BENICIA CITY COUNCIL
REGULAR MEETING AGENDA

Benicia Community Center
May 22, 2012
6:00 PM

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

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

II. CLOSED SESSION:

III. CONVENE OPEN SESSION:

A. ROLL CALL.

B. PLEDGE OF ALLEGIANCE.

C. REFERENCE TO THE FUNDAMENTAL RIGHTS OF THE PUBLIC..

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

IV. ANNOUNCEMENTS/APPOINTMENTS/PRESENTATIONS/PROCLAMATIONS:

A. ANNOUNCEMENTS.

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

2. **Openings on Boards and Commissions:**

3. **Mayor's Office Hours:**
   Mayor Patterson will maintain an open office every Monday (except

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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.

B. APPOINTMENTS.

C. PRESENTATIONS.

D. PROCLAMATIONS.

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:

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.

VIII. STUDY SESSION: (6:15 PM):

A. STUDY SESSION ITEM: DISCUSSION OF DRAFT BOARDS AND COMMISSIONS REVIEW SCOPE OF WORK. (City Manager)

The City Council will conduct a prioritization of the Policy Calendar items, review the Council's Two-step Policy development process, and the City Manager will present a draft scope of work for the purpose of conducting a comprehensive analysis of the City's boards and commissions.

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Recommendation: Receive presentation and provide direction to staff.

IX. ADJOURNMENT (8:30 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

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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 Clerks Office.

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AGENDA ITEM
CITY COUNCIL MEETING DATE - MAY 22, 2012

DATE : **May 16, 2012**

TO : City Council

FROM : City Manager

SUBJECT : **STUDY SESSION ITEM: DISCUSSION OF DRAFT BOARDS AND COMMISSIONS REVIEW SCOPE OF WORK**

RECOMMENDATION:
Receive presentation and provide direction to staff.

EXECUTIVE SUMMARY:
The City Council will conduct a prioritization of the Policy Calendar items, review the Council's Two-step Policy development process, and the City Manager will present a draft scope of work for the purpose of conducting a comprehensive analysis of the City's boards and commissions.

BUDGET INFORMATION:
There is no immediate fiscal impact.

STRATEGIC PLAN:
Relevant Strategic Issues:
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:

Policy Priority List

At the April 24, 2012 study session the City Council conducted an initial prioritization of the Policy Calendar. Several items were removed from the list either because they had already been addressed or they were underway and identified on the Priority Project List. Of the remaining policy items the Council identified two items they wished to focus on first: the Board and Commission Review and HPRC design review authority outside of the historical district. Due to the more comprehensive nature of the first item the Council decided to

incorporate the latter into it (see attached list). Staff will be asking the Council to finalize prioritization of the remaining items.

Boards and Commissions Review Draft Scope of Work

After some discussion at the last meeting the Council directed staff to develop a draft scope of work (SOW) for the Boards and Commissions Review, which included among other information an analysis of staff time required to support board/commission activities and development of a standardized orientation program for all new board members and commissioners.

Attached is a draft SOW. The Executive Management Team developed it collaboratively through a series of discussions. The SOW proposes the analysis be broken down into four parts, which are 1) data collection and survey of board/commission members, 2) based on a review of the data and survey responses, the City Council will develop a list of core expectations for the boards and commissions, 3) using the data, survey responses and Council expectations, staff will develop a series of suggestions and alternatives regarding the structure and duties of the boards and commissions for consideration by the City Counci; and 4) if necessary staff will prepare the necessary resolutions and Municipal Code amendments to implement Council direction.

The Executive Management Team recommends this approach because during our discussions several issues were identified that we believe can only be addressed by the City Council after the initial data is collected and analysis conducted. One fundamental issue is the City Council clearly defining what their expectations are for how and to what extent each board/commission should carry out their purpose (or mission) and duties. Section 2.60.010 of the Benicia Municipal Code states that the purpose of boards, committees and commissions (advisory bodies) is to:

- Obtain community input
- Develop recommendations
- Provide information to the City Council

Though the purpose statement is broad in nature, it is clear that the overarching mission of the Council's advisory bodies is to engage the public, solicit input within their designated area of responsibility and formulate recommendations for Council consideration. While the purpose and duties provisions contained in the enabling language of each board/commission define the specific focus of each body, clearly the general provisions (Section 2.60.010) emphasize that they should be proactive in carrying out their respective responsibilities.

Notwithstanding the general-purpose statement in Section 2.60.010 there are significant differences in how the City's various boards and commissions carry out this purpose (see attached list of boards and commissions), which has caused confusion among staff and board/commission members on what their respective roles are and how they should function. Some commissions are required to provide annual reports to the City Council; others develop and submit to the Council for approval an annual work plan. Some bodies meet monthly, others every other month, and some quarterly (though some of the bimonthly commissions hold regular special meetings on alternative months and there for are essentially meeting monthly). Some boards/commissions have formed subcommittees and or tasks forces to facilitate program development. Three bodies have City Council members appointed to them.

