPORATION



MAILING ADDRESS
P.O. BOX 6078
NAPA, CALIFORNIA 94581

(707) 224-6547
FAX (707) 224-2518
E-MAIL: BRUCE@AHNFELDTLAW.COM

1005 JEFFERSON STREET
NAPA, CALIFORNIA 94559

**GOVERNMENTAL TORT CLAIM OF VICTOR HERNANDEZ Gov. Code
Section 910 and Gov. Code Section 910.2**

March 17, 2014

SUBMITTED TO:

CITY OF BENICIA
City Clerk's Office
250 East "L" Street
Benicia, CA 94510

BENICIA POLICE DEPARTMENT
200 East "L" St.
Benicia, CA 94510

Names and Address of Claimants [Govt. Code Section 910(a)]

Victor M. Hernandez

Mailing of Notices [Govt. Code Section 910(b)]

Notices should be mailed to:

Circumstances Giving Rise to Claim [Govt. Code Section 910(c)]

Date of Event: October 09, 2013

Location of Event: East Second Street, Benicia, California, at or near the I-780 overpass.

Summary of Events: Claimant VICTOR HERNANDEZ was struck by a Benicia Police Department vehicle which was negligently driven by a uniformed officer of the Benicia Police Department. The officer did not stop after striking Claimant Hernandez but instead kept driving and departed the scene

03/17/14 GOVERNMENT TORT CLAIM OF
VICTOR M. HERNANDEZ AGAINST
CITY OF BENICIA AND BENICIA POLICE
DEPARTMENT: PAGE TWO of TWO

Injuries and Damages [Govt. Code Section 910(d)]

Claimant Hernandez suffered physical injuries to his left hip, thigh and leg. He also suffered an injury to his back. Additionally, claimant suffered extreme anxiety and emotional distress as a consequence of being struck by the police vehicle. Other injuries may be disclosed upon review of Claimant's medical records.

Claimant incurred hospital and doctor's bills, and lost income, in addition to other losses currently undetermined. Claimant also suffered, and still suffers, non-economic damages.

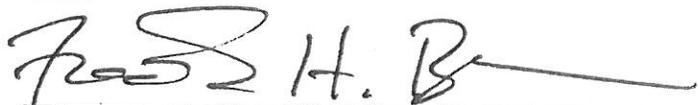
Names of Public Employees Involved [Govt. Code Section 910(e)]

According to California Highway Patrol Report Number 13 - 10 - 048, the driver of the Benicia Police vehicle was an officer of the Benicia Police Department named Mark Anthony Simonson.

Prayer for Relief [Govt. Code Section 910(f)]

The Claimant's damages exceed \$25,000.00 and hence a lawsuit, if necessary, will be filed in the Superior Court, Unlimited Jurisdiction.

Date: 03/17/14



Frederick H. Brennan
LAW OFFICES OF BRUCE L. AHNFELDT
Attorneys for Claimant Hernandez

AGENDA ITEM
CITY COUNCIL MEETING DATE - MAY 6, 2014
BUSINESS ITEMS

DATE : April 30, 2014
TO : City Manager
FROM : Interim Finance Director
SUBJECT : **RESOLUTION AMENDING THE FISCAL YEAR 2013-14 BUDGET**

RECOMMENDATION:

Adopt a resolution amending the Fiscal Year 2013-14 Budget based upon review of the information presented regarding the proposed budget amendments.

EXECUTIVE SUMMARY:

The City Council adopted the original budget for FY 2013-2015 on July 23, 2013. The adopted budget was further amended on February 25, 2014 including approval of project carry-forwards. As part of the budget review process, staff completed an analysis of FY 2013-14 revenues and expenditures for the third quarter ended March 31, 2014, and is reporting on recommended amendments to the Fiscal Year 2013-14 Budget for Council consideration and adoption.

The recommended budget amendments anticipate General Fund revenues and expenditures will balance for FY 2013-14. The City continues to rely on position vacancies and reserve savings to fund unanticipated operating needs occurring during the fiscal year. Due to low vacancy levels, staff has much less flexibility to manage unanticipated needs within the existing budget structure, and if any significant negative events occur over the remaining two months - staff may seek to increase total budgeted expenditures prior to closing the fiscal year. For the time being, the City continues to maintain reserve balances at levels higher than amounts estimated in the FY 2013-15 Adopted Budget. Despite a balanced budget in the current year, staff remains convicted that existing reserve levels will not sustain the projected gap between the City's long-term revenue trends and projected expenditure growth as a result of rapidly increasing pension costs, rising insurance costs and reserve requirements, rising outside service costs; and, the need to increase funding for vehicle replacement and technology upgrades. Staff continues to analyze and formulate forecast information, and will be presenting such information within the month.

BUDGET INFORMATION:

General Fund

The proposed amendments to the Fiscal Year 2013-14 budget increase General Fund budgeted revenues by \$271,925 and increase budgeted expenditures by \$121,330, resulting in a balanced budget; a significant improvement over the original 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 and, under the current budget projections, reserves would remain at that level.

Staff cautions that in addition to projected gaps contained in the FY 2013-15 Adopted Budget General Fund Forecast; negative equity exists in the Marina Fund, the Workers' Compensation Fund is not funded at minimum reserve levels, internal service costs must be increased to fund needed vehicle and technology replacement, and other funds are experiencing revenue decreases that will put future pressure on general resources.

Additionally, during the FY 2013 audit, the City's auditors strongly cautioned that the City must fund the Marina Fund negative equity. At this time, staff is monitoring the budget closely to determine whether, ultimately, the City may fund the Marina Fund deficit through budget savings or whether additional unanticipated events between now and year-end require that the City utilize General Fund reserves to cover the negative equity in the Marina Fund.

General Fund Assigned

The proposed amendment to the CableTV/PEG fund includes reducing expenditures for equipment replacement in the amount of \$1,110 since the full balance of \$97,445 is no longer supported by available reserve balances and current revenues.

Special Revenue and Capital Projects Funds

The proposed amendments to Special Revenue and Capital Projects funds include technical budget clean-up adjustments required to balance capital project balances carried forward for the Park Dedication, Streets and Transportation, and GNCS Funds. New spending amendments relate to \$4,000 increase in the Park Dedication fund, and a \$40,000 increase in the GNCS fund for City-wide tree pruning.

Internal Service Funds

The proposed amendments to Internal Services funds include increased appropriations of \$3,640 for pool equipment costs, and minor increases in grant

funding received and rebate revenues to fund consulting costs \$(5,000) and final capital close out with Chevron (\$3,360) in the Energy Conservation fund.

Enterprise Funds

The proposed amendments to Enterprise funds include technical budget clean-up adjustments in order to properly budget Water and Wastewater reserves. Due to allocating resources to capital reserves in previous years, the budgeted reserve for the Wastewater Fund 014 is a negative \$329,935. This occurred due to differences between projected and actual reserves as of June 30, 2013. This situation also occurred in the Water Capital Fund 593 in the amount of \$2,325.

STRATEGIC PLAN:

Relevant Strategic Plan Goals and Strategies:

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

BACKGROUND AND DISCUSSION:

City Council adopted the City's Biennial FY 2013-15 Budget on July 23, 2013 and amended the budget on February 25, 2014. Staff is continuing on-going financial analysis 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.

THIRD QUARTER 2013-14 APPROPRIATION AMENDMENTS

General Fund Proposed Amendments:

Total General Fund operating revenues for FY 2013-14 are projected at \$31.10 million which are comparable to prior year operating revenues of \$30.99. Overall trends indicate that operating revenues will track closely with original five-year projections, with a possible slight decrease from the FY 2013-15 Adopted Budget due to continued negativity in sales tax activity.

The following revenue amendments are recommended:

Property Tax In Lieu – increase budget projection by \$49,225. This line item was formally reported under “Revenue from Other Agencies”; but is more appropriately classified as a form of property tax revenues. The increase primarily relates to the difference between estimated and actual overall increase in assessed property values.

Franchise Fees – increase budget projection by \$130,300. This increase related to a \$95,300 increase in electric fees which are received once annually, and a slight increase in waste collection fees of \$35,000.

Revenue from Other Agencies – increase by \$92,400. The increase is primarily due to the receipt of ABAG and PG&E grants of \$122,400 (for

electric charging stations) offset by a reduction in estimated mandated cost reimbursements of \$40,000.

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 required technology capital replacement particularly in the Information Technology division. Overall increase of \$121,330 is primarily due to capital expenditures for grant-funded electric charging stations.
- Transfer the funded, but vacant, Management Analyst position from the City Manager's Office to the Finance Department in an effort to fill the position to support, among other duties, additional workload related to maintaining cost procedures initiated in the current year, implementing an accounting system, and maintaining ten-year forecast models on the City's major funds.

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

General Fund Assigned Proposed Amendments:

Cable TV/PEG F084 – Reduce revenues and expenditures by \$1,110. There are not adequate reserves to fully fund capital equipment project funds of \$97,445.

Special Revenue and Capital Project Funds Proposed Amendments:

Park Dedication F047- Increase operating revenues by \$110,070 to account for the grant revenues of \$110,070 and increase budget by \$4,000 to fund minor project activity.

Streets & Transportation F048- Increase revenues by \$364,320 to balance grant-funded project balances carried forward by an equal amount of grant reimbursement revenue.

