

General Fund Summary - By Department

	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12	% (2/1)	Adopted 2012-13	% (3/2)
Beginning Fund Balance	7,242,575	6,513,785	6,555,515	6,555,515	3,829,195	-42%	4,967,085	30%
Revenues								
City Council	1,675	0	500	1,000	0	-100%	0	-
City Treasurer	85,520	97,840	84,465	80,485	118,825	41%	119,635	1%
City Manager	3,040	515	500	60	0	-100%	0	-
Economic Development	30	50	0	160	0		0	-
Human Resources	15	0	0	0	0		0	-
City Attorney	300	80	0	11,410	0		0	-
Finance	0	0	0	155	0		0	-
Library	64,515	67,150	64,505	59,705	55,000	-15%	55,000	0%
Police	413,775	421,190	419,750	384,500	391,860	-7%	396,090	1%
Fire	500,430	274,345	290,000	308,860	260,000	-10%	260,000	0%
PW & Community Development	514,845	480,165	438,400	407,270	393,050	-10%	393,050	0%
Parks & Community Services	998,840	1,110,905	1,001,670	1,009,920	1,110,890	11%	1,110,890	0%
Non-Departmental	29,504,615	27,553,930	27,983,790	27,834,200	28,180,525	1%	28,745,795	2%
Interfund Transfer-In	97,950	80,415	80,415	80,415	92,815	15%	93,745	1%
Revenue Total	\$ 32,378,485	30,086,585	30,363,995	30,178,140	30,602,965	0.8%	31,174,205	1.9%
Expenditures								
City Council	102,485	103,975	115,875	114,765	118,460	2%	119,420	1%
City Clerk	78,095	74,785	77,310	75,275	78,160	1%	79,365	2%
City Treasurer	87,205	99,070	83,205	80,485	118,825	43%	119,635	1%
City Manager	551,095	584,985	587,985	585,110	715,085	22%	715,965	0%
Economic Development	477,380	370,570	348,965	344,745	509,200	46%	512,755	1%
Human Resources	305,310	303,970	388,100	378,845	347,275	-11%	350,635	1%
City Attorney	576,355	588,110	591,315	587,590	622,255	5%	631,305	1%
Finance	1,128,600	1,153,830	1,140,105	1,161,265	1,124,745	-1%	1,147,300	2%
Community Grants & Programs	506,250	420,460	349,030	349,030	419,620	20%	432,695	3%
Library	1,285,340	1,220,375	1,167,170	1,156,910	1,177,235	1%	1,189,125	1%
Police	8,264,410	8,626,105	8,387,510	8,283,475	8,751,655	4%	8,873,825	1%
Fire	7,013,300	6,846,795	6,800,185	6,796,270	7,156,855	5%	7,293,080	2%
PW & Community Development	3,372,785	2,795,410	2,546,835	2,501,880	2,312,835	-9%	2,365,225	2%
Parks & Community Services	5,148,350	4,875,920	4,982,150	4,908,180	4,867,235	-2%	4,944,280	2%
Insurances	579,525	653,190	677,650	686,145	811,235	20%	831,965	3%
Non-Departmental & Debt Service	1,808,460	1,543,465	1,736,055	1,768,660	319,260	-82%	70,830	-78%
Interfund Transfer-Out	540,210	585,505	795,065	748,155	735,785	-7%	742,485	1%
Expenditure Total	\$ 31,825,155	30,846,520	30,774,510	30,526,785	30,185,720	-1.9%	30,419,890	0.8%
Operational Surplus/(Deficit)	553,330	(759,935)	(410,515)	(348,645)	417,245		754,315	
Capital Projects & Non-Recurring								
Non-Recurring Revenues	1,697,970	950,485	954,640	954,640	0	-100%	0	-
Non-Recurring Expenditures	3,947,445	713,805	3,412,515	3,332,315	493,445	-86%	272,020	-45%
Combined Surplus/(Deficit)	(1,696,145)	(523,255)	(2,868,390)	(2,726,320)	(76,200)		482,295	
Transfers to B.S. Loans Receivable	(113,810)	(310,580)	0	0	(1,000,000)		(1,000,000)	
Transfers to Project Reserves	(1,728,145)							
Misc Adj to Fund Balance	(180,155)	254,405	348,386	0				
Fund Balance	\$ 6,513,785	6,555,515	3,682,620	3,829,195	4,752,995		6,235,290	
Reserve Percentage	20.1%	21.8%	12.1%	12.7%	15.5%		20.0%	
Over/(Short) of 20% Requirement	38,088	538,198	(2,390,179)	(2,206,433)	(1,367,598)		449	
<i>* Based on Estimated 2010-11</i>								

General Fund Summary - By Category

	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	% (2/1)	Adopted 2012-13 (3)	% (3/2)
Revenues								
Property Tax	13,053,650	12,468,070	12,254,840	12,196,770	12,662,405	3%	12,951,025	2%
Sales Tax	6,748,935	5,766,400	5,582,310	5,582,310	5,390,000	-3%	5,452,020	1%
Utility Users Tax	4,413,430	4,938,585	5,040,445	5,011,325	5,256,200	4%	5,292,480	1%
Franchise Fees	1,851,510	1,292,870	1,554,230	1,536,320	1,711,115	10%	1,841,945	8%
Other Taxes	957,250	968,230	1,012,000	1,021,225	1,018,580	1%	1,045,560	3%
License & Permits	323,240	320,465	302,500	310,525	295,000	-2%	295,000	0%
Fines, Forfeitures & Penalties	115,600	105,395	117,000	91,630	79,000	-32%	79,000	0%
Use of Money/Property	701,195	395,590	796,025	779,600	612,785	-23%	593,595	-3%
Revenue From Other Agencies	2,163,300	2,093,190	2,164,125	2,144,950	2,038,410	-6%	2,083,180	2%
Charges for Current Services	1,632,670	1,449,240	1,323,510	1,267,760	1,358,480	3%	1,358,480	0%
Other Revenue	317,880	208,135	93,220	111,935	88,175	-5%	88,175	0%
Interfund Transfer-In	99,825	80,415	80,415	80,415	92,815	15%	93,745	1%
Non-Recurring & CIP	1,697,970	950,485	709,410	709,410	0	-100%	0	-
Allocate Reserves	0	0	288,605	288,605	0	-100%	0	-
Revenue Total	\$ 34,076,455	31,037,070	31,318,635	31,132,780	30,602,965	-2%	31,174,205	2%
Expenditures								
Salary & Wages	16,823,915	16,575,710	15,889,620	15,831,260	14,338,550	-10%	14,047,595	-2%
Benefits	6,939,725	7,098,420	6,984,260	7,044,935	7,373,855	6%	7,649,595	4%
Services & Supplies	5,924,935	5,662,345	5,798,720	5,629,775	6,184,100	7%	6,257,030	1%
Capital Outlay	1,027,405	794,455	998,920	940,525	930,005	-7%	934,025	0%
Internal Service Charges	1,109,175	715,590	1,102,990	1,080,290	1,359,210	23%	1,531,645	13%
Non-Recurring & CIP	3,947,445	713,805	3,412,515	3,332,315	493,445	-86%	272,020	-45%
Expenditure Total	\$ 35,772,600	31,560,325	34,187,025	33,859,100	30,679,165	-10%	30,691,910	0%
Net Contribution / (Use)	(1,696,145)	(523,255)	(2,868,390)	(2,726,320)	(76,200)		482,295	
Transfers to Balance Sheet	(113,810)	(310,580)	0	0	(1,000,000)		(1,000,000)	
Transfers to Internal Service Funds								
Transfers to Designated Reserves	0	0	0	0	0		0	
Transfers to Project Reserves	(1,728,145)	0	0	0	0		0	
Misc Adj to Fund Balance	(180,155)	254,405	348,386	0	0		0	
Fund Balance	\$ 6,513,785	6,555,515	3,682,620	3,829,195	4,752,995	29%	6,235,290	31%
	20.1%	21.8%	12.7%	12.7%	15.5%		20.0%	