In addition to different structures, membership, reporting requirements and procedures, another factor effecting the manner in which the board/commission functions is in part due to whether the body's primary mission is process driven, which may include a quasi-judicial decision–making role, or being mostly advisory in nature. Those who have their origin in State law tend to be process driven such as the Planning Commission (PC), Historic Preservation Review Commission (HPRC), or the Building Board of Appeals (BBA), though they can also act in an advisory role to the City Council.

In the case of the BBA, it is responsible for hearing appeals regarding the State Uniform Building Codes. The City is required to hear such appeals under State law. The last appeal filed with the City was more than ten years ago. This is a reflection of the slowdown in development activity and the quality of work by City staff. Therefore even though there has not been a need to call a meeting of the BBA, the City must have such a body in place. Whether or not the BBA duties could be assigned to the PC or a subcommittee of the PC should be investigated.

Other boards/commissions that have decision-making responsibilities include the Civil Service Commission (CivilSC), (enforcement of Personnel Rules), Open Government Commission (OGC) (enforcement of open government and ethics rules), Traffic, Pedestrian and Bicycle Committee (TPBC) (enforcement of traffic laws and rules), and though it is primarily an advisory body, the Parks & Recreation and Cemetery Commission (PRC) has been given the responsibility for hearing tree permit appeals.

Those that do not have explicit decision-making authority, but have been assigned oversight of a specific program and are responsible for making recommendations to the City Council, as well as, functioning in an advisory capacity, include the Human Service Board (HSB) (funding service programs),

Board of Library Trustees (BLT) (oversight of Library organization and personnel changes), Economic Development Board (implementation of the City's Business Development Action Plan), Finance Committee (review of City's Comprehensive Annual Financial Report, monthly warrant register, annual audit and investment policy), Arts and Cultural Commission (ACC) (funding and promotion of arts programs), and Community Sustainability Commission (ComSC) (implementation of the Climate Action Plan and review of GNSC funding proposals).

One body, the Sky Valley Open Space Committee (SVOSC) was formed for a specific purpose and has not met recently, as the original incentive for its creation has diminished. Three additional bodies are denoted in the Municipal Code but have been dormant for some time, they are the Mobile Home Rent Review Commission(MHRRC), Industrial Development Authority (IDA) and the Design Review Commission (DRC). The duties of the DRC have been incorporated into the HPRC, however the DRC regulations have not been deleted from the Code.

The BBA and the SVOSC raise the issue of whether City staff should seek items that would be of interest for them to address, even though their primary responsibilities are dormant. The general-purpose statement for advisory bodies (MC Section 2.60.010) emphasizes that they should be proactive in carrying out their duties. However if the availability of staff time is limited should staff be seeking items that may be of interest to a particular committee if only to keep the body meeting on a regular basis?

In staff discussions it has been noted that for those bodies that are primarily quasi-judicial in nature, the staff time required is a function of the number of applications, permits and/or appeals heard by the body and whether or not the committee is heavily involved in reviewing applicable policies and procedures. The PC would be an example of a body focused primarily on quasi-judicial matters, whereas the HPRC, who has quasi-judicial duties has also undertaken review of policy and process issues. Due to the limited availability of staff time this raises the question of whether boards/commissions should initiate their own review of policies/procedures or a new program/project, or first seek City Council authorization, which would include an estimate of the staff time necessary to support the effort.

Finally it has also been noted by staff that those bodies who have had oversight of a long established program and the expectations of the program are well understood by staff, the board/commission members and the City Council, the amount of staff time required is less than for those who are still in the process of defining how their purpose and duties will be carried out. An example of the former would be the LBT and PRCC and the latter would be the ComSC and the

ACC. These and other factors all effect the staff time needed to support their activities.

From the information above it can be seen that the purpose and duties of the boards/commissions are as diverse as the bodies themselves and the requirement for staff support also varies greatly. Therefore defining exactly what is an appropriate amount of time that staff should be allocating to a specific committee highly depends on the expectations the City Council has set for each board/commission.

City Council Two-step Process

During the April 24 Study Session questions arose regarding the Council's Two-step process (attached) and what was the procedure for a member of the Council to place an item on the Council agenda to request that a policy matter be added to the Council's Policy Priority List for future discussion at a study session. Per the language of the procedures, under Step 1 the policy item is placed on the agenda for Council discussion. At the meeting Council discussion is limited to deciding on whether to place the matter on the Council's Policy Calendar for possible discussion at a future Council study session or if the matter is time sensitive, whether it will be placed on a future Council meeting agenda (Step 2).