GNSC F217 – Increase revenues and use of fund reserves by \$36,735 for increased program spending for tree maintenance offset by minor reconciliation adjustments in approved project carry forward balances including a reduction in the BRIP of \$33,040, a reduction in bicycle storage racks of \$225, and an increase for the Climate Action Coordinator for \$30,000.

Internal Services Funds Proposed Amendments:

Equipment Replacement F114 – Increase expenditures by \$3,640 pool equipment purchases.

Energy Conservation F117 – Increase rebate and grant revenues by \$17,400 and increase net expenditures by \$8,360 to account for increased grant revenues offset by increased consulting costs for Sage Renewables, and also increased final project expenditures of \$3,360 which was within Council's total project approval.

Enterprise Funds Proposed Amendments:

Wastewater Treatment F14 – Increase operating transfers in by \$329,935 to balance budgeted reserves due to differences in projected and actual June 2013 reserve balances. The source of the transfer is a capital sub-fund of the total Wastewater operations reserves.

Wastewater Capital F518 – Increase operating transfers out by \$329,935 to reallocate reserves among funds within the Wastewater operating reserve funds.

Water Treatment F090 – increase operating transfers out by \$2,325 to reallocate reserves among funds within the Water operating reserve funds.

Water Capital F593 – increase operating transfers in by \$2,325 to balance budgeted reserves. The source of the transfer is the Water Treatment operating fund.

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

Finance Cost Studies

The updated status of the individual cost studies is reflected in the report regarding the City's Sustainable Community Services Strategy (SCSS). Generally, Finance staff is analyzing information received as a result of those studies and an overview of the results will be presented at the council meeting on May 6th.

As a reminder, 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.

Attachments:

- Budget Amendment Resolution
- (1) Proposed Budget Amendments
- (2) FY2013-14 General Fund Q3 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, the City Council approved amendments on February 25, 2014; and

WHEREAS, based upon a review of revenues and expenditures, the City Manager has prepared and proposed additional amendments to the FY 2013-14 Adopted Budget; 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; and,

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 additional FY 2013-14 Budget Amendments.

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 6th day of May 2014, and adopted by the following vote:

Ayes:

Noes:

Absent:

Elizabeth Patterson, Mayor

Attest:

Lisa Wolfe, City Clerk

Date

FY 2013-2014 Q3 BUDGET AMENDMENTS

GENERAL FUND

GENERAL FUND REVENUES 010	2014 Q3 BUDGET AMENDMENT	PROPERTY TAX	SALES TAX	OTHER TAX	CHARGES FOR OTHER	OTHER REVENUES/ TRANSFERS
Property Tax In Lieu	49,225	49,225	-	-	-	-
Sales Tax	-	-	-	-	-	-
Franchise Fees - Electric	95,300	-	-	-	-	95,300
Franchise Fees - Garbage	35,000	-	-	-	-	35,000
Revenue from Other Agencies - Grant	122,400	-	-	-	-	122,400
Revenue from Other Agencies - Mandates	(40,000)	-	-	-	-	(40,000)
Total Revenue Changes	261,925	49,225	-	-	-	212,700

GENERAL FUND EXPENDITURES 010,011	2014 Q3 BUDGET AMENDMENT	SALARIES	PERS/ PERS STABILIZATION	INSURANCE AND OTHER BENEFITS	CONTRACTS, CAPITAL AND ONE-TIME	TRANSFERS OUT
City Treasurer	5,000	-	-	-	5,000	-
City Manager	(25,000)	(28,000)	-	(5,000)	8,000	-
Technology	78,200	(15,000)	-	-	93,200	-
Finance	25,000	25,000	-	-	-	-
CD - Planning	25,000	-	-	-	25,000	-
CD - Building	25,000	-	-	-	25,000	-
Non-Departmental						
Other Non-departmental, Leave Reserves	(134,270)	(21,070)	-	-	(113,200)	-
Capital Grant - Charging Stations	122,400	-	-	-	122,400	-
Total Expenditure Changes	121,330	(39,070)	-	(5,000)	165,400	-

GENERAL FUND - ASSIGNED

Cable TV/PEG Fund 084	2014 Q3 BUDGET AMENDMENT					OTHER REVENUES
Use of Fund Reserves	(1,110)	-	-	-	-	(1,110)
Total Revenue Changes	(1,110)	-	-	-	-	(1,110)

Cable TV/PEG Fund 084	2014 Q3 BUDGET AMENDMENT				CONTRACTS, CAPITAL, AND ONE-TIME	
Equipment Replacement	(1,110)	-	-	-	(1,110)	-
Total Expenditure Changes	(1,110)	-	-	-	(1,110)	-

FY 2013-2014 Q3 BUDGET AMENDMENTS

SPECIAL REVENUE AND CAPITAL PROJECTS FUNDS

	2014 Q3 BUDGET AMENDMENT					OTHER REVENUES
PARK DEDICATION 047						
Grant Revenue	110,070	-	-	-	-	110,070
Use of Reserves	4,000	-	-	-	-	4,000
Total Revenue Changes	110,070	-	-	-	-	110,070

	2014 Q3 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
PARK DEDICATION 047						
Park Contract Costs	4,000	-	-	-	4,000	-
Total Expenditure Changes	4,000	-	-	-	4,000	-

	2014 Q3 BUDGET AMENDMENT					OTHER REVENUES/ TRANSFERS
STREETS & TRANSPORTATION 048						
Grant Revenues	364,320	-	-	-	-	364,320
Total Revenue Changes	364,320	-	-	-	-	364,320

	2014 BUDGET AMENDMENT					OTHER REVENUES/ TRANSFERS
GNSC FUND 217						
Use of Fund Reserves - Tree Program	40,000	-	-	-	-	40,000
GNSC Valero Settlement	(3,265)	-	-	-	-	(3,265)
Total Revenue Changes	36,735	-	-	-	-	36,735

	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
GNSC FUND 217						
Parks Tree Pruning	40,000	-	-	-	40,000	-
BRIP	(33,040)				(33,040)	
Bicycle Storage Racks	(225)				(225)	
Climate Action Coordinator	30,000	-	-	-	30,000	-
Total Expenditure Changes	36,735	-	-	-	36,735	-

FY 2013-2014 Q3 BUDGET AMENDMENTS

INTERNAL SERVICE FUNDS

	2014 BUDGET AMENDMENT					OTHER REVENUES
EQUIP REPLACEMENT FUND 115						
Use of Fund Reserves	3,640	-	-	-	-	3,640
Total Revenue Changes	3,640	-	-	-	-	3,640

	2014 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
EQUIP REPLACEMENT FUND 115						
Pool Equipment	3,640	-	-	-	3,640	-
Total Expenditure Changes	3,640	-	-	-	3,640	-

	2014 BUDGET AMENDMENT					OTHER REVENUES
ENERGY CONSERVATION FUND 117						
Refunds and Rebates	12,400					12,400
Energy Grants	5,000					5,000
Total Revenue Changes	17,400	-	-	-	-	17,400

	2014 BUDGET AMENDMENT	SALARIES			CONTRACTS, CAPITAL AND ONE-TIME	
ENERGY CONSERVATION FUND 117						
Non-Departmental - Consultant	5,000	-	-	-	5,000	-
Non-Departmental - Capital Projects	3,360	-	-	-	3,360	-
Total Expenditure Changes	8,360	-	-	-	8,360	-

ENTERPRISE FUNDS

	2014 Q3 BUDGET AMENDMENT					OTHER REVENUES/ TRANSFERS
WASTEWATER TREATMENT FUND 014						
Operating Transfer In	329,935	-	-	-	-	329,935
Total Revenue Changes	329,935	-	-	-	-	329,935

	2014 Q3 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
WASTEWATER CAPITAL FUND 518						
Operating Transfer Out	329,935	-	-	-	329,935	
Total Expenditure Changes	329,935	-	-	-	329,935	-

	2014 Q3 BUDGET AMENDMENT				CONTRACTS, CAPITAL AND ONE-TIME	
WATER TREATMENT FUND 090						
Operating Transfer Out	2,325	-	-	-	2,325	-
Total Expenditure Changes	2,325	-	-	-	2,325	-

	2014 Q3 BUDGET AMENDMENT					OTHER REVENUES/ TRANSFERS
WATER CAPITAL FUND 593						
Operating Transfer In	2,325	-	-	-	-	2,325
Total Revenue Changes	2,325	-	-	-	-	2,325