General Fund Summary - By Division Revenues

Revenues	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11 (3)	Adopted 2011-12 (2)	% (2/1)	Adopted 2012-13 (3)	% (3/2)
Property Taxes	12,470,770	12,109,665	12,254,840	12,196,770	12,662,405	3%	12,951,025	2%
Sales Taxes	6,748,935	5,766,400	5,582,310	5,582,310	5,390,000	-3%	5,452,020	1%
Utility Users' Taxes	4,413,430	4,938,585	5,040,445	5,011,325	5,256,200	4%	5,292,480	1%
Franchise Fees	1,851,510	1,292,870	1,554,230	1,536,320	1,711,115	10%	1,841,945	8%
Investment Earnings	491,505	181,865	251,000	257,000	220,000	-12%	200,000	-9%
State Subventions	2,061,975	1,960,110	1,980,620	1,924,620	1,864,410	-6%	1,909,180	2%
All Other Non-Departmental	1,466,490	1,304,435	1,320,345	1,325,855	1,076,395	-18%	1,099,145	2%
1. Non-Departmental Summary	29,504,615	27,553,930	27,983,790	27,834,200	28,180,525	1%	28,745,795	2%
City Council	1,675	-	500	1,000	-	-100%	-	-
City Clerk	-	-	-	-	-	-	-	-
City Treasurer	85,520	97,840	84,465	80,485	118,825	41%	119,635	1%
City Manager	3,040	515	500	60	-	-100%	-	-
Human Resources	15	-	-	-	-	-	-	-
City Attorney Department	300	80	-	11,410	-	-	-	-
Finance Division	-	-	-	-	-	-	-	-
Information Technology Division	-	-	-	155	-	-	-	-
Insurances	192,935	-	-	-	-	-	-	-
2. Administration Departments	283,485	98,435	85,465	93,110	118,825	39%	119,635	1%
3. Community Grants	-	-	-	-	-	-	-	-
4. Economic Development	30	50	-	160	-	-	-	-
5. Library Department	64,515	67,150	64,505	59,705	55,000	-15%	55,000	0%
6. Police Department	413,775	421,190	419,750	384,500	391,860	-7%	396,090	1%
7. Fire Department	500,430	274,345	290,000	308,860	260,000	-10%	260,000	0%
PWD Administration	-	10	-	-	-	-	-	-
Planning	45,415	73,945	50,300	50,725	20,400	-59%	20,400	0%
Building Inspection	331,675	307,210	311,600	295,950	311,350	0%	311,350	0%
Engineering	99,135	59,565	74,000	60,595	61,300	-17%	61,300	0%
Streets	38,620	39,435	2,500	-	-	-100%	-	-
8. PW & CDD Department	514,845	480,165	438,400	407,270	393,050	-10%	393,050	0%
PCS Administration	-	-	-	-	-	-	-	-
Building Maintenance	105	5,300	-	1,230	-	-	-	-
Parks and Cemetery	15,925	134,280	3,640	10,660	4,960	36%	4,960	0%
Community Services	982,810	971,325	998,030	998,030	1,008,230	1%	1,008,230	0%
BUSD Field Maintenance	-	-	-	-	20,000	-	20,000	0%
Mills Community Center	-	-	-	-	77,700	-	77,700	0%
9. Parks/Community Services Dept.	998,840	1,110,905	1,001,670	1,009,920	1,110,890	11%	1,110,890	0%
10. Interfund Transfer-In	97,950	80,415	80,415	80,415	92,815	15%	93,745	1%
Revenue Total	\$ 32,378,485	30,086,585	30,363,995	30,178,140	30,602,965	1%	31,174,205	2%

General Fund Summary - By Division Expenditures

Expenditures	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	% (2/1)	Adopted 2012-13 (3)	% (3/2)
Salary & Benefit Accruals (GAAP)	112,085	83,275	90,000	165,000	(1,378,610)	-	(1,724,815)	125%
Services & Supplies	1,126,960	1,142,635	1,196,535	1,158,940	1,229,705	3%	1,244,240	101%
Capital Outlay	13,335	0	25,500	25,500	25,000	-2%	25,000	100%
Internal Service Fund Transfers	274,960	317,555	424,020	419,220	443,165	5%	526,405	119%
Debt Service	281,120	0	0	0	0	-	0	-
1. Non-Departmental & Debt Service	1,808,460	1,543,465	1,736,055	1,768,660	319,260	-82%	70,830	22%
City Council	102,485	103,975	115,875	114,765	118,460	2%	119,420	101%
City Clerk	78,095	74,785	77,310	75,275	78,160	1%	79,365	102%
City Treasurer	87,205	99,070	83,205	80,485	118,825	43%	119,635	101%
City Manager	551,095	584,985	587,985	585,110	715,085	22%	715,965	100%
City Attorney	576,355	588,110	591,315	587,590	622,255	5%	631,305	101%
Human Resources	305,310	303,970	388,100	378,845	347,275	-11%	350,635	101%
Finance Division	688,360	675,280	641,185	663,540	710,740	11%	718,220	101%
Information Technology	440,240	478,550	498,920	497,725	414,005	-17%	429,080	104%
Insurances	579,525	653,190	677,650	686,145	811,235	20%	831,965	103%
2. Administration Departments	3,408,670	3,561,915	3,661,545	3,669,480	3,936,040	7%	3,995,590	102%
3. Community Grants & Programs	506,250	420,460	349,030	349,030	419,620	20%	432,695	103%
4. Economic Development	477,380	370,570	348,965	344,745	509,200	46%	512,755	101%
5. Library	1,285,340	1,220,375	1,167,170	1,156,910	1,177,235	1%	1,189,125	101%
6. Police Department	8,264,410	8,626,105	8,387,510	8,283,475	8,751,655	4%	8,873,825	101%
7. Fire Department	7,013,300	6,846,795	6,800,185	6,796,270	7,156,855	5%	7,293,080	102%
PWD Administration	282,480	460,985	409,355	409,290	415,590	2%	421,985	102%
Planning	730,590	545,220	363,125	341,145	313,055	-14%	320,895	103%
Building Inspection	673,880	536,730	529,150	517,425	455,485	-14%	458,045	101%
Engineering Services	765,175	481,285	406,310	395,295	252,125	-38%	257,240	102%
Streets Maintenance	920,660	771,190	838,895	838,725	876,580	4%	907,060	103%
8. PW & CDD Department	3,372,785	2,795,410	2,546,835	2,501,880	2,312,835	-9%	2,365,225	102%
PCS Administration	531,130	735,145	728,655	727,745	487,245	-33%	492,455	101%
Building Maintenance	1,136,975	913,285	948,690	927,560	1,043,395	10%	1,068,360	102%
Parks and Cemetery	1,233,140	1,152,565	1,215,090	1,175,015	1,183,470	-3%	1,214,575	103%
Community Services	1,844,480	1,670,710	1,653,185	1,651,325	1,674,560	1%	1,687,790	101%
BUSD Field Maintenance	244,695	264,165	293,530	283,535	210,695	-28%	213,230	101%
Mills Community Center	157,930	140,050	143,000	143,000	267,870	87%	267,870	100%
9. Parks & Community Services	5,148,350	4,875,920	4,982,150	4,908,180	4,867,235	-2%	4,944,280	102%
10. Interfund Transfer-Out	540,210	585,505	795,065	748,155	735,785	-7%	742,485	101%
Expenditure Total	\$ 31,825,155	30,846,520	30,774,510	30,526,785	30,185,720	-2%	30,419,890	101%
Operational Surplus/(Deficit)	553,330	(759,935)	(410,515)	(348,645)	417,245		754,315	