Time permitting the Council may wish to review their procedures regarding the Two-step process.

Attachments:

- City Council Policy Calendar
- Board and Commission Review Preliminary Scope of Work
- List of Boards and Commissions
- Boards/Commissions Enabling Ordinances and Resolutions
- Excerpt from City Council Rules of Procedure (Two-step Process)
- City Council Project Priority List

VIII.A.6

City Council Policy Calendar
Revised May 14, 2012

Policy Calendar Item (Requesting Council Member)	Date of Council Step 1 Approval	Department	Status/Next Action	Study Session Date	Priority
Vesting Tentative Map Review (Mayor Patterson)	11/18/2008	CAO/ PWCD	Consider proposal to add criteria for Council consideration of major development proposals, such as on Seeno and Port property. See attached memo from City Attorney.		
~~Local Purchasing Policy (Council Member Schwartzman)~~	~~9/15/2009~~	~~Finance~~	~~Finance Department staff has begun the process of re-evaluating the current Purchasing Policy. A revised policy will be presented to the Finance Committee on April 27th and then to the City Council.~~ **Under Review by Finance Commission**		
~~Anti-Smoking Ordinance (Mayor Patterson)~~	~~10/20/2009~~	~~CAO~~	~~See attached memo from City Attorney.~~ **Moved to Project List**		
~~Tourism Event Policy (Mayor Patterson)~~	~~11/17/2009~~	~~ED~~	~~Staff is working with Benicia Main Street to better coordinate events. No present plans to develop a separate Event Calendar or policy.~~ **Completed**		
Port Tax (Council Member Campbell)	8/17/2010	CAO	See attached memo from City Attorney.		
~~Request to agendize consideration of a Benicia Industrial Park Information Technology Needs Feasibility Options (Mayor Patterson)~~	~~6/21/2011~~	~~ED~~	~~Staff is working with Chablin Concepts and recently contracted with Tellus Associates to develop a Broadband plan/strategy. Goal is to have Council review options in summer of 2012.~~ **Part of BDAP**		
A request to consider amending Chapter 1.40 of the Benicia Municipal Code to prohibit contacting a contributor by someone other than the candidate or campaign treasurer (Council Member Schwartzman)	1/17/2012	CAO	See attached memo from City Attorney.		

City Council Policy Calendar Revised May 14, 2012					
A request to consider an amendment that would add a provision to the voluntary Code of Fair Campaign Practices allowing soliciting at the Farmer's Market no closer than 50 feet from any of the entrances to the market (Council Member Schwartzman)	1/17/2012	CAO	See attached memo from City Attorney.		
A request to review and discuss each board and commission's mission, compliance with their respective mission, make up, possible changes, potential consolidations, adherence to codes, policies and Council expectations to include consideration of the current budget constraints and staff resources (Council Member Schwartzman)	1/17/2012	CMO	Identify timeline and process for this review.	5/22/2012	
A request to discuss revisiting the design review duties and powers of the Historic Preservation Review Commission. (Council Member Campbell)	2/7/2012	PWCDD	Proposal to transfer design review duties outside historic districts to staff and/or Planning Commission. **Incorporated into Board and Commission review.**	5/22/2012	

Benicia Boards and Commissions Review
Preliminary Work Program

Revised May 14, 2012

PROJECT DESCRIPTION

Review and discuss each board and commission's mission, compliance with their respective mission, make up, possible changes, potential consolidations, adherence to codes, policies and Council expectations to include consideration of the current budget constraints and staff resources (project includes evaluation of design review duties of HPRC).

PRELIMINARY WORK PROGRAM

Phase I

A) Collect Boards and Commissions (B/C) Background Information

- Date of formation
- Reason for formation
- Mission of B/C
- Is this a mandated body (State requirement)?
- Number of members and if applicable specific duties
- List subcommittees or task forces formed
- Department responsible for staffing B/C
- Specific staff members assigned to B/C
- Tasks performed by staff in support of B/C
- Individual and total staff hours spent on a monthly and annual basis by task, including overtime hours
- Percentage of staff time spent on B/C relative to total staff hours available

B) Board & Commission member Survey (Sample Questions)

1. Do you feel your B/C is or is not fulfilling its mission and why or why not? Please reference the Purpose and Duties sections of the Municipal Code in your response.
2. What suggestions do you have on how your B/C could be more effective?
3. How do you view the role of your board or commission relative to the Council, citizens, other B/C's and staff?
4. How do you view your role on your B/C?
5. Are there resources you think would help your B/C be more effective that are not currently available to your commission?
6. What do you feel would be the most beneficial elements to include in an orientation for new appointees?