CITY OF BENICIA
FY 2013-14 GENERAL FUND SUMMARY - QTR 3

Revenues	Adopted 2014	Amended 2014	Adjustments	Amended 2014	3/31/2014 ACTUAL YTD	%	3/31/2013 ACTUAL YTD	FY 2012-13 AUDITED	%
Property Tax	12,028,100	12,260,000	-	12,260,000	6,628,295	54%	6,294,215	11,835,075	53%
Property Tax In Lieu	1,850,000	1,850,000	49,225	1,899,225	949,615	50%	903,935	1,807,910	50%
Sales Tax	6,205,000	6,460,000	-	6,460,000	3,575,370	55%	3,879,410	7,085,185	55%
Utility Users Tax	4,595,000	4,770,000	-	4,770,000	3,248,870	68%	3,313,090	4,825,055	69%
Franchise Fees	1,710,600	1,710,600	130,300	1,840,900	559,245	30%	504,320	1,637,825	31%
Other State and Local Taxes	910,000	920,000	-	920,000	586,585	64%	590,605	931,060	63%
Licenses and Permits	350,000	350,000	-	350,000	253,630	72%	239,095	331,830	72%
Fines and Forfeitures	99,000	99,000	-	99,000	68,015	69%	90,905	125,015	73%
Use of Money and Property	360,000	315,000	-	315,000	277,945	88%	276,570	308,600	90%
Revenue from Other Agencies	198,000	284,700	92,400	377,100	180,465	48%	130,215	221,270	59%
Charges for Current Services	1,343,160	1,508,160	-	1,508,160	1,050,835	70%	880,365	1,383,630	64%
Other Revenues	304,440	304,440	-	304,440	222,615	73%	396,865	504,500	79%
Total Revenues	29,953,300	30,831,900	271,925	31,103,825	17,601,485	57%	17,499,590	30,996,955	56%
Expenditures									
City Council	87,365	87,365	-	87,365	62,165	71%	59,365	79,190	75%
City Attorney	558,470	558,470	-	558,470	349,660	63%	357,640	490,860	73%
City Clerk	90,120	81,415	-	81,415	56,105	69%	54,405	78,450	69%
City Treasurer	106,880	106,880	5,000	111,880	73,675	66%	72,975	107,390	68%
City Manager	732,530	679,520	(25,000)	654,520	457,725	70%	517,945	693,845	75%
Economic Development	479,525	479,525	-	479,525	331,515	69%	314,095	470,475	67%
Human Resources	329,585	328,930	-	328,930	220,110	67%	173,000	260,100	67%
Technology	435,340	414,420	78,200	492,620	262,725	53%	262,845	352,210	75%
Finance	773,740	773,740	25,000	798,740	504,070	63%	481,740	701,960	69%
Community Development	852,075	975,525	50,000	1,025,525	628,635	61%	676,690	1,015,575	67%
Library	1,135,375	1,135,375	-	1,135,375	815,220	72%	794,195	1,141,165	70%
Parks & Community Services	4,919,965	4,950,465	-	4,950,465	3,429,570	69%	3,184,735	4,619,095	69%
Public Works	1,419,605	1,406,915	-	1,406,915	907,640	65%	760,160	1,188,555	64%
Fire	6,588,445	6,595,790	-	6,595,790	4,637,130	70%	4,790,070	6,552,945	73%
Police	8,224,105	8,224,105	-	8,224,105	6,065,680	74%	6,004,290	8,098,995	74%
Non-Departmental:									
Debt Service	650,990	401,950	-	401,950	252,650	63%	390,990	402,740	97%
Insurance	750,200	750,200	-	750,200	535,090	71%	774,495	802,955	96%
Senior Water Discount	291,700	291,700	-	291,700	213,385	73%	-	193,290	0%
Other Non-departmental	2,508,940	2,441,525	(11,870)	2,429,655	1,296,675	53%	1,196,520	1,936,255	62%
Total Expenditures	30,934,955	30,683,815	121,330	30,805,145	21,099,425	68%	20,866,155	29,186,050	71%
Revenues Over / (Under)	(981,655)	148,085	150,595	298,680	(3,497,940)		(3,366,565)	1,810,905	
Other Financing Sources/Uses									
Transfers In	94,500	166,500	-	166,500	70,875	43%	70,305	93,745	75%
Transfers Out	(515,140)	(465,180)	-	(465,180)	(354,895)	76%	(359,045)	(1,515,135)	24%
Net Operating Transfers	(420,640)	(298,680)	-	(298,680)	(284,020)	95%	(288,740)	(1,421,390)	20%
Change in Fund Balance	(1,402,295)	(150,595)	150,595	-	(3,781,960)		(3,655,305)	389,515	
Other Reserve Changes	219,000.00	(219,000.00)	-	-	-		-	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			7,041,295	3,259,335		2,880,680	7,041,295	
	19.6%			22.6%				22.7%	

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

AGENDA ITEM
CITY COUNCIL MEETING DATE - MAY 6, 2014
BUSINESS ITEMS

DATE : April 30, 2014

TO : City Council

FROM : City Manager
Assistant City Manager

SUBJECT : **UPDATE ON SUSTAINABLE COMMUNITY SERVICES STRATEGY**

RECOMMENDATION:

Receive a presentation on the status of the Sustainable Community Services Strategy (SCSS) and 1) approve, by motion, a contract with Management Partners for services related to the SCSS; and 2) provide direction, as needed, on next steps relative to the SCSS, specifically on soliciting community priorities, perspectives and citizen satisfaction through an independent, professional conducted community survey.

EXECUTIVE SUMMARY:

The City is well underway with the first phase of a long-term strategy for creating a fiscally resilient organization that can effectively weather an economic downturn. The first phase of the Sustainable Community Services Strategy (SCSS) includes a variety of financial studies, as well as a ten-year forecast and an organizational scan, which will help provide the City with the basis for ascertaining whether the most efficient and effective means are used to provide valued services to the community or whether alternative service delivery models could be employed. In order to fully implement this first phase of the SCSS, City staff is recommending approval of two professional service contracts with Management Partners and the Lew Edwards Group. In addition, staff is requesting City Council concurrence to proceed with a community survey in preparation for Phase II (Community Engagement) of the SCSS.

BUDGET INFORMATION:

The proposed contract with Management Partners is for \$59,900 for assistance with completing Phase 1 of the SCSS as described in the attached contract. Additionally, staff recommends obtaining the services of the Lew Edwards Group for a not-to-exceed amount of \$35,000 for assistance with the proposed community survey to engage the public, get input and ascertain their views or satisfaction with City services.

The 2013-15 Budget appropriated approximately \$63,000 for this effort, of which

\$35,600 has been expended for the development of the 10-year forecast and various activities related to the organizational scan. The additional cost will be covered by savings in the current budget from vacancy savings.

STRATEGIC PLAN:

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

BACKGROUND:

To respond to lower revenues beginning in 2009-10, employee compensation was reduced for all City employees by approximately 10% on an ongoing basis and various positions in several City departments were unfunded or eliminated. Additionally, as a result of the need to respond quickly to declining revenues, departmental reductions to date have been opportunistic in nature and have focused on freezing vacant positions, and as a result, fewer positions are now available to do project work that helps make Benicia the quality community it is. Additionally, turnover in key positions at the senior management level (i.e., Public Works Director and Finance Director) has made it difficult for the City to get traction at implementing much-needed initiatives. The City has a strategic plan with a very long list of priority projects. Sufficient resources are currently not available for many of them.

Further, as was highlighted during the 2013-15 budget process, it is not recommended that the City continue to address its structural deficit via opportunistic reductions as this is not sustainable without negatively impacting City reserves. Rather, it is necessary that the City take the necessary time and resources, now, to undertake a comprehensive process that will provide the needed information in order to better plan and budget for the organization for the long-term and create a sustainable organization. A sustainable organization is one that has the capacity and resources to provide the level of services relied on by the community on an on-going basis, as well as the ability to weather future economic uncertainties without disrupting priority City services.

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 and gave staff direction to proceed with the strategy. The presentation was in follow-up to the discussions held during the adoption of the FY 2013-15 Budget, when staff was directed to begin a number of financial studies, as well as develop a long-term plan toward fiscal sustainability including strategies to protect and maintain vital city services. A subsequent update on the scope of work SCSS was provided in February, and a copy of that update is attached to this report.

Long-Term City Services Plan – Sustainable Community Services Strategy (SCSS)

The purpose of the strategy is to create a foundation for the services desired by the community, determine the financial commitment that will be required to fund those services, and identify the ways in which any identified financial gaps will be filled. The plan is being developed to include three phases, with an estimated timeline, as follows:

July 2013 - August 2014	Sept - Oct 2014	Nov - Dec 2014	Jan - June 2015
Phase 1: \$ Studies, 10-Year Forecast & Organizational Scan	Phase 2: Community Engagement	Phase 3: SCSS Document	2015-17 Strategic Plan/Budget Process

- **Phase 1:** Complete a series of financial studies and a 10-year forecast. Conduct an organizational scan, including employee input, and community survey. (July 2013 - July 2014)
- **Phase 2:** Convene community discussion and obtain input (September to October 2014)
- **Phase 3:** Prepare Long-Term City Services Plan (November to December 2014)

Phase 1 (July 2013 – July 2014)

Phase 1 is comprised of preparation of a series of financial studies, a 10-year forecast, as well as completion of an organizational scan and community survey. Each component is described in more detail below.

Financial Studies: In order to properly set the stage for a process that is focused on creating a fiscally resilient organization, it was necessary to conduct a number of financial studies. Many of the financial studies were initiated immediately following completion of the 2013-15 Budget, while the scope of work for the SCSS was still under development, as it was clear, from the budget process that these studies are best practices and needed to be conducted regardless of the longer-term strategy.

Over the last several months, staff has kept both the Finance Committee and City Council apprised of the progress of these various studies. The majority of the studies are scheduled for review by the City Council with the mid-cycle Biennial Budget update in June:

Studies In progress:

- CalPERS' Sustainability Plan – This study is currently underway and will be incorporated in the mid-cycle update of the Biennial Budget in June.

- Cost Allocation Plan – This study is in progress with planned completion in late May 2014. Intend to implement in FY 2014-15.
- User-Fee Study – This study is in progress. Planned completion is August/September of 2014.