City Council Department FY 2011-12 & FY 2012-13

Mission:

- Excellent Service

Vision:

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

Values:

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

Department Responsibilities:

The City Council is the legislative and policymaking body for the City, having responsibility for enacting City ordinances, appropriating funds to conduct City business and providing policy direction to administrative staff. The mission of the City Council is to set policy that governs the City in a manner which is both financially sound as well as responsive to the needs and concerns of the community. Council functions include:

- Participate in regional boards and agencies that directly affect the City of Benicia and the needs and interests of the citizens.
- Adopt the annual budget and five-year Capital Improvement Program.
- Establish biennial priorities for the City in accordance with the Strategic Plan process.
- Appoint the City Manager and City Attorney.
- Confirm Mayoral appointments to City advisory boards, commissions and committees.
- Attend various seminars and conferences as needed.
- Participate on special purpose committees as needed.
- Adopt and monitor implementation of the City's Strategic Plan.
- Adopt policy statements when appropriate.

- Adopt and implement an annual policy planning calendar that includes, at a minimum:
 - 1) Meetings with selected City advisory committees;
 - 2) Review and adoption of annual budget;
 - 3) Review and update of City priorities; and
 - 4) Specific dates for study and action on priority policy matters.

The City Council meets at 7:00 p.m. on the first and third Tuesdays of each month in the Council Chambers located in City Hall at 250 East L Street.

Accomplishments and Milestones in Fiscal Years 2009 - 2011

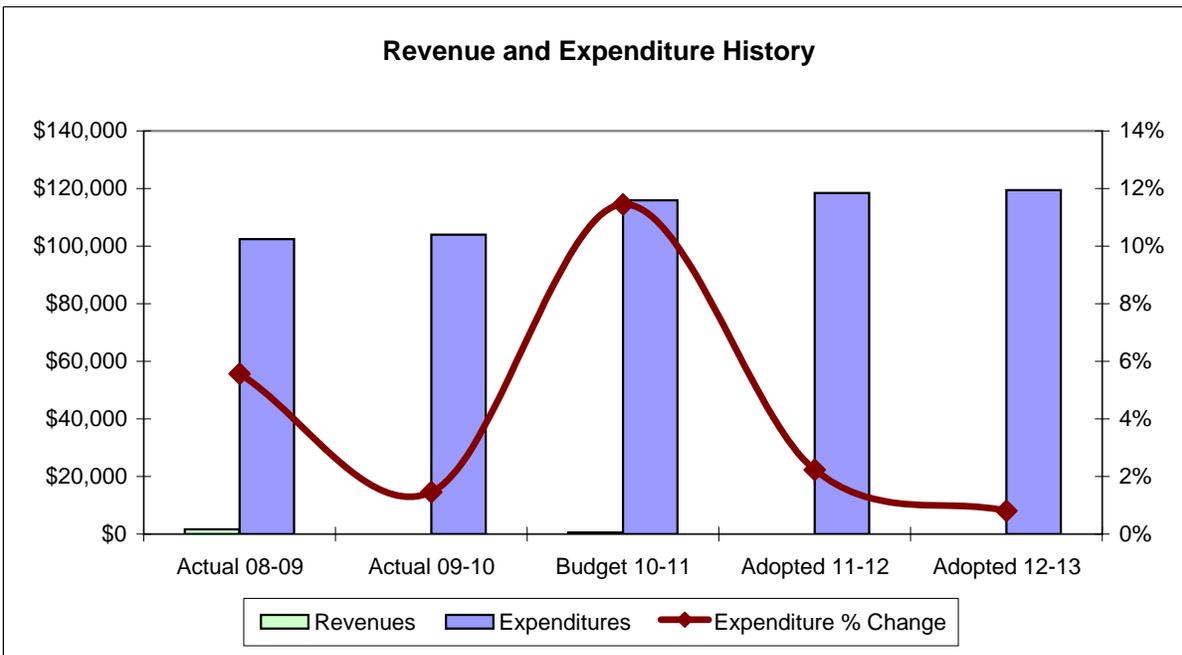
- Adopted a Strategic Plan and Balanced Budget for 2009-10 and 2010-11.
- Maintained a minimum 20% reserve in 2009-10, a figure based on the total annual expenditures from the General Fund
- Revised the Balanced Operating Budgets Policy and the Fund Balance Reserve Policy in 2010-11
- Completed and/or made significant progress on several Strategic Plan Action Items including:
 - Improvements to Fire Station 12 Dormitory
 - Completion of Climate Action Plan (CAP) document and preparation of CAP work program
 - Preparation and adoption of Valero Improvement Project (VIP) Settlement Projects and VIP Settlement Plan for 2010-11
 - Implementation of a tourism website
 - Performed Benicia Industrial Park Technology Needs Assessment
 - Completion of State Park Rd. Bridge project
 - Completion of the Benicia High School (BHS) traffic signal project
 - Merged transit services with Vallejo and Solano Transit Authority (STA)
 - Acquisition and implementation of agenda management software and streaming video
 - Completion of community center
 - Establishment of arts & culture commission
- Completed study sessions on several topics on the Council's 2009-11 Policy Calendar, including:
 - Review of Council's legislative support process
 - Review of the City's Garbage Franchise Agreement
 - Adoption of a Healthy Communities Resolution
 - Review of the Council's "Two-Step" Process for agenda topics for discussion at Council meetings and study sessions
 - Review of a Local Purchasing Policy
 - Consideration of the City Treasurer position