Phase II

Conduct City Council meeting to review data and develop list of expectations for boards and commissions

Phase III

A) Conduct Analysis of B/C's (Sample Analysis Topics)

1. Is the mission/purpose of the B/C still relevant to current City Council goals and priorities? If not, should it be changed; combined with another B/C or eliminated?
2. Is the B/C accomplishing their purpose and duties, if not why?
3. Has the B/C assumed responsibilities outside their defined purpose and duties?
4. Given reductions in staffing over the last two years, does providing support to the B/C reduce availability of staffing for other City Council priorities or impact the provision of services to the public?
5. Are there any modifications to the purpose, duties, structure, or member qualifications that would improve the effectiveness of the B/C?

B) Present Findings to City Council and receive direction

Phase IV

A) Prepare necessary Code amendments, resolutions, policies and procedures

B) Develop B/C member orientation packet(s)

Benicia Boards, Commissions and Committees
May 14, 2012

- Arts and Cultural Commission (O/BM/AR)
- Building Board of Appeals (O)
- Civil Service Commission (O)
- Community Sustainability Commission (O/BM/AR)
- Economic Development Board (O)
- Finance Committee (R/MM/CC)
- Historic Preservation Review Commission (O/AR)
- Human Services Board (R/AR)
- Board of Library Trustees (O/MM/AR)
- Open Government Commission (O/AR)
- Parks, Recreation & Cemetery Commission (O/MM/AR)
- Planning Commission (O)
- Sky Valley Open Space Committee (R/CC)
- Traffic Pedestrian & Bicycle Safety Committee (R/CC)
- Design Review Board (O)
- Industrial Development Authority (O/MM)
- Mobile Home Rent Review Commission (O/AR*)

Footnotes

O = Enacted by Ordinance
R = Enacted by Resolution
MM = Required Monthly meeting
BM = Required Bimonthly meeting
AR = Required Annual Report (* = Semi- annual report)
CC = City Council members on Commission

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D. CONDUCT AT MEETINGS.

In addition to complying with the Code of Conduct, City Council members shall refrain from electronic communications during a meeting in order to avoid potential Brown Act or due process issues.

E. ADJOURNMENT.

It is the desire of the City Council to adjourn their meetings by 11 p.m. Therefore, no new business will be taken up by the Council after 11 p.m. unless the City Council adopts a motion to continue. The remaining items will be placed on the next regular Council meeting in the appropriate section of the agenda, unless the City Council calls for a special meeting to consider one or more of the continued items. The Council shall review the agenda at approximately 9 p.m. to see if it is likely the agenda items will be completed by 11 p.m. or if items will probably be continued to the next regular meeting. If it appears items will be continued, the Council will let the audience know as soon as is practical. The Open Government Ordinance requirement for public comment on the item will occur when the item is scheduled unless a majority agrees to move it up.

II. AGENDAS.

A. PREPARATION.

The Mayor and the City Manager shall prepare an agenda for each meeting of the Council. Items to be included on the agenda must be submitted to the City Manager in writing by noon on the 79th working day preceding the regular meeting and on the 5th working day preceding a special meeting.

B. TWO-STEP PROCESS.

City Council Members may request that a policy matter be considered by the City Council using the Two-Step Process. A Council Member submits the Council Member Requested Agenda Item form (Appendix A) to the City Manager. The Council Member shall fill out the form as completely as possible and indicate a desired date for agendization of Step 1 and for Step 2. Once Step 1 is agendized, the City Council shall vote whether or not to pursue study or action on the policy matter. If there is interest by a majority of the City Council, the policy proposal shall be directed to the Policy Calendar Process for scheduling a study session (see Section II.E below) or to an upcoming agenda for action if the subject of the request is time sensitive (Step 2). The Council Member submitting the request shall inform the Council if the item is time-sensitive.

C. LEGISLATIVE SUPPORT OR OPPOSITION.

The City Manager, or City Attorney in the case of legal issues, is authorized to provide support or opposition on legislative matters provided that the support or opposition is

consistent with the position taken by the League of California Cities and/or the Solano City/County Coordinating Council (4 C's). Typically, copies of this correspondence will be sent to Council via email in advance of distribution. Should a Council Member have a question or concern, that member will then have the opportunity to contact the City Manager prior to distribution. Occasionally same-day requests from the League of California Cities for letters, emails or faxes expressing support or opposition are received, and in these instances, advance distribution to Council would not be feasible.

In those cases where no position has been taken by either the League or 4 C's, then the request shall be agendized for Council review and direction. If timing is such that the request cannot be agendized prior to the specified response date, then the draft response will be emailed to the City Council in advance of distribution. Should a Council member have a question or concern with the proposed response, that member may then contact the City Manager or City Attorney for clarification and/or to request that the item be agendized for discussion. All letters authorized by the Council shall be signed by the Mayor.