The following four studies have been completed:

- 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.
- Workers' Compensation Study – Full study completed in February 2014. Staff is currently analyzing budget implications by fund. A presentation on this study is planned for the Finance Committee in May and implementation of new internal service rates is planned for FY 2014-15.
- Liability Insurance – Full study completed in February 2014. Staff is analyzing budget implications by fund. A presentation on this study is also planned for the Finance Committee in May and implementation of charges by department is planned for FY 2014-15.
- Property Tax Appeals – This study was initiated to understand and confirm whether County intended to impound for significant appeals. The County did, in fact, impound revenues lowering receipts in the current year. This study was covered as part of the mid-year budget item at the February 25, 2014 Council meeting, and the status of appeals is being monitored over time.

Finally, two additional studies on funding of employee leaves and capital replacement are planned, but currently on hold, pending completion of other above-noted studies.

10-Year Forecast: The 10-year forecast is being developed to identify cost and revenue assumptions projected over a ten-year period. Several models will be created reflecting various assumptions. As noted in the SCSS update provided at the February 25, 2014 Council Study Session, this effort has been underway for the past few months and the first draft of the forecast is nearly complete.

A joint study session of the City Council and Finance Committee is tentatively scheduled for May. This will be the opportunity for both bodies to preview the model and provide staff with feedback. It should be noted that at the

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conclusion of both the cost allocation plan and the organizational scan, the model will be updated to incorporate additional revenue and expenditure assumptions based on information collected from departments as part of the scan.

Organizational Scan: The organizational scan is comprised of a series of activities that will assist the City in identifying critical unmet needs, as well as potential ways to maximize efficiencies. A management team workshop was held in March as a way for the executive management team to collaborate on defining the scope of the organizational scan and the following process is the result of that effort.

Through the scan, staff will be obtaining both qualitative and quantitative data on City services, needs and methods of optimizing our efficiency and methods of service delivery. Specifically, the following information will be collected from the departments as part of the organizational scan:

- List of programs currently provided: Programs are the services and functions now provided by the City. Generally, departments operate multiple programs under a divisional management structure. Programs can be defined as a discrete service performed by a group of employees or by contract. Staff will provide data pertaining to budget and relevant program metrics (e.g., number of people served, streetlights maintained, calls for service, park acreage maintained).
- List of critical unmet needs: This will describe and quantify unmet critical needs.
- Alternatives service delivery possibilities: This will contain a list of programs that could be delivered in a different manner than is now the case (e.g., outsourcing, service sharing with another agency, consolidation within the City, or other means).
- Methods of increasing efficiency: This will be a list of changes needed to increase efficiency of staff in carrying out services (e.g., reorganizations, technology, policy or procedures changes, or other means).

Once collected, this information will be aggregated so that an organization-wide perspective will be provided. Based on best practices, recommendations regarding alternative service delivery options and potential efficiency improvements will be provided that could potentially reduce costs and/or enhance effectiveness of service delivery.

(As noted previously, at the conclusion of the organizational scan, the 10-year

forecast will need to be updated in order to incorporate information gained from the departmental submissions.)

Employee Engagement: As community service providers, it is critical that employees also be asked their opinions as part of the organizational scan. During the period of May through July of 2014, employees will be engaged through an employee survey and several focus groups. The employee engagement process will seek input about critical needs and opportunities to do things differently that could result in greater efficiencies or more effective service delivery to the community.

Benchmarking: This activity will involve comparing the City of Benicia to four to six communities to ascertain whether the City of Benicia is at the polar ends of a scale or somewhere in the middle on key data points, such as services provided, organization structure, budgets and staffing.

Examples of information to be collected and analyzed include:

- Organization charts to show how functions are organized
- Functions/services by department
- Staffing levels by department
- Expenditures by department, citywide
- Revenues by department, citywide

Community Survey: In addition to the internal scan of the organization, staff is also requesting direction to proceed with a professionally-conducted, statistically valid community survey as soon as possible. This survey will, among other issues: identify community satisfaction with city services; rank the services valued (or not) by our constituents; and identify areas of potential service cuts and revenue generation.

Conducting such a survey at this juncture in the process will ensure that both our short-term and long-term budget strategies fully embrace and reflect community perspectives at the outset of this effort.

Phase 2 (September – October, 2014)

Convene Community Discussion: Community meetings can be useful in educating and gathering feedback. Following completion of Phase 1 in late summer, staff plans to convene community discussions about the City's financial outlook and results of the organizational scan. Potential discussion topics are listed below, to be refined once Phase 1 is completed.

- Present and discuss the results of the 10-year forecast, including risks to the City's budget (revenue and expenditure risks);

VIII.B.6

- Educate residents on what services the jurisdiction provides and what is required to maintain a full service city;
- Engage community members in discussions about what is important to them, how their existing tax dollars are spent, what their priorities are in terms of dollars spent towards services, and services they are willing to reduce, if any; and
- Engage community members in an exercise in allocating a hypothetical set of resources, (which could include reducing dollars from some services and giving them to others), discussing their choices and the impacts of allocation decisions.

Community engagement meetings and workshops will require careful planning, actively inviting people to attend, and effectively facilitating the meetings so people are involved and so that the results are meaningful to the Council and the community. As described in the proposed contract with Management Partners, while the current scope of work includes assisting with the planning of the community engagement process, it is likely staff will require additional hours via a contract amendment in order to engage the necessary services to effectively conduct the community discussion. At the point the specifics of this process are fully developed, staff will return to Council with a more detailed proposed process for consideration and approval.

Phase 3 (November – December 2014)

Prepare Sustainable Community Services Strategy

This phase will involve compiling the information from the prior two phases to develop a long-term city services plan, which will create a foundation for determining the services desired by the community for the long-term, and identify the financial commitment that will be required to fund those services. The development of this plan will effectively set the stage for a comprehensive strategic planning process planned for late 2014/early 2015 in preparation for the development of the 2015-17 Budget.

Traditionally the development of the City's two-year budget has included a comprehensive review and revision of the City Council's Strategic Plan. Prior to the recession the process included an opportunity to engage the community on what they felt were greatest needs and priorities that should be addressed in the next two-year budget. Because the City was focused primarily on addressing significant revenues reductions, that last two strategic planning efforts focused on making only minor updates.

The information obtained from Phase 1 and Phase 1 of the SCSS will provide the opportunity to conduct a much more robust strategic planning effort and

ultimately assist the Council in making key resource allocation decisions in the next two-year budget.

Attachments:

- February 2014 SCSS Update Memo
- Management Partners Contract



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 towards 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.

City Council Memorandum

Re: Update on Sustainable Community Services Strategy (SCSS)

Date: February 19, 2014

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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

City Council Memorandum

Re: Update on Sustainable Community Services Strategy (SCSS)

Date: February 19, 2014

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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

AGREEMENT FOR CONSULTING SERVICES

This agreement is entered into by and between the City of Benicia, a municipal corporation of the State of California, (hereinafter "CITY") and Management Partners, a Ohio Corporation with its primary office located at 1730 Madison road, Cincinnati, OH 45206 (hereinafter "CONSULTANT").

RECITALS

WHEREAS, CITY and CONSULTANT each desire to enter into an Agreement whereby CONSULTANT will perform consulting services for CITY.

NOW, THEREFORE, BE IT RESOLVED BY AND BETWEEN THE PARTIES AS FOLLOWS:

1. CONSULTANT shall perform the services identified in the attached letter dated April 22, 2014.
2. The term of this Agreement shall be for the period not to exceed six months or upon reaching the "not-to-exceed" compensation amount, whichever occurs first. This Agreement may be terminated by giving written notice to the other party of that party's intention to so terminate. This Agreement shall be terminated two (2) days from and after the date of delivery or mailing of the notice, unless the notice specifies otherwise.
3. CITY agrees to pay CONSULTANT as full compensation for all services and duties performed, except as otherwise provided herein. The total compensation to be paid under this Agreement shall not exceed \$59,900, which includes all travel expenses.
4. CONSULTANT shall render an itemized invoice to CITY every four (4) weeks for services performed during the prior four-week period which shall be paid upon its approval by CITY.
5. CONSULTANT shall obtain and maintain a City business license for the duration of this Agreement.
6. In the performance of the services in this Agreement, CONSULTANT is an independent contractor and is not an agent or employee of CITY. CONSULTANT, its officers, employees, agents, and subcontractors, if any, shall have no power to bind or commit CITY to any decision or course of action, and shall not represent to any person or business that they have such power. CONSULTANT has and shall retain the right to exercise full control of the supervision of the services and over the employment, direction, compensation, and discharge of all persons assisting CONSULTANT in the performance of said service hereunder. CONSULTANT shall be solely responsible for all matters relating to the payment of its employees, including compliance with social

04-30-14

security and income tax withholding, workers' compensation insurance, and all other regulations governing such matters.

7. (a) CONSULTANT shall not discriminate in the conduct of the work under this Agreement against any employee, applicant for employment, or volunteer on the basis of race, religious creed, color, national origin, ancestry, physical or mental disability, marital status, pregnancy, sex, age, sexual orientation or other prohibited basis will not be tolerated.
(b) Consistent with City's policy that harassment and discrimination are unacceptable employer/employee conduct, CONSULTANT agrees that harassment or discrimination directed toward a job applicant, a City employee, or a citizen by CONSULTANT or CONSULTANT'S employee or subcontractor on the basis of race, religious creed, color, national origin, ancestry, physical or mental disability, marital status, pregnancy, sex, age, sexual orientation or other prohibited basis will not be tolerated. CONSULTANT agrees that any and all violation of this provision shall constitute a material breach of the Agreement.
8. CONSULTANT shall defend, indemnify, and hold harmless, the CITY, its officers, employees and agents from and against any and all claims, lawsuits, damage, injury and liability for damages arising in the performance of CONSULTANT'S services under this Agreement. The CITY shall not be responsible for claims, losses, damage, injury or liability for damages resulting from CONSULTANT.
9. CONSULTANT shall take out and maintain at all times during the life of this contract general liability, workers' compensation, and automobile liability insurance in an amount satisfactory to the City Attorney. CONSULTANT'S insurance shall be primary with respect to the City and shall list the CITY as an additional insured.