Elected Position Summary

Department Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Adopted 2011-12	Adopted 2012-13
Mayor	1.00	1.00	1.00	1.00	1.00
Vice Mayor	1.00	1.00	1.00	1.00	1.00
Council Members	3.00	3.00	3.00	3.00	3.00
Total	5.00	5.00	5.00	5.00	5.00

City Council

Fund 010 Division 1105	Actual 2008-09	Actual 2009-10	Amended 2010-11 <small>(1)</small>	Estimated 2010-11	Adopted 2011-12 <small>(2)</small>	<small>(2/1)</small>	Adopted 2012-13 <small>(3)</small>	<small>(3/2)</small>
Revenue Total	\$ 1,675	0	500	1,000	0	-	0	-
Expenditures								
Salary & Wages	\$ 26,435	26,435	25,795	25,795	25,670	0%	25,670	0%
Benefits	59,720	65,140	77,150	77,345	76,140	-1%	80,500	6%
Services & Supplies	16,330	12,400	12,930	11,625	16,650	29%	13,250	-20%
Expenditure Total	\$ 102,485	103,975	115,875	114,765	118,460	2%	119,420	1%
Net Contribution / (Use)	\$ (100,810)	(103,975)	(115,375)	(113,765)	(118,460)		(119,420)	



City Clerk Department FY 2011-12 & FY 2012-13

Mission:

- Excellent Service

Vision:

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

Values:

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

Department Responsibilities:

The City Clerk is an elected official, serving a term of four years. The City Clerk is responsible for the record keeping of the City, having responsibility for ensuring that all actions made by the City Council are recorded accurately. The City Clerk's office is also involved in conducting municipal elections, maintaining the Benicia Municipal Code (BMC) and swearing in both elected officials and City employees.

Specific department functions include:

- Keep an accurate record of all proceedings of the City Council;
- Keep an accurate record of all Ordinances;
- Attest, index and file Resolutions of the Council;
- Give notice of public hearings;
- Maintain custody of the City seal;
- Administer oaths, including oaths of office;
- Take and certify affidavits and depositions pertaining to City business;
- Take acknowledgement of instruments within the City;
- Serve as Clerk to the Council;
- Conduct municipal elections;

- Receive petitions relating to initiative, referendum or recall;
- Conduct annexation proceedings to countersign general obligation bonds of the City;
- Attest to subpoenas;
- File affidavits of completion;
- File name change instruments for various purposes;
- Perform duties concerning improvement district proceedings, street vacations, and filing claims as may be prescribed;
- Receive objections to public destruction of bonds;
- Act as the financial disclosure officer for statements of economic interest;
- Perform other general secretarial skills as designated by the Council; and
- Perform other duties as the City Council so directs.

Accomplishments/Milestones in Fiscal Years 2009 – 2011:

In 2009-11, the City Clerk successfully performed the above duties and additionally:

- Successfully conducted a General Municipal Election
- Updated and maintained the City Clerk’s web page to facilitate increased voter education
- Maintained all campaign finance reports on the City’s website
- Provided updated informational packets for prospective candidates wishing to run for City office
- Played a key role in the implementation of agenda management software and streaming video, which allows for enhanced public access to agendas, minutes and Council/Board & Commission meetings.

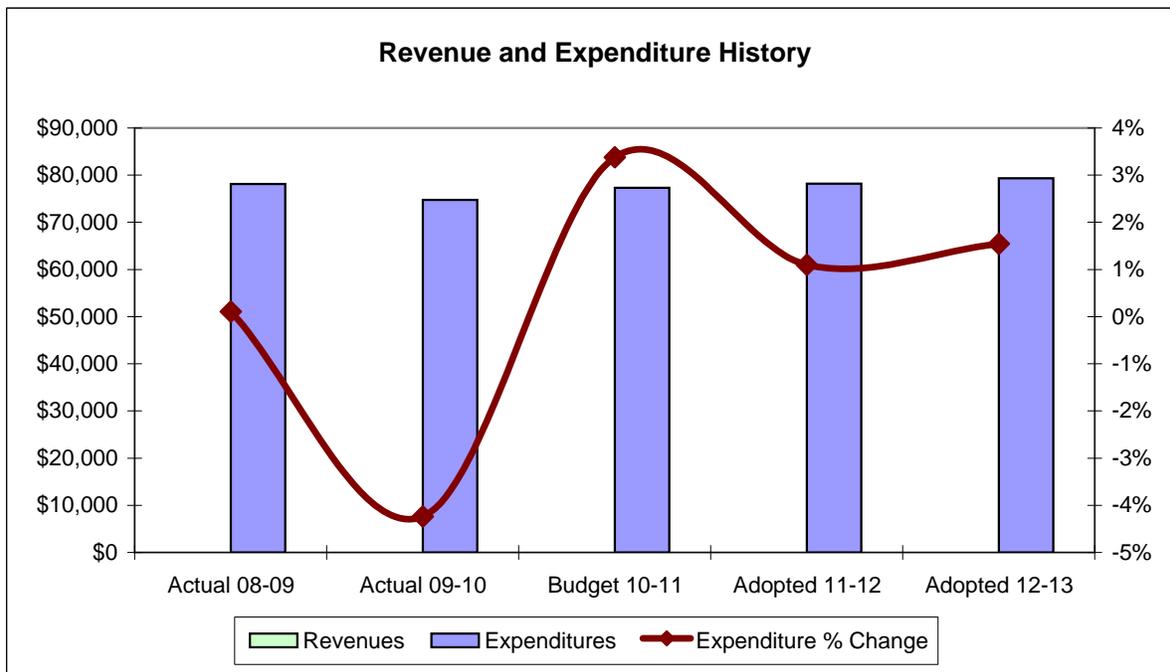
Staffing Summary: Full Time Employee Equivalent

Department Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Elected City Clerk	1.00	1.00	1.00	1.00	1.00
*Deputy City Clerk	0.50	0.50	0.50	0.50	0.50
Total	1.50	1.50	1.50	1.50	1.50

- Deputy City Clerk’s allocation is split in half between the City Manager’s Office and City Clerk’s Office.