D. REVIEW OF POLICY ITEM CONSIDERED IN PREVIOUS YEAR.

City Council Members may request that the full City Council review a policy matter that has been decided in the last year by following the procedures set forth in Section II.B. A brief write-up of the matter and the date of last action must be included on the Council Member Requested Agenda Item form (Appendix A). The request for review will be placed in the appropriate section of the agenda.

E. POLICY CALENDAR PROCESS.

Council Members may request that a policy item be placed on a list of policy issues to be considered at a Quarterly Policy Issues Study Session Meeting. At this quarterly meeting, proposals are selected by majority vote of the Council for placement on the Policy Calendar.

At the quarterly meeting, the Council shall consider the following when deciding which policy proposals shall be calendared for Council consideration:

1. Time required for understanding by Council Members,
2. Time required for sufficient deliberation,
3. Time required for analysis and preparation of staff reports,
4. Time required for public understanding,
5. Council interest in subject,
6. Public interest in subject,
7. Conservation of staff time, and
8. Relationship to Council Priorities.

APPENDIX A: COUNCIL MEMBER REQUESTED AGENDA ITEM

Requested by: _____

Desired Initial Council Meeting Date: _____

Desired Date for Second Step or Policy Calendar Review: _____

Deadline for Action, if any: _____

Problem/Issue/Idea Name: _____

Description of Problem/Issue/Idea: _____

_____

_____

_____

_____

_____

_____

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COUNCIL DIRECTION

- ❑ No Further Action
- ❑ Schedule for Second Step on _____
- ❑ Schedule for Policy Calendar Review on _____
- ❑ Refer to: Staff _____
  Commission _____
  Board _____
  Committee _____

Date Due: _____

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DRAFT Priority Project List - Revised May 14, 2012

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

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

Category Definitions

Tier 1 – High Priority, resources/funding available, goal is to complete in FY 12/13

Tier 2 – Moderate Priority, resources/funding may be available, goal is to complete within FY 12/13 or FY 13/14, subject to completion of Tier 1 Priorities

Tier 3 – Low Priority, resources/funding not available

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

	Project Description	Lead/Support Department/Divisions	Date of Initiation	Proposed Completion Date	Strategic Plan Strategy	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
1.	**Implement the Business Development Action Plan with primary focus on enhancing the economic competitiveness of the Benicia Industrial Park**	**ED**	**Oct-11**	**Ongoing**		**Staff has already began various initiatives outlined in the BDAP. Including: Creation of new ED Website, Development/Deployment of Sustainable Management Program, Development of Business Retention Program, Finalization of Business Improvement District Process, Continuation of Tourism Program, Development of Broadband Strategy.**	**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 2013**		**Staff has contracted with Tellus Associates to help develop a broadband strategy, targeting resources from the State PUC. In addition City staff and Tellus continue to partner with the East Bay Broadband Consortium to secure additional resources for a BIP Broadband project.**	**Giuliani**	**BDAP**	**~$2,000,000**	**TBD**	**1, 4, 7, 8**
3.	**Conduct an inventory and feasibility study for use of City vacant buildings and land**	**PWCD/PCS/ ED**	**Apr-12**	**Dec-12**		**Inventory complete. Feasibility study for selected sites in progress as part of Housing Element update. Occupancy plan for COQ (only vacant building) in progress.**	**Knox**		**Staff resources**		**2,4**
4.	**Conduct an analysis of key departments, functions and to determine if there are operational and/or fiscal efficiency opportunities**	**CMO**	**Jul-12**	**Jan.2013**		**CMO/HR staff working on identifying specific tasks and timeline for this project.**	**Cardwell**	**No**	**Initially staff time - will likely require some consultant assistance - cost tbd**	**General Fund and Enterprise Funds**	**1, 2,7**
5.	**Complete an employee compensation study**	**CMO**	**Apr-12**	**Dec.2012**		**Staff is working with City Council to define parameters of the compensation study**	**Cardwell**	**No**	**$20,000 - $30,000**	**General Fund**	**1,2,7**
6.	**Seek alternative funding mechanisms for road maintenance**	**PWCD**	**Ongoing**	**Ongoing**		**Staff is working with STA to identify funding possibilities**	**Roberts**				**1,2,5,6,7,8**