CONSULTANT shall submit to CITY an endorsement evidencing its required insurance signed by the insurance agent and companies named. Any deductible or self-insured retentions must be declared to and approved by CITY.

10. Written communications and invoices under this agreement shall be addressed as follows:

If to CITY: Anne Cardwell, Assistant City Manager
City of Benicia
250 East L Street
Benicia, CA 94510

If to CONSULTANT: Andrew Belknap, Regional Vice President
Management Partners
1730 Madison Road
Cincinnati, OH 45206

04-30-14



April 22, 2014

Mr. Brad Kilger
City Manager
City of Benicia
250 East L Street
Benicia, CA 94510

Dear Mr. Kilger:

Thank you for the opportunity to submit a proposal to collaborate with City staff on a three-phase long-term City services plan. The City is well underway with a variety of financial studies, including a ten-year forecast. A workshop has been conducted with the management team to begin discussions about an organization scan. The organization scan will provide the City with the basis for knowing whether the most efficient and effective means are used to provide valued services to the community, or whether alternative service delivery models could be employed. This proposal outlines the assistance that Management Partners can provide to the City with Phase 1 and the start of Phase 2.

Before describing our approach, I'd like to tell you about Management Partners. As you may already know, Management Partners is a professional management consulting firm specializing in helping local government leaders. The firm is staffed with 60 professionals who are experienced public service managers as well as qualified management consultants. Our consultants carry out a full range of projects for local government leaders including teambuilding, strategic planning, organization reviews, executive coaching, performance management, and development process reviews. Each assignment we undertake receives careful, professional attention and we take pride in the quality of our work.

Understanding of the Engagement

The City of Benicia is a waterfront community of approximately 28,000 residents located in Solano County. It has a labor force of 15,510 and low unemployment. Benicia enjoys small town charm, a rich history, and a high quality of life. Benicia is a full service city, providing police, fire, community development, public works, parks and community services, library, and internal administrative and financial services. Over the last several years, serious budget limitations resulted in cuts to services and affected the City's ability to continue to provide the high level that had been offered over the years.

1730 MADISON ROAD • CINCINNATI, OH 45206 • 513 861 5400 • FAX 513 861 3480 MANAGEMENTPARTNERS.COM
2107 NORTH FIRST STREET, SUITE 470 • SAN JOSE, CALIFORNIA 95131 • 408 437 5400 • FAX 408 453 6191
3152 RED HILL AVENUE, SUITE 210 • COSTA MESA, CALIFORNIA 92626 • 949 222 1082 • FAX 408 453 6191

To respond to lower revenues, compensation was reduced for all employees and positions have been eliminated. Turnover has been high in key positions, particularly in finance. Fewer positions are now available to do project work that helps make Benicia the quality community it is. The City has a strategic plan with a very long list of desired projects. Resources are not available for many of them.

The City has initiated several critical internal infrastructure projects. These include an enterprise resource planning (ERP) system for finance, a cost allocation study, and an interim fee study. Each of these is essential because Benicia has neither the internal systems nor a streamlined method of obtaining basic data that is important for making management decisions. The City's financial software and information technology systems are seriously outdated.

Long-Term City Services Plan

The City is now initiating development of a long-term City services plan. The purpose of the plan is to create a foundation for the services desired by the community over the next ten years, determine the financial commitment that will be required to fund those services, and identify the ways in which any identified financial gaps will be filled.

The plan will be developed in three phases, with an estimated timeline, as follow.

- **Phase 1:** Complete a 10-year forecast and a series of financial studies. Conduct organizational scan, including employee input (April to July 2014)
- **Phase 2:** Convene community discussion and obtain input (September to October 2014)
- **Phase 3:** Prepare Long-Term City Services Plan (November to December 2014)

Plan of Work

This proposal is for Management Partners' assistance in Phase 1 and the start of Phase 2. As noted in the fee section below, the exact nature of the assistance desired by the City from Management Partners cannot be determined at this time. Therefore, the following plan of work provides a framework for the tasks to be carried out to accomplish the final product of a Long-Term City Services Plan, and is amenable to change as the process unfolds.

Based on our experience with financial and organization studies and our understanding of the needs of Benicia, we have prepared a detailed plan of work for developing the long-term City services plan. Some components are well underway or have been completed and will not be part of this consulting contract. They are referenced below because they are important components of the study and final report.

Because the City is interested in engaging staff in the organizational scan and minimizing consulting costs, we have designed a collaborative process between our team and City staff. The key roles of both parties are outlined below.

Management Partners:

- Provide project guidance for Phase 1 and the start of Phase 2
- Prepare 10-year forecast (separate engagement)
- Facilitate team workshop to begin discussion of long term plan (separate engagement)
- Create template for departments to complete; answer clarifying questions; review responses for consistency; and analyze results
- Create action plan for employee engagement plan; create and analyze online survey if desired; and create focus group guidelines and questions if desired
- Provide best practices expertise about alternative service delivery and efficiency opportunities
- Prepare Phase 1 report
- Provide guidance to City staff on Phase 2 (community engagement process)

City staff:

- Manage the completion of financial studies (underway)
- Gather and provide data
- Conduct employee engagement process and summarize results
- Prepare report on revenue options, including timing and estimates of expected revenues from each option
- Participate in management team workshops
- Conduct community discussions in Phase 2

Activity 1: Start Project

Management Partners will begin this project with a planning meeting with City management to ensure that we have a clear understanding of your objectives. During this meeting we will confirm the work plan and schedule to ensure that our proposed scope of work is aligned to meet your objectives, and to give you confidence that we fully understand the background, concerns, and outcomes you are seeking. We understand that the work associated with this review is in addition to the normal work of the departments and must be integrated in a way that minimizes disruption.

Activity 2: Analyze City Services Data

Management Partners will provide guidance for data collection and analysis. City staff will gather data and insert it into templates created by Management Partners. The information to be provided by the City and analyzed by Management Partners will include the following items. This will be refined as we work with the City on this Activity.

- **List of programs currently provided:** Programs are the services and functions now provided by the City. Generally, departments operate multiple programs under a divisional management structure. Programs can be defined as a discrete service performed by a group of employees or by contract. Staff will provide data pertaining to budget and relevant program metrics (e.g., number of people served, streetlights maintained, calls for service, park acreage maintained).



- **List of critical unmet needs:** This will describe and quantify unmet critical needs.
- **Alternatives service delivery possibilities:** This will contain a list of programs that could be delivered in a different manner than is now the case (e.g., outsourcing, service sharing with another agency, consolidation within the City, or other means).
- **Methods of increasing efficiency:** This will be a list of changes needed to increase efficiency of staff in carrying out services (e.g., reorganizations, technology, policy or procedures changes, or other means).

Once City staff have provided data for the templates, Management Partners will review each of the submissions and ascertain clarifications needed. We will arrange telephone calls, video conferencing or in-person meetings with department heads to obtain clarifying information and to analyze the data provided. Since it will be important for the data to be consistently presented, we expect to have conversations with all department heads during this review phase, and to assist them in developing a consistent description and costing of program activities.

Management Partners will assess whether there are alternative service delivery options and/or organizational restructuring opportunities not identified by City staff that we believe would be worth further examination by the City. Our team members are knowledgeable about a variety of ways to deliver municipal services and we will apply our expertise about best practices to the City of Benicia.

We will compile the revised departmental submissions into one document. We will prepare a memorandum outlining our preliminary observations and recommendations.

Activity 3: Conduct Benchmarking

Management Partners will conduct benchmarking with four to six communities. The purpose of this will be to determine whether the City of Benicia is at the polar ends of a scale or somewhere in the middle as compared with peer cities.

Using objective criteria such as population, socio-economic data, service delivery profile, budget, number of employees and other factors that make peers comparable to Benicia, we will identify agencies to include in the benchmarking analysis. In conjunction with the City, we will choose peers with whom to benchmark.

We will collect data from publically available sources as well as work with the City to contact the peer agencies to seek cooperation in providing other requested information to Management Partners.

Examples of the types of data we typically collect and analyze include the following items.

- Organization charts to show how functions are organized
- Functions/services by department
- Staffing levels by department
- Expenditures by department, citywide
- Revenues by department, citywide

Once this data is gathered, we will array the information in charts and graphs to show how Benicia compares with the benchmark cities. We will prepare a report containing the results of the benchmarking.

Activity 4: Update Ten-Year Forecast With Departmental Data

The ten-year forecast being completed now will need to be updated to include new cost and revenue estimates that will emerge from the departmental submissions. Management Partners will ask review the information provided in Activity 2 to determine the financial impact (which may be cost savings in some areas, cost increases in other areas and/or new revenue potential). We will follow up with staff to ask clarifying questions. We will then add in new numbers and provide a new version of the forecast. We will discuss revised forecast with the City and then finalize based on staff input.