City Clerk

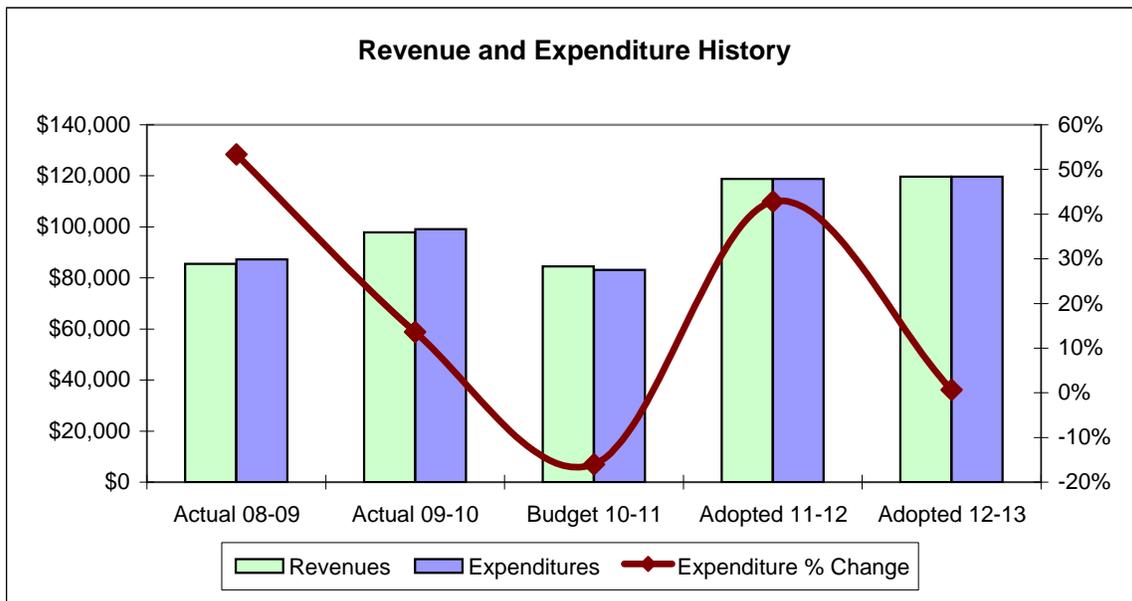
Fund 010 Division 1205	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 0	0	0	0	0	-	0	-
Expenditures								
Salary & Wages	\$ 42,960	43,985	45,880	45,880	46,680	2%	46,675	0%
Benefits	24,645	25,400	25,665	25,670	25,485	-1%	26,600	4%
Services & Supplies	9,645	5,175	5,070	2,950	5,130	1%	5,130	0%
Capital Outlay	240	0	200	200	200	0%	200	0%
Internal Service Charges	605	225	495	575	665	34%	760	14%
Expenditure Total	\$ 78,095	74,785	77,310	75,275	78,160	1%	79,365	2%
Net Contribution / (Use)	\$ (78,095)	(74,785)	(77,310)	(75,275)	(78,160)		(79,365)	



City Treasurer

The City Treasurer is an elected official that oversees the financial status of the City. In August 2005 Council approved the use of investment advisors for the management of the City's investment portfolio.

Fund 010 Division 3205	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 85,520	97,840	84,465	80,485	118,825	41%	119,635	1%
Expenditures								
Salary & Wages	\$ 23,855	31,140	25,095	25,100	53,825	114%	53,825	0%
Benefits	21,550	23,915	13,950	14,030	23,305	67%	24,115	3%
Services & Supplies	41,680	43,850	44,000	41,195	41,195	-6%	41,195	0%
Internal Service Charges	120	165	160	160	500	213%	500	0%
Expenditure Total	\$ 87,205	99,070	83,205	80,485	118,825	43%	119,635	1%
Net Contribution / (Use)	\$ (1,685)	(1,230)	1,260	0	0		0	



**City Manager's Office Department
FY 2011-12 & FY 2012-13**

Mission:

Excellent Service

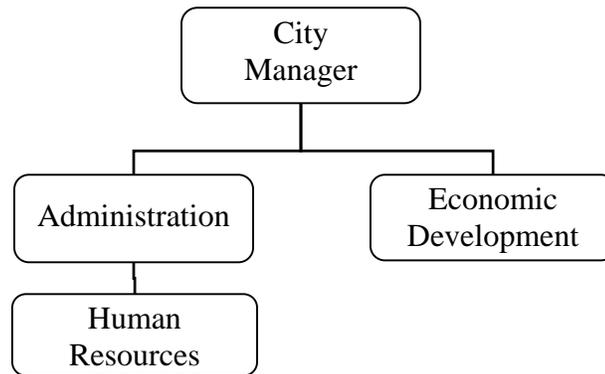
Vision:

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

Values:

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

Organizational Chart



Department Responsibilities:

The mission of the City Manager's Office is to support the City Council in the development and execution of their goals and policies, and to provide leadership and guidance to City departments in the delivery of City services. Additionally, the Department oversees Administrative Services and Economic Development.

The City Manager is appointed by the City Council. The City Manager's Office provides professional leadership in the administration of all City services, activities and facilities and directs the execution of policies and objectives formulated by the City Council, appoints all City Department Heads with the exception of City Attorney, City Clerk and City Treasurer, develops and presents to the City Council recommendations and strategies in response to community issues; and plans and executes programs to meet the current and future needs of the City of Benicia.

The City Manager's Office prepares City Council regular meeting and study session agendas and reports; disseminates information about City services and issues to the community through a public information program; and promotes the City's best interests in interactions with other units of government.

Specific functions of the City Manager's Office include:

- Direct the Council meeting agenda process.
- Develop and present to the City Council solutions and strategies in response to community issues.
- Provide leadership to City departments in execution of policies, objectives and programs adopted by the City Council.
- Respond to all City Council and citizen inquiries received by the City Manager's Office in a timely manner.
- Assist citizens in obtaining information, e.g., reports, filed documents, etc. in a timely manner.
- Assist the City Council in its biennial adoption of the City Strategic Plan and annual update of goals.
- Develop and submit an annual City budget to the City Council in the context of long-term financial planning.
- Support the City Council's legislative advocacy.
- Provide periodic, timely information to the public through the City newsletter, public information releases, and prompt responses to calls and questions from the media.
- Provide staff support to the City Council/School Board Liaison Committee.
- Provide staff support to the Human Services Board.
- Serve as City liaison to various community groups and non-profit organizations.

- Maintain frequent and effective relations with other units of government with whom we share interests.
- Provide direction to the City's Economic Development Division and Human Resources Division.

Significant Budget Changes:

Please see City Manager's Office division narratives.

Accomplishments/Milestones Fiscal Years 2009-2011:

- Adopted a Strategic Plan and Balanced Budget for 2009-10 and 2010-11.
- Maintained a minimum 20% reserve for 2009-10, a figure based on the total annual expenditures from the General Fund.
- Revised the Balanced Operating Budgets Policy and the Fund Balance Reserve Policy in 2010-11
- Updated the Strategic Plan for 2011-13
- Completed and/or made significant progress on several Strategic Plan Action Items including:
 - Improvements to Fire Station 12 Dormitory
 - Completion of Climate Action Plan (CAP) document and preparation of CAP work program
 - Preparation and adoption of Valero Improvement Project (VIP) Settlement Projects and VIP Settlement Plan for 2010-11
 - Implementation of a tourism website
 - Performed Benicia Industrial Park Technology Needs Assessment
 - Completion of State Park Rd. Bridge project
 - Completion of Benicia High School (BHS) traffic signal project
 - Merged transit services with Vallejo and Solano Transit Authority (STA)
 - Acquisition and implementation of agenda management software and streaming video
 - Completion of Community Center
 - Establishment of Arts & Culture Commission

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
City Manager's Office	2.50	2.85	3.35	3.85	3.85
Human Resources	2.50	1.88	1.88	1.88	1.88
Economic Development	2.00	1.30	1.30	1.80	1.80
Total	7.00	6.03	6.53	7.53	7.53