	Project Description	Lead/Support Department/Divisions	Date of Initiation	Proposed Completion Date	Strategic Plan Strategy	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
7.	Review of FY 2011-12 and 2012-13 Budget and Develop Funding Strategies for Fund Deficits (Bill)										
8.	Complete 2012 Employee negotiations										
9.	Resolution of Arsenal clean-up issue	CAO/ALL	Ongoing	Feb-12	Y	DTSC has reduced the scope of the project. Working Groups are being developed to provide FAQ.	McLaughlin				1,2,3,6,8
10.	Complete the solar energy project	PWCD	Sep-11	Pump Station 3 solar estimated complete August 2012	Y	PS 3 solar construction is expected to begin in May 2012	Knox	Part of 2011-12 Renewable Energy and Conservation Project	Total Cost $13.2M; PS 3 Cost $1.8M	all from bonds	1, 2, 4, 7
11.	State Park agreements	ED	Aug-11	Jul-12		State and City executed a maint. Agreement for the State Capitol, effective May 2012 to June 2014. Respective staffs continue to negotiate an agreement for the SRA. - Benicia State Parks Assoc. is negotiation agreement with State for Operation Agreement for Capitol/Fisher Hanlon House	Dotson	N/A	$25,500/yr (State Capitol Agreement)	General Fund (Economic Development, Parks CS,& donations/ grants)	1
12.	Water/Sewer rates analysis	PWCD	Jan-12			Studies to determine whether rates need to be increased and if so by how much, first study session proposed for August 2012	Morton		$150,000	Enterprise Funds	2, 4, 5, 6
13.	Landscape and Lighting District assessments analysis	PCS/PWCD	Jan-12	Jan-12		Assessments in August will determine timing for Council review	Dotson/Morton		$427,665	LL&D Funds	2, 4, 5, 6
14.	Construct the Downtown Intermodal Facility	PWCD	May-12	Jul-12		Staff is working on signage and detour planning pre-construction	Roberts	Part of a project that includes Western Intermodal Facility planned for construction 2013	Construction cost $1.2M	$3M in Regional Measure 2 bridge toll funds	1, 5, 6, 7, 8
15.	Secure permit approvals for the Western Intermodal Facility	PWCD	May-12	winter 2012		Application is being compiled	Roberts/Vue	Part of project that includes Downtown Intermodal Facility (construction 2012)	No cost for permit	total project $3M in Regional Measure 2 bridge toll funds	1, 5, 6, 7, 8

	Project Description	Lead/Support Department/Divisions	Date of Initiation	Proposed Completion Date	Strategic Plan Strategy	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
16.	Support public information efforts towards passage of Measure L	LIBRARY	Jan-12	Jun-12		Measure L continues a 1/8 cent (.0125%) sales tax to support library operations. In past years, this has brought over $700,000/year for support of library programs, purchase of materials, and additional hours of operation. This measure will be on the June 5, 2012 ballot. As of May 10, informational presentations have been made to a variety of organizations and groups.	Smikahl	This is one part of retaining funding for city departments and creating a sustainable supplement to support library operations.	Zero direct cost to the city. (Note: campaign costs are approximately $100,000, and Benicia residents and corporations have donated some funds to the larger organization.	Funding has come through fundraisers and individual donations.)	2, 4
17.	Health Care Plan Redesign	HR	Mar-12	Jul-12		HR is working with the City's medical broker to provide choice to employees in Kaiser and a higher copay plan with Health Net in order to reduce employee cost for health care.	Cardwell	No	N/A	N/A	
18.	Complete Microsoft Office upgrade	IT	Jul-12	Aug-12	Y	IT is preparing to upgrade MS Office in mid-summer; timing is dependent on availability of SIRE upgrade.	Guggemos				
19.	Complete Groupwise upgrade	IT	Jun-12	Jun-12	Y	IT is preparing to upgrade Groupwise in June.	Guggemos				
20.	Complete 2012 Street Repair projects	PWCD	May-12	Jul-12	Y	Staff is working with contractor on public notification and detour plans	Vue		$900,000	Gas Tax, Allied Waste, and State and Federal grant funds	1, 5, 6, 7, 8
21.	Close out Community Center	PCS	Aug-07	Aug-12		The project consisted of converting Mills Elementary School into a Community Center. Exterior site work consisted of the parking area, site lighting, ADA ramp, and fencing. Interior improvements consisted of IT work, new finishes, fire system rehabilitation, kitchen and equipment, and painting. Staff is in the process of preparing the report that will be submitted to City Council for approval to closeout the project.	Knight	No	$3.46 million	General Fund, Valero Good Neighbor Steering Committee	1, 2, 4, 7, 8
22.	Complete LEED Certification for Community Center	PCS	2009	Jun-12		The City contracted with Alice Sung, Greenbank Associates of Piedmont, CA in an effort to achieve a level of Leadership in Energy and Environmental Design (LEED) certification. The building was designed and constructed with recycled and sustainable material consisting of energy efficient HVAC, cool roof, pavers, low flow irrigation, California friendly plant material, energy efficient appliances and lighting, recycled flooring and countertops, and no voc paint. Final paperwork for design has been submitted for review. Staff is working with the LEED consultant and construction contractor in preparing the paperwork for construction submittal.	Dotson/Knight	Part of the Community Center Project	LEED Consultant is $48,425	General Fund, Valero Good Neighbor Steering Committee	1, 4, 7
23.	Develop/Update Financial Polices/Procedures (Bill)				Y						
24.	Update Financial Reporting Software (Bill)				Y						
25.	Update Emergency Operations Plan	FD	May-12	Jul-12	Y	The Solano County Emergency Operations Plan has been received and Fire Department Staff is currently reviewing the material and editing it as needed.	Vucurevich	The Solano County Emergency Operations Plan.	Printing cost – approximately $100.00 / Staff Time – approximately $1,000.00	General Fund	1, 3, 4, & 6
26.	Construct Park Road Sidewalk	PWCD	May-12	Jul-12	Y	Staff is working with contractor to schedule start date	Roberts		$200,000	Regional Measure 2 (bridge toll) funds	1, 5, 6, 7