Activity 5: Provide Guidance on Employee Engagement

The City will be taking the lead on employee engagement. Management Partners' role will be to provide expert guidance on conducting focus groups and on survey design. Both need to be carried out in specific ways to optimize the usefulness of the results.

An action plan for employee engagement has previously been provided by Management Partners to the City. It contemplates department head meetings with their staff, City Manager meetings with City staff, three focus groups comprised of line employees, and an online survey. The purpose of the engagement process is to seek opinions about critical needs and opportunities to do things differently.

With regards to focus groups, Management Partners will create a set of questions for the City to use in the focus groups, provide guidelines on how to conduct the focus groups and guidance in summarizing the results. For the online employee survey, the City will create an initial set of questions and Management Partners will review and comment on them to ensure they will yield useful information. Once the results are returned, Management Partners will review them and provide guidance to staff on analyzing the comments and creating a summary document.



Activity 6: Facilitate Management Team Workshop

After the first five activities are completed, we will facilitate a one-day workshop with the management team. The purpose of this will be to discuss the results of this data gathering. The objective will be to reach consensus on what the data shows about service delivery, unmet needs and opportunities for change and improvement.

Following this meeting, there may be a need for staff to complete additional data collection and/or answer questions raised.

Activity 7: Prepare Report on Phase 1 Organization Scan

After the management team workshop, Management Partners will prepare a draft report containing the results of City staffs' work and our analysis. The report will include the following components:

- Summary of ten-year forecast (including underlying assumptions, impact of known costs and potential risks, and implications for service delivery during that period)
- Results of the Phase 1 organization scan, including both qualitative and quantitative information, as follows:
 - Cost of existing programs and services
 - Program metrics (e.g., workload, customers, other relevant indicators)
 - Results of comparisons with peer agencies pertaining to revenue and expenditure budgets, staffing and other indicators
 - Analysis of critical unmet needs
 - Recommendations for alternative service delivery methods
 - Recommendations for methods of increasing organizational efficiency
- Conclusions and next steps

We will submit our report to the City Manager for review by the management team. Once we receive feedback, we will finalize the report. We will then prepare a short summary and a PowerPoint presentation of the results of the Phase 1 organization scan for presentation to the Council and community in Phase 2.

Activity 8: Provide Guidance for Phase 2 Community Engagement

Management Partners will create an action plan for the City to carry out to convene community discussions about the City's financial outlook and results of the organization scan. We will provide advice on meeting facilitation and presentations, if desired.

Potential discussion topics are listed below, to be refined once the Phase 1 organization scan is completed. Community meetings can be useful in educating and having a discussion about the following items:

- Present and discuss the results of the 10-year forecast, including risks to the City's budget (revenue and expenditure risks);
- Educate residents on what services the jurisdiction provides and what is required to maintain a full service city;
- Engage community members in discussions about what is important to them, how their existing tax dollars are spent, what they would value sufficiently to pay more for (e.g., through new fees or taxes); and alternative service delivery methods and what it means to do things differently; and
- Engage community members in an exercise in allocating a hypothetical set of resources (which could include reducing dollars from some services and giving them to others), discussing their choices and the impacts of allocation decisions.

Community engagement meetings and workshops will require careful planning, actively inviting people to attend, and effectively facilitating the meetings so that people are actively involved and so that the results are meaningful to the Council and the community. Staff could take the lead in organizing and facilitating these, with Management Partners providing advice.

We could, if desired, provide neutral facilitation and prepare reports following the workshops. If that level of assistance is desired, Management Partners will provide a fee estimate for the work.

Project Team

Management Partners has a strong project team that is well-qualified to complete this work for Benicia. This project will be a top priority for Management Partners and our team members will be available in whatever capacity and with whatever availability will contribute to the success of the project. Jan Perkins will serve as project manager and will oversee the substantive work of the project. She will be assisted by Bob Leland and Mike Bridges. We have other experts in all disciplines of City service that can be brought into the project as needed. The qualifications of each team member are briefly summarized below.

Jan Perkins, Senior Partner

Jan Perkins has 30 years of management experience in local government. Before joining Management Partners in 2005 she served in several California and Michigan jurisdictions, including as city manager in Fremont and Morgan Hill, California. She also served the cities of Santa Ana, California; Grand Rapids, Michigan; and Adrian, Michigan in executive management roles. She provides assistance to government leaders in organizational analysis, leadership development, strategic planning, teambuilding, executive performance evaluation, and policy board/staff effectiveness. Jan has also authored a number of articles and conducted ethics training. She holds an undergraduate degree in sociology and a master's of public administration from the University of Kansas. Jan completed the Program for Senior Executives



in State and Local Government from Harvard University, and is an ICMA Credentialed Manager.

Robert Leland, Senior Manager

Bob Leland joined Management Partners in 2012, after 37 years of experience in state and local government finance. He was director of finance for 26 years for the City of Fairfield, California, a city long known for its entrepreneurial management and long-term financial planning. He previously served as assistant finance director for the City of Sacramento, where he managed the city budget, and as a staff consultant to the Assembly Revenue and Taxation Committee, where he drafted and analyzed legislation and worked on the team implementing Proposition 13. Since 2010 Bob has consulted in his area of special expertise, municipal budgeting and long-range forecasting. He is a leader in his profession, having been elected by his peers as president of both the California Society of Municipal Finance Officers and the League of California Cities' Fiscal Officers Department. Bob was the recipient of the 2010 Award of Excellence in Public Finance from the California Public Securities Association, which recognizes exceptional work, creativity, service and leadership by a municipal finance professional.

Michael Bridges, Senior Management Advisor

Michael Bridges has 27 years of management experience in local government. As a consultant for the past 10 years, Mike has specialized in projects involving public safety (sheriff, police and fire), coroner operations, health clinics, county courts, public defenders, community development, special districts, and parks and recreation. He has designed multi-year staffing and financial projection models and has also accepted interim assignments to serve as a department director. Earlier, Mike held a variety of positions for the City of Oakland including deputy city manager. Mike managed the creation and operation of the Community Assistance Center in response to the 1991 Oakland Hills Firestorm and managed Oakland's information technology recovery from the effects of the 1989 Loma Prieta earthquake. He was the city administrator of Cascade Locks, Oregon; the interim assistant city manager of Belmont, California; and the interim city manager of Winters, California.

References

Management Partners specializes in providing quality professional consulting assistance to local government clients. Our website, www.managementpartners.com contains information about our clients, and you are welcome to contact any of them about the quality of our work. We believe our track record of completing similar projects on time and on budget, with quality deliverables specifically designed to be implemented, make Management Partners well qualified to execute this work for the City of Benicia.

Long Beach, California

Management Partners conducted an organizational scan of Long Beach to identify opportunities for restructuring, reforming or otherwise improving the organization to achieve long-term financial stability. The project included interviews, benchmarking and a review of documents ranging from budget and organization charts to the City Charter and labor association agreements. We also researched best practices from large municipalities and analyzed their applicability to the City. Management Partners identified at least \$28 million in potential savings that could be achieved through changes in compensation, alternative service delivery and consolidation of similar functions within the government.

Client Contact: Mr. Patrick West, City Manager
333 W. Ocean Boulevard
Long Beach, CA 90802
(562) 570-6916

Orange, California

Management Partners analyzed the feasibility of alternative service delivery options for several maintenance services provided by Orange's Public Works Department. The project involved conducting interviews and benchmarking to compare Orange's approach to service delivery with other appropriate local government agencies, including several that had outsourced some of the services. Our analysis indicated that Orange could save approximately \$100,000 and improve service quality by outsourcing graffiti removal. Contracting for street sweeping would provide up to \$389,000 in annual cost savings while eliminating the need to invest \$2.1 million to replace equipment that was at the end of its useful life. Based on our recommendations the City issued a request for proposals and contracted street sweeping services for an estimated savings of \$2.3 million. Our analysis also validated the efficiency of the City's facilities, fleet, sewer and traffic signal maintenance under the current, in-house service delivery model.

Client Contact: Mr. Rick Otto, Assistant City Manager
300 E. Chapman Avenue
Orange, CA 922866
(714) 744-2206

San Jose, California

The City of San Jose has engaged Management Partners to assist with numerous projects over the past several years. We created a multi-year strategic financial plan for the City, working collaboratively with staff and the City Council. The project involved facilitating staff workshops and board and commission workshops, designing and managing stakeholder engagement to eliminate the structural budget deficit, identifying opportunities for changes to eliminate the deficit, preparing a multi-year strategic financial plan and conducting various organizational and program reviews. We have also assisted the Human Resources Department with business process realignment and have conducted several program evaluations. We have



conducted teambuilding workshops for the Finance Department, Housing Department, and management team.

Client Contact: Ms. Ed Shikada, City Manager
200 East Santa Clara Street
San José, CA 95113
(408) 535-8100

Sacramento, California

Management Partners conducted an innovation and efficiency study for the City of Sacramento Fire Department to identify opportunities to reduce costs or generate revenues without compromising quality of fire and emergency medical services (EMS). The project involved conducting interviews, benchmarking with relevant peers, reviewing labor agreements, and undertaking a deployment analysis using workload and performance data. Recommendations included methods to reduce or control labor cost drivers, change deployment and staffing on ambulance units and engine companies, improve the utilization and effectiveness of technology and increase revenues. The recommendations will generate approximately \$8 million in annual savings and between \$1 million and \$2 million in new revenues.