Expenditure Summary

Division	Actual 2008-09	Actual 2009-10	Amended 2010-11	Proposed 2011-12	Proposed 2012-13
City Manager's Office	\$ 551,095	\$ 584,985	\$ 587,985	\$ 715,085	\$ 715,965
Human Resources	305,310	303,970	388,100	347,275	350,635
Economic Development	477,380	370,570	348,965	509,200	512,755
Total	\$ 1,333,785	\$ 1,259,525	\$ 1,325,050	\$ 1,571,560	\$ 1,579,355

**City Manager’s Office – Administration Division
FY 2011-12 & FY 2012-13**

Mission:

Excellent service

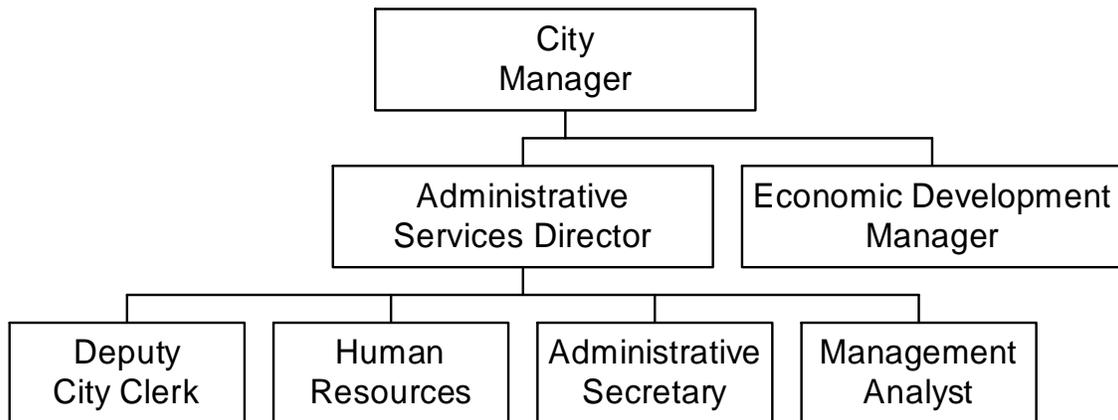
Vision:

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

Values:

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

Division Organizational Chart



Division Responsibilities:

See City Manager’s Office Department narrative

Accomplishments/Milestones Fiscal Years 2007-2009:

See City Manager’s Office Department and Human Services Division narratives.

Citywide Strategic Plan Action Items:

The 2011 – 2013 Strategic Plan outlines a number of strategic issues, strategies and actions to be addressed by the City if the upcoming fiscal period improves. The City Manager’s Office will be directly involved with each department to ensure each of these strategic plan elements, and specifically the action items, are addressed during the 2011-2013 fiscal period. The City Manager’s Office will also be involved in monitoring performance measurement for the action items and providing regular updates to the Council on progress. Please refer to the individual City Department narratives for issues, strategies, and action relevant for each department.

Additionally, the Administrative Services Director provides staff support to the Human Services Board, and so this Citywide Strategic Plan Action Item falls under the City Manager’s Office specifically:

Issue # 5: Maintain and enhance a high quality of life	
	Strategy # 5: Provide support to disadvantaged segments of the community
	Action (c): Continue funding of Human Service Grants

Other Department Priorities

- Implementing and monitoring progress on Citywide Strategic Plan Actions
- Striving to ensure employee retention during the current economic downturn while simultaneously maintaining the fiscal strength of the City
- Strengthening our organization’s culture
- Increasing emphasis on strategic planning and effective, efficient delivery of existing service levels
- Addressing the increased demands for new commission proposals and expansion of commission scope and membership

Desired Outcomes & Performance Measures

Overall Citizen Satisfaction	2008-09	2009-10	2010-11
1 Outcome: High overall quality of City Services			
Will retain or exceed Good to Excellent Ratings of 87%	87%	86%	88%
2 Outcome: High overall citizen impression of City Employees			
Will retain or exceed Good to Excellent Rating of 93%	93%	86%	95%
3 Outcome: High citizen assessment of value of services for taxes paid to Benicia			

Will increase Good to Excellent Rating to 75% 72% 71% 75%

Operational Expectations		2008-09	2009-10	2010-11
4	Outcome: Strong fiscal condition of the City			
	Annual budgets that are balanced	100%	100%	100%
	Annual budget that achieves a minimum 20% reserve	22%	20%	20%
5	Outcome: Expedient execution of Strategic Plan Actions (on-time and on-budget)			
	Quarterly progress reports on Strategic Plan	NA	100%	100%
	Quarterly progress reports on Council's policy calendar	NA	100%	100%

Significant Budget Changes:

The budget includes a staff enhancement of 0.5 Management Analyst. This is a re-allocation of 0.5 FTE from Public Works & Community Development Department.

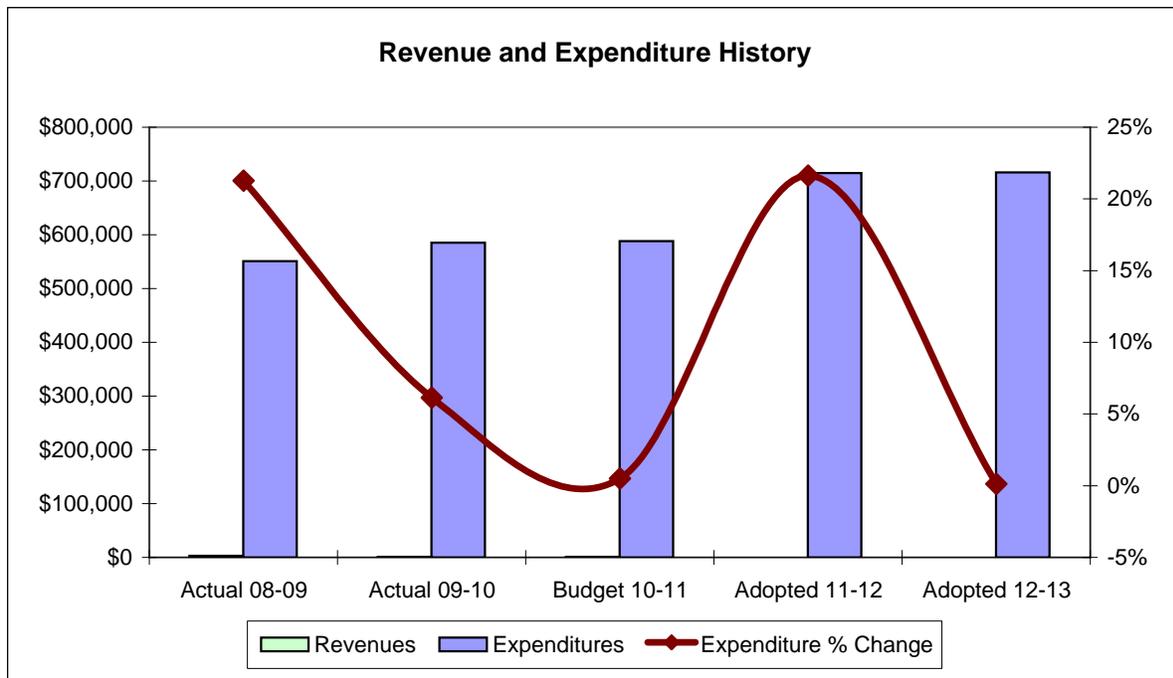
Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-2012	Proposed 2012-13
City Manager	1.00	1.00	1.00	1.00	1.00
Admin Services Director	1.00	0.65	0.65	0.65	0.65
Administrative Secretary	-	0.70	0.70	0.70	0.70
Deputy City Clerk	0.50	0.50	0.50	0.50	0.50
Management Analyst *	-	-	0.50	1.00	1.00
Total	2.50	2.85	3.35	3.85	3.85

* Management Analyst reallocated from Public Works & Comm Dev Dept.