	Project Description	Lead/Support Department/Divisions	Date of Initiation	Proposed Completion Date	Strategic Plan Strategy	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
Tier 2 - Moderate Priority											
1.	Construct Western Intermodal Facility	PWCD	May-13	Jul-13		Construction scheduled to begin May 2013 and be completed July 2013 Part of project that includes Downtown Intermodal Facility (construction 2012)	Roberts	Part of project that includes Downtown Intermodal Facility (construction 2012)	$1.1M	$3M in Regional Measure 2 bridge toll funds	1, 5, 6, 7, 8
2.	Design/Construct Industrial Park Intermodal Facility	PWCD	2005	2013		STA and City staff meeting in May to finalize project description.	Knox/Morton		$1.25M	Regional Measure 2 bridge toll funds	1, 5, 6, 7, 8
3.	Secure funding to upgrade fleets	PWCD			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 activity vehicles.	Morton			Police has been successful obtaining grants for vehicles to date.	1, 2, 4, 5
5.	Update Employer Employee Relations Resolution	HR	Feb-13	June.2013		\	Cardwell	Yes - 2013 negotiations	Part of cost of 2013 negotiations	General Fund and Enterprise Funds	2,7
5.	Restore employee training funding (Bill/Anne)										
6.	Update email policy	CAO/Admin	2011	2012	Y	A draft will be circulated for comment and adoption.	McLaughlin				1
	Develop IT Plan for City	IT	Aug-12	Jan-13	Y	Following upcoming upgrades in June and July, IT staff to work with City departments to develop IT plan.	Guggemos	No	TBD	General Fund and Enterprise Funds	1,2,5,7
8.	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.	McLaughlin			General Fund	6
9.	Adopt Smoking Ordinance	CAO		TBD	Y	The scope of the draft ordinance needs to be reduced and recirculated.	McLaughlin			General Fund	6

	Project Description	Lead/Support Department/Divisions	Date of Initiation	Proposed Completion Date	Strategic Plan Strategy	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
10.	Complete update of ADA Transition Plan	CAO/ALL		2012		A draft will be circulated for comment and adoption this summer.	McLaughlin			ABAG Grant	1,3,6
11.	Update Sign Ordinance	CAO/PWCD	2012	2012		A committee is being formed and will be presented to the Council for approval. A draft will follow. Adoption expected by the end of the year.	McLaughlin			General Fund	1,8
12.	Library services: reorganize to accommodate elimination of state funding	LIBRARY	Dec-11	12/1/2012 or earlier	Y	Addresses the need to examine and reorganize literacy services. With state funding eliminated, the program now has anticipated revenue of $77,305: $62,905 from the General Fund and $14,400 from fundraising. This represents a decrease of approximately 46% between the anticipated revenue for 2010-11 and that projected for 2011-12 due to the elimination of state funding. Services need to be modified to more realistically represent the decrease in revenue and the total number of participants in the program (approximately 60 learners at this time). Library Director and Managers are working with Literacy Supervisor, Lynne Price, to consider what literacy services to continue. It appears that the most critical elements of the program could be sustained with part-time staff. Meeting with entire staff to look at comprehensive picture of operations, including literacy and resource sharing, on 5/24.	Smikahl	Examination of department and possible reorganization to adapt to frozen positions, vacancies, and anticipated retirements.	NA	General Fund, Measure B	1, 2, 8
13.	Library services: incorporate regional consortium/network activities	LIBRARY	Dec-11	12/1/2012 or earlier	Y	With the elimination of state funding to libraries, librarians statewide needed to look at viable options for continued operation of long-established programs at both a local and regional level. In addition to the (local) literacy program, the regional programs that require changing are the North Bay Cooperative Library System (NBC), Resource Sharing, and Second-level reference. Both NBC and NorthNet Library System (NLS) are contracting with the Peninsula Library System (PLS) for maintenance and operation. PLS will provide the infrastructure for future operation at the system level.	Smikahl	Examination of department and possible reorganization to adapt to frozen positions, vacancies, and anticipated retirements.	NA	General Fund, Measure B	1
14.	Adopt Arts & Culture Commission Public Arts Policy	LIBRARY	Aug-11	Dec-12	Y	The Benicia Public Art Policy is designed to serve as a guide for the City's acquisition, display, placement, and retention of public art. This document is separated into two sections: the first provides the overarching policies for the program and the second provides guidance for the practical implementation of procedures. Returning to Arts and Culture Commission for review/evaluation/approval in June 2012. Tentatively set to go to Council in August 2012.	Smikahl		NA	Creates funding account for public art	1