Client Contact: Mr. John Shirey, City Manager
915 I Street, Sacramento, CA 95814
(916) 808-916-7940

Fee Proposal and Schedule

The table below shows the hours and fees that Management Partners anticipates to execute the plan of work described above. During discussions with the City about this proposal, it was noted that the precise plan of work may need to adjust as the project unfolds. Therefore, the hours shown in the table below represent the best estimate of the time needed for each phase, as currently envisioned. As the project gets underway, we can make adjustments to one or more activities, as described in this proposal. We would also suggest a contingency for additional work that the City may choose to authorize during the course of the project, which helps keep the project moving and limit delays.

The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal. The total for the eight activities described in this proposal is \$49,900. With a contingency of \$10,000 the total will be \$59,900, which includes our expenses.

Activity	Hours Estimate	Fee
1. Start Project	4	\$800
2. Analyze City Services Data	78	\$12,400
3. Conduct Benchmarking	63	\$10,000
4. Update 10 Year Forecast with City Services Data	30	\$5,800
5. Provide Guidance on Employee Engagement	16	\$2,800
6. Facilitate Management Team Workshop	26	\$6,000
7. Prepare Report on Phase 1 Organization Scan	58	\$9,600
8. Provide Guidance for Phase 2 Community Engagement	14	\$2,500
Subtotal	289	\$49,900
Contingency		\$10,000
Total		\$59,900

A proposed schedule is included as an attachment. We expect to refine this schedule with you during the project start-up (Activity 1).

Conclusion

We would enjoy working with you on this important initiative. Please feel free to contact either Jan Perkins at 949-202-8870 or me if you have any questions.

Sincerely,



Andrew Belknap
Regional Vice President

Accepted for the City of Benicia by:

Name: _____

Title: _____

Date: _____



Attachment – Proposed Project Schedule

**Long Term City Services Plan Assistance
CITY OF BENICIA, CA**

	Start	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
	5/12	5/19	5/26	6/2	6/9	6/16	6/23	6/30	7/7	7/14	7/21	7/28	8/4	8/11	8/18	8/25	
Activity 1: Start Project																	
1.1	Create detailed work plan																
1.2	Review work plan with City																
Activity 2: Analyze City Services Data																	
2.1	Provide guidance to staff																
2.2	Review submittals from City																
2.3	Meet with department heads to obtain clarifying information																
2.4	Analyze results																
2.5	Prepare consolidated document and observations memo																
Activity 3: Conduct Benchmarking																	
3.1	Identify benchmark cities																
3.2	Determine data points																
3.3	Conduct research																
3.4	Prepare draft benchmarking report																
3.5	Review draft with City																
3.6	Finalize report																
Activity 4: Update 10-Year Forecast with Departmental Information																	
4.1	Review new cost/revenue data provided by staff; update forecast																
4.2	Review with City																
4.3	Finalize forecast																
Activity 5: Provide Guidance on Employee Engagement																	
5.1	Provide advice on focus groups																
5.2	Review survey questions and provide comments																
5.3	Provide guidance on other meetings																
Activity 6: Facilitate Management Team workshop																	
6.1	Prepare agenda and materials																
6.2	Facilitate workshop																
6.3	Summarize results																
Activity 7: Prepare Report and PowerPoint for Phase 1 Organization Scan																	
7.1	Prepare draft report																
7.2	Review with City																
7.3	Prepare final report and PowerPoint based on City feedback																
Activity 8: Provide Guidance for Phase 2 Community Engagement																	
8.1	Create action plan																
8.2	Discuss plan with City																

AGENDA ITEM
CITY COUNCIL MEETING DATE - MAY 6, 2014
BUSINESS ITEMS

DATE : April 29, 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.

- o The work implements the City Council's Strategic Plan
- o 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 to the Strategic Plan having a longer term focus of two to five years and the Project Priority List one to two 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.

Based on comments from the February 25th Council Study Session and in an effort to make the list more user-friendly, the list has been reorganized so that projects are now sorted into two categories: Council Priority or Fundamental projects. This is to assist in differentiating which projects fall within the expected and/or mandated work of the department vs projects that fall outside the norm, but have been specifically identified as a council priority. Within each category, the various projects remain in tier 1-3 subcategories, in line with the priority level of each project. Staff will continue to refine the report format in line with comments received from the February study session.

Attachments:

- Priority Project List (updated 4/30/14)
- FY 13-15 Strategic Plan

Priority Project List - Revised April 30, 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

Types of Projects:

Council Priority Project: These projects Council Priority which fall outside the normal course of departmental action. Council has expressed this through either the Strategic Plan/Budget process or other council action.

Fundamental Projects: A project or program that the department must do as a priority project because it is required. While it is part of normal departmental action, it is listed here because it meets one or more of the project criteria and requires significant resources/time.

Category Definitions

Tier 1 – High Priority, resources/funding available, goal is to complete in current fiscal year.

Tier 2 – Moderate Priority, resources/funding may be available, goal is to complete within 2013-15, subject to completion of Tier 1

Tier 3 – Low Priority, resources/funding not available

Notes: 1) Projects are **not** listed in order of priority within tiers. 2) Shaded items are those projects that have been updated since last report

Summary of Projects by Department

Dept:	Council Priority Tier One	Council Priority Tier 2 & 3	Fundamental Projects	Total Open	Completed Projects	Total:
CAO	1	0	6	7	1	8
CD	6	3	7	16	1	17
CMO	2	0	0	2	0	2
ED	5	0	1	6	2	8
FD	0	0	0	0	2	2
FINANCE	1	0	5	6	2	8
HR	1	0	6	7	2	9
IT	0	0	3	3	5	8
LIB	0	2	1	3	5	8
PD	0	0	1	1	1	2
PCS	5	0	5	10	3	13
PW	1	0	9	10	5	15

Projects assigned to multiple depts are counted more than once

VIII-C-3

C Priority Project - Tier 1 - High Priority (Bold = City Council Major Priorities Selected at 2/11/12 Strategic Planning Workshop)

	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	Integrate the Business Development Action Plan with primary enhancing the economic competitiveness of the Benicia State 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, 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 Venture 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. Tellus Venture Staff will present an update to the City Council on May 20, 2014.	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 and then an update on February 25th. On May 6th, staff will present the finalized scope of work for Phase 1 and plans for Phase 2 and 3. Phase 1 includes financial studies, 10-year forecast and an organizational scan.	Cardwell/Olwin	Yes - SCSS	Final cost TBD - see staff report for May 6	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	Present solar energy project to council	CD	Sep-11	Apr-14	Y	Construction Complete. Project closed out. Council Study Session scheduled 04-29/2014	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
7	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
8	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. The draft Parks Forward report will be available at the end of April.	Dotson	N/A	Up to \$10,000	General Fund/Parks Division	1
9	Construct Western Intermodal Facility	PW	May-13	Mar-14		Construction substantially complete.	Roberts	Part of project that includes Downtown Intermodal Facility	\$1.1M	\$3M in Regional Measure 2 bridge toll funds	1, 5, 6, 7, 8
10	Boatyard Cleanup	CD	2008	2015		State agencies determining timeframe for funding availability.	Kilger	Yes	\$1 million	State grants	3, 6
11	Prepare Waterfront Park Master Plan	CD/PCS	Oct-12	14-Dec	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
12	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
13	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		
14	Amend the Benicia Municipal Code to incorporate regulations for Mobile Food Vending.	CDD/CAO	Jan-14	Dec-14		Planning Commission reviewed 4/10/14; City Council will consider 5/20/14.	Million	No			

Council Priority - Tier 2 - Moderate Priority

	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	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
2	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
3	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
4	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

Council Priority - Tier 3 - Moderate Priority

	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
7	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
8	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

Financial Projects - Tier 1 - High Priority (Bold = City Council Major Priorities Selected at 2/11/12 Strategic Planning Workshop)

	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	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
2	Review of FY 2011-12 and 2012-13 Budget and Develop Funding Options 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 are incorporated as part of phase 1 of SCSS.	Cardwell/Olwin	Yes - SCSS	\$135,000. Several studies initiated and in process.	General Fund \$120,000 Enterprise Funds \$15,000	
3	Resolution of Arsenal clean-up issue	CAO/ALL	Ongoing	Oct-14	Y	DTSC has reduced the scope of the project. Working Group worked on the FAQ.	McLaughlin		TBD		1,2,3,6,8
4	Complete construction on the solar energy project	CD	Sep-11	Mar-14	Y	Construction Complete. Project closed out. Council Study Session completed 04-29/2014	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
5	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
6	Develop IT Plan for City	IT	Spring 2014	Summer-14	Y	IT staff to work with City departments to develop IT plan.	Cardwell/Ashraf		TBD	General Fund and Enterprise Funds	1,2,5,7
7	Complete 2014 Street Repair projects	PW	Aug-13	Sep-14	Y	Design nearing completion.	Vue		\$700,000	Gas Tax, Allied Waste, and Federal grant funds	1, 5, 6, 7, 8
8	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	Primarily General Fund. Cost will be allocated across several funds over time.	1,2,7
9	Senior Center	PCS	Dec-12	13-Jul	Y	Solano County Health Department has approved the plans and construction will begin in May.	Dotson	No	\$125,000 interior and kitchen. \$12,000 exterior paint.	General Fund	1,5,6
10	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
11	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
12	Update Sign Ordinance	CAO/CD	2012	14-Aug		A committee has been formed and is working on a draft. Adoption expected by the end of the year.	McLaughlin			General Fund	1,8
13	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
14	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/Olwin	No	Staff resources	All Funds w/ Employee Costs	
15	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
16	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	Traffic Improvement Fund	1,6
17	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
18	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	\$175,190	CPE - \$175,190	5, 6, 7
19	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
20	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/Olwin		Staff resources	Potentially all funds with benefits	