City Manager

Fund 010 Division 2105	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 3,040	515	500	60	0	-	0	-
Expenditures								
Salary & Wages	\$ 379,410	400,830	408,400	408,400	457,640	12%	457,640	0%
Benefits	147,920	167,340	164,755	164,755	237,845	44%	242,425	2%
Services & Supplies	17,855	12,570	9,145	6,430	9,125	0%	9,125	0%
Capital Outlay	1,115	1,395	1,630	1,630	5,330	227%	1,630	-69%
Internal Service Charges	4,795	2,850	4,055	3,895	5,145	27%	5,145	0%
Expenditure Total	\$ 551,095	584,985	587,985	585,110	715,085	22%	715,965	0%
Net Contribution / (Use)	\$ (548,055)	(584,470)	(587,485)	(585,050)	(715,085)		(715,965)	



**City Manager's Office - Human Resources Division
FY 2011-12 & FY 2012-13**

Mission:

To meet the full range of human resource needs of the organization in support of the overall vision, mission, and priorities established by the City Council.

Vision:

To serve as an organizational strategic partner by planning for and providing comprehensive, professional human resources support that is responsive, resourceful, pro-active, customer-oriented, efficient, and consistent with best practices in the field.

Values:

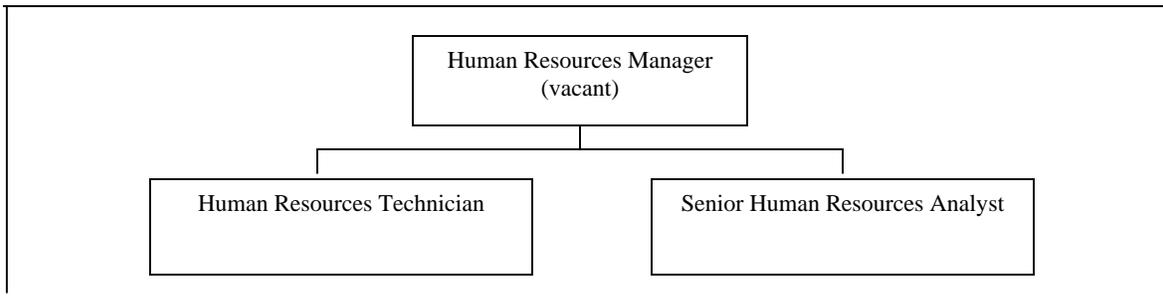
The Human Resources Division is a value-added service function; the reason the Division exists is to support operating departments in the direct provision of service to the community.

The Human Resources Division provides information, resources, and support that is pro-active, solution-oriented, and focused on the long-term needs of the organization.

The Human Resources Division's interactions with all of its constituents are professional, consistent, friendly, and supportive. The Division's approach is collaborative, helpful and accessible.

Credibility is critical to the work of the Division; all services are provided with a commitment to professional ethics, and personal and professional integrity. Division employees are honest, fair, and accountable for their actions.

Division Organizational Chart



Division Responsibilities:

The Human Resources Division (HR) is responsible for all employee and employment-related services for the City of Benicia. From recruitment and testing of applicants to the end of an employee's career with the City, HR administers a wide array of programs, policies and processes in support of the employment process.

HR administers the City's employee benefit programs including, but not limited to Health, Dental, Vision, Employee Assistance Program, and the California Public Employees Retirement System. Additionally, HR administers the city-wide Workers' Compensation program, including managing the claims and excess insurance, and working with our Third Party Administrators (TPA) to authorize treatment, coordinate the return to work programs, and settle claims.

HR coordinates city-wide employee/employer relations activities, including contract negotiation and administration. HR works with all departments to implement positive employee relations programs, to manage and resolve problems, and to impose discipline as necessary. HR coordinates the handling of employee grievances, which proceed above the Department Head level.

HR coordinates citywide employee training, and coordinates all employee health and safety activities. HR has co-department responsibility for managing the citywide Safety Committee (BENSAC).

HR is the staff liaison for the Civil Service Commission. HR staff work with the Commission in the maintenance of proper position classifications in the City, as well as determining applicable Personnel Rules.

The HR Manager manages special projects and studies relating to Personnel/Benefit Management. The HR Manager also serves as the City's contact related to compliance with the Federal Americans with Disability Act (ADA), as the Act relates to employment or accessibility issues in City owned properties.

Accomplishments/Milestones Fiscal Years 2009 – 2011:

- Updated city-wide compensation study in 2009
- Conducted supervisory training on Reporting/Managing Workplace Injuries, and Anti-Harassment pursuant to the requirements of AB1825
- Participated in successor MOU negotiations and finalized contract amendments between the City and the Benicia Dispatchers' Association, Benicia Firefighters Association, Benicia Police Officer's Association, Mid-Managers, PD Managers, Senior Managers, and unrepresented.
- Coordinated resolution of a number of complex grievances, employee complaints, and disciplinary issues
- Conducted departmental infrastructure review; developed and implemented procedural changes

- Updated the Electronic Interest Card system to track interest in employment in designated positions
- Implemented on line applicant tracking system (NEOGOV)
- Expanded the Human Resources page of the city’s website to include additional materials on compensation, benefits, etc.

Additional Division Priorities:

- Workforce Planning
 - Review recruitment & selection processes
 - Review classification & compensation philosophy
 - Begin discussions regarding legacy planning
 - Develop training and development to address organizational gaps

- Maximize Efficiency & Effectiveness
 - Maximize technology
 - Enhance communication strategies and tools
 - Build effective cross-functional teams

- Departmental Infrastructure
 - Develop and implement policies and procedures that support current and future organizational needs
 - Review and update departmental operating procedures and systems
 - Develop a long-term departmental staffing plan

- Risk Management & Benefits
 - Undertake a benefits evaluation to maximize the City’s benefit investment
 - Review safety programs, including prevention and training programs
 - Review workers’ compensation programs to maximize administrative effectiveness and cost containment

- Labor & Employee Relations
 - Enhance communication at all levels
 - Seek to decentralize some employee-relations activities (grievance prevention)
 - Review employee recognition programs
 - Review employee evaluation processes

Desired Outcomes and Performance Measures

	<u>2008-09</u>	<u>2010-11</u>
1 Outcome: Increase employee satisfaction. OCI employee survey	3.77	N/A

- 2 **Outcome:** Highly stable workforce.
Measure: Voluntary employee turnover rate
- 3 **Outcome:** Maximize benefit investment. Measure: Total benefit costs/benefit options
- 4 **Outcome:** High internal customer satisfaction. Measure: Internal customer satisfaction surveys to measure satisfaction in key service areas

Note: Due to ongoing labor negotiations in 2010-11 and the HR Manager position being vacant and/or filled on a part-time/interim basis for over half of the 2009-11 budget period, data on specific performance measures for Outcomes 3 and 4 have not yet been tracked on a consistent basis. This information will begin to be collected during the 2011-13 budget period.