	Project Description	Lead/Support Department/Divisions	Date of Initiation	Proposed Completion Date	Strategic Plan Strategy	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
15.	Implement Public Art Program	LIBRARY	2010	Jun-13	Y	Public Art Committee is working with local artists on a recycled glass and metal piece to be placed in the community center. Will submit a grant application to CSC in November 2012 for funding, and, if approved, will bring the preliminary design to Council in late winter or early spring 2013 for approval.	Smikahl		NA	Grant from CSC / Possible future funding from separate account established for funding public art.	1
16.	Fire apparatus replacement	FIRE	Mar-12	Jul-12	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.	Vucurevich		Staff Time – Approximately $500.00	General Fund	1, 2, 5, 6
17.	Implement Fire Records Management System	FIRE	Feb-12	Jan-13	Y	The new Fire House Records Management System is operational. The system has been interfaced to our Computer Aided Dispatch Software. The system is Cloud Based and accessed through the Internet. It is being used to enter emergency incident reports, training reports, daily staff activities, activity scheduling, and fire prevention inspections. The system also provides required call information to the National Fire Incident Reporting System and the California Fire Incident Reporting System. The system has the capacity to do emergency medical patient care reports, fire investigation reports, cost recovery billing, monthly-quarterly and annual reports and a variety of other functions that will be evaluated for implementation over the next several months.	Vucurevich		Undetermined amount of staff time. Fire House User Training - $11,500.00 / Annual Maintenance Fees – $8,700.00 * The cost to purchase the software program and computer aided dispatch interface have already been expended, and are not included in the project costs.	General Fund	1, 3, 4, 6, and 7
18.	Conduct Waterfront Park Master Plan RFP process	PCS	2012	Aug-12	Y	Prepare a Request for Proposal for the Urban Waterfront Enhancement and Master Plan.Staff has prepared the RFP and sent out with a proposal due date of May 17, 2012. Selection Interviews will be conducted on June 5, 2012.	Knight/Dotson	Yes. Development of Urban Waterfront Enhancement and Master Plan.	Annual Maintenance Fees – $8,700.00	Park Dedication Coastal Conservancy Grant	1, 4
19.	Develop Fire water rescue capabilities	FIRE	Apr-12	Jul-13		The Benicia Fire Department has been working with the Vallejo Fire Department on developing an agreement on the use of a Fireboat currently owned by the City of Vallejo. The general concept of the agreement is the Benicia Fire Department will take possession of the boat and have full use of the vessel in providing service to the community of Benicia. In exchange, the Benicia Fire Department will respond the Fireboat to incidents in Vallejo when requested. We are currently working with the City Attorneys on drafting an agreement that will be presented to both City Councils.	Vucurevich		Training costs – undetermined. Boat cost – undetermined. Equipment costs – undetermined. Boat maintenance costs - undetermined	General Fund	1, 6
22.	Update Personnel Rules and Policies (Anne)	HR	TBD	TBD		Timing of this project on hold until HR vacancy filled.	Cardwell	No	TBD		
Tier 3 - Low Priority											
1.	Fill position vacancies and develop succession plans (Bill/Anne)										
2.	Complete CAD/GIS Software upgrades	IT			Y						

	Project Description	Lead/Support Department/Divisions	Date of Initiation	Proposed Completion Date	Strategic Plan Strategy	Status	Project Manager	Phase of a larger project	Est. Project Cost	Funding Source(s)	Selection Criteria
3.	Obtain grants to provide a transitional shelter	PWCD	late 2012		Y	Planning is just beginning on this project, sources not yet identified; construction schedule and cost not yet estimated	Porras				1, 6
4.	Update Code Enforcement Ordinance	CAO/FIRE &PWCD		2012	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
5.	Upgrade/improve City website	IT			Y						
6.	Adopt Lower Arsenal Plan	PWCD	Draft Plan released 2007			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
7.	Address Police building space needs					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.					
Completed Projects											
1.	Complete installation of FCC Narrow Band upgrade	IT				Completed	Guggemos				
2.	Library services: upgrade Integrated Library System and fund training	LIBRARY			Y	Completed	Smikahl				