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
21 Drought/Water Supply/Water Conservation	PW	Feb-14	Ongoing		April 29, 2014 Council to review resolution for a community-wide, voluntary water conservation program with the goal of reducing treated water consumption by 20%. Water conservation public outreach efforts are underway. City staff working with consultant on potential drought surcharge. City staff is working on an Emergency Outdoor Watering Ordinance. The drought surcharge and ordinance will be brought to Council for consideration tentatively on May 27, 2014.	Salomon	N/A	Up to \$900,000 for water purchases was advanced on March 4, 2014	Water Enterprise Fund/Potential Drought Surcharge	2, 4, 6, 7
22 Housing Element Update and Emergency Shelter Ordinance	CD	Jan-14	Jan-14		Public Review Draft distributed 4/24/14. Planning Commission workshop scheduled for 5/15/14. Administrative Draft Emergency Shelter Ordinance under review.	Million	No			

Fundamental Projects - 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. With Cost Allocation Plan - some funds may be restored.	Cardwell/Olwin	Yes - budget	TBD	Funds with EE Compensation	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 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
7 Update Personnel Rules and Policies	HR	14-May	TBD		Civil Service Commission is currently working on defining a process for the commission providing recommended updates to the Personnel Rules.	Cardwell		TBD	General Fund	
8 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
9 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				

Fundamental Projects - Tier 3 - Low Priority

1 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		
2 Update Code Enforcement Ordinance	CAO/FIRE/CD		14-Oct	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
3 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/Ashraf	Yes - IT Plan	TBD		1,7
4 Council Chamber Upgrade	PCS/IT	2012	TBD	Y	Staff is developing a project scope to upgrade the City Council Chambers A/V.	Knigh/Cardwell		TBD	Funds set-aside in Capital License Fund	5
5 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
6 Assessment	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				

VIII.C.7

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	FD				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 Policies/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
22	Complete GroupWise upgrade	IT	Apr-13	Jun-13	Y	Completed	Cardwell
23	Sustainability Website	CD	2011	2013		Completed	
24	Update email policy	CAO/IT	Jul-05	13-Apr	Y	Completed	McLaughlin/ Cardwell
25	Water/Sewer Rates Implementation	PW	Jan-13	Jun-13	Y	Completed - June 2013	Salomon
26	Economic Development Website	ED	Summer 2012	Summer 2013	Y	Completed - August 2013	Giuliani
27	Zoning Text Amendment for Benicia Industrial Park	ED	Sep-12	Dec-13		Completed - December 2013	Giuliani



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:

- r 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).

- r 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.
- r Strategic Plan strategies are the most promising approaches or general direction that will resolve the five Strategic Issues.
- r Strategic Actions are the most effective projects, programs or activities that will execute or implement the strategies.
- r 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.
- r 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.
- r 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.
- r 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.
- r The last major policy step in the Strategic Planning process is budget adoption.

Implementation Process

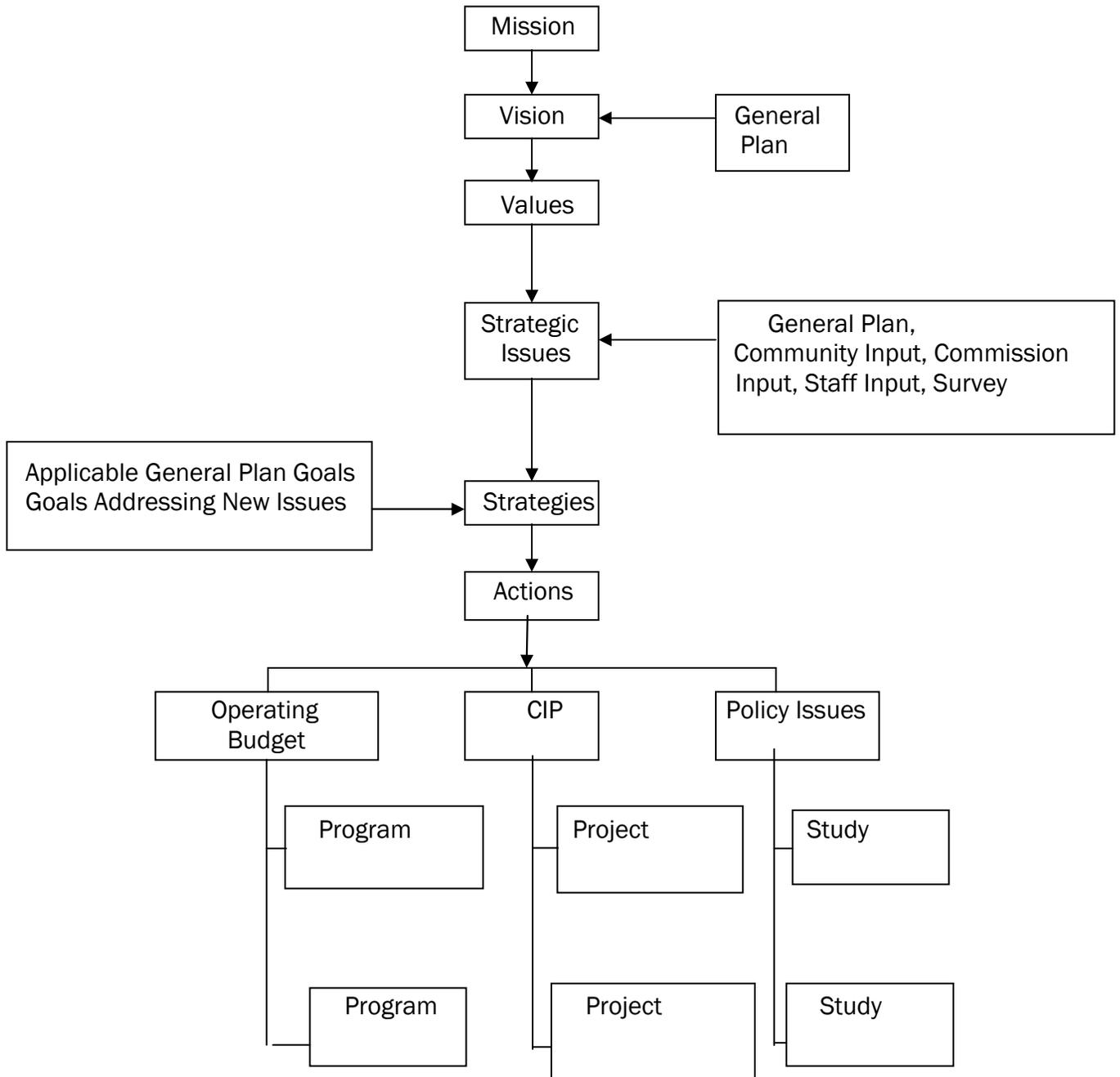
The City's Strategic Plan is achieved by pursuit of the following activities:

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

- 1) Provide modern and functional public safety facilities
- 2) Maintain adequate staffing for public safety and a strong EMS program
- 3) Provide a high state of preparedness for disasters/emergencies
- 4) Promote community preservation and prevent nuisances through increased code enforcement, environmental strategies and community education
- 5) Promote community and personal health

ACTIONS

- 1) (a) Investigate funding strategies for a functional police building
(b) Evaluate need to replace emergency generators at Fire Station 11
- 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) (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) (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) (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

- 1) Reduce greenhouse gas emissions and energy consumption
- 2) Implement new water conservation projects/programs
- 3) Pursue and adopt sustainable practices
- 4) Protect air quality

ACTIONS

- 1) (a) Pursue financing mechanism for home and business renewable energy and/or energy conservation methods
(b) "Buy green", if fiscally feasible
- 2) Pursue water conservation projects as opportunities arise
- 3) (a) Pursue LEED certification for community center
- 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

- 1) Implement Economic Development Strategy
- 2) Strengthen Benicia Industrial Park competitiveness
- 3) Retain and attract business
- 4) Manage City finances prudently
- 5) Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources

ACTIONS

- 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) (a) Continue to approve and implement road resurfacing projects
(b) Pursue and develop Benicia Industrial Park Broadband Project
- 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) Prepare and maintain balanced budget with strong emergency and contingency reserve and internal service funds
- 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

- 1) Provide safe, functional and complete streets
- 2) Increase use of mass transit
- 3) Address technology needs
- 4) Provide adequate funding for ongoing infrastructure needs

ACTIONS

- 1) (a) Fund street maintenance at a level that will improve pavement management index rating
(b) Implement traffic calming work program
- 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) (a) Prepare a City government technology improvement plan
(b) Acquire and implement: 1) upgraded public safety technology, and 2) enhanced GIS capabilities
- 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

- 1) Operate community activity centers
- 2) Implement the Downtown Master Plan
- 3) Promote arts and culture
- 4) Preserve City-owned historic structures
- 5) Provide support to disadvantaged segments of the community
- 6) Support Benicia Public Library's ability to meet the public's expanding needs for information, communication and literacy

ACTIONS

- 1) (a) Continue to provide support for the library as a community center
- 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) (a) Pursue funding sources for arts and culture activities
- 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) (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) (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)