Significant Budget Changes:

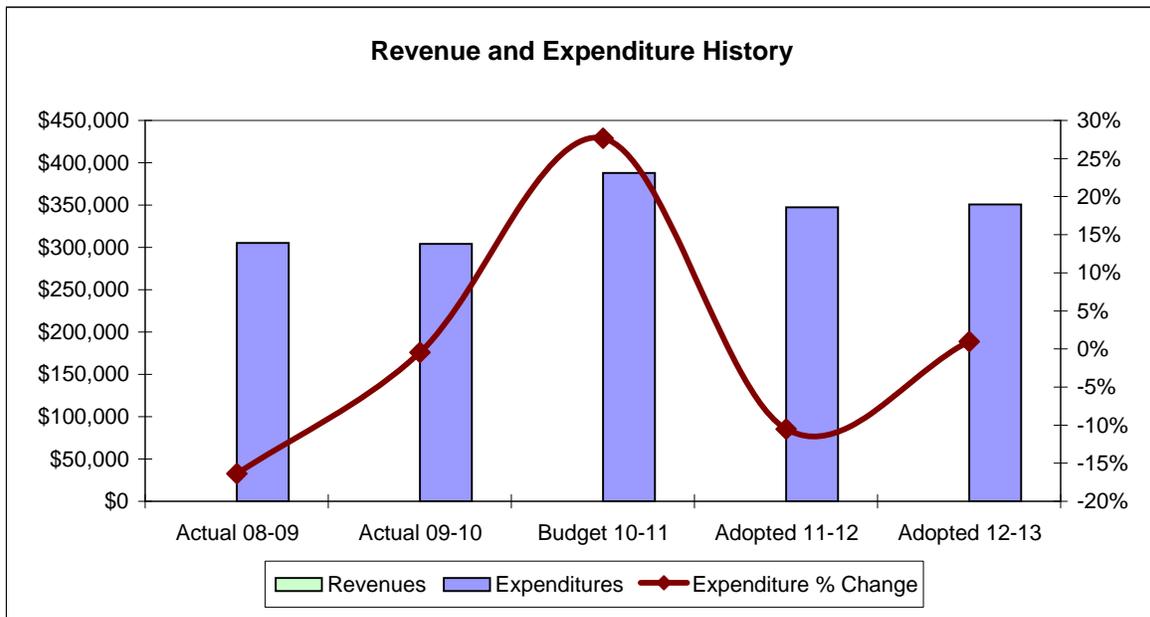
The budget assumes the vacant HR Manager position will be filled fulltime. In 2010-11, this position was vacant and filled on a part-time/interim contract basis savings from the salary and benefits of the vacant position.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Admin Services Director	-	0.20	0.20	0.20	0.20
HR Manager	1.00	0.56	0.56	0.56	0.56
Sr HR Analyst	1.00	0.56	0.56	0.56	0.56
HR Assistant	1.00	0.56	0.56	0.56	0.56
Total	3.00	1.88	1.88	1.88	1.88

Human Resources

Fund 010 Division 2705	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 15	0	0	0	0	-	0	-
Expenditures								
Salary & Wages	\$ 175,690	171,795	150,220	150,330	182,980	22%	182,980	0%
Benefits	71,735	68,645	62,800	62,800	83,010	32%	86,300	4%
Services & Supplies	65,585	64,735	184,540	184,250	90,500	-51%	90,500	0%
Capital Outlay	3,085	9,800	6,000	5,000	6,000	0%	6,000	0%
Internal Service Charges	(10,785)	(11,005)	(15,460)	(23,535)	(15,215)	-2%	(15,145)	0%
Expenditure Total	\$ 305,310	303,970	388,100	378,845	347,275	-11%	350,635	1%
Net Contribution / (Use)	\$ (305,295)	(303,970)	(388,100)	(378,845)	(347,275)		(350,635)	



**City Manager's Office - Economic Development Division
FY 2011-12 & FY 2012-13**

Mission:

Retention and expansion of existing businesses, and attraction of new ones.

Vision:

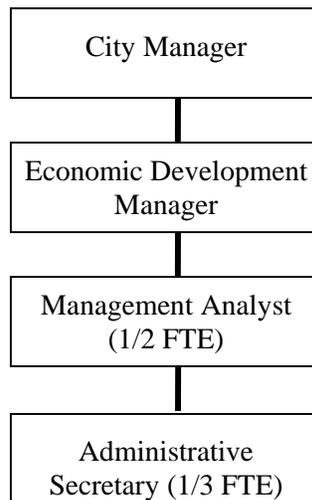
To build economic growth through:

- Tourism
- Supporting downtown's vitality
- Industrial-area development and improvements
- Strategic use of the City's real estate resources.

Values:

Please refer to the City Manager's Office Department narrative.

Division Organizational Chart



Division Responsibilities:

- Staff Economic Development Board.
- Manage tourism program.
- Staff Tourism Committee.
- Attract new businesses to Benicia by assisting the private sector to market available space, disseminating information to prospective business owners, and fostering a positive business environment generally.
- Retain existing businesses and help them to expand by serving as a liaison to City and community resources and developing programs targeted to assist local businesses.
- Make strategic real estate transactions.
- Monitor and seek federal economic stimulus funds.
- Continue implementing Economic Development Strategy (2007).
- Work to update 2007 Economic Strategy

Accomplishments/Milestones Fiscal Years 2009 – 2011

- The Economic Development Strategy was approved by the City Council in September 2007, replacing a ten-year old document.
- Implemented the Strategic Tourism Marketing Plan.
- Participated in Sunset Celebration Weekend
- Entered into an Exclusive Negotiating Right Agreement for the replacement and improvement of the Nationwide I-680 Freeway sign.
- Hired professional service firm to develop a Business Improvement District
- Staffed EDB and multiple ad hoc subcommittees, which explored key strategic plan issues like tourism and industrial-area improvements.

Citywide Strategic Plan Action Items

Strategic Issue # 3: Strengthening Economic and Fiscal Conditions	
	Strategy #1: Implement Economic Development Strategy
	Action 1(a): Update ED Strategy
	Action 1(b): Fund and provide staff support for BID
	Action 1(c): Replace Nationwide Sign with Tourism sign on I-680 freeway
	Action 1(d): Continue tourism brand promotion and marketing (e.g. tourism website)
	Action 1(e): Formulate BIP Marketing Program
	Action 1(f): Continue funding for non-profit arts and culture organization grants
	Action 1(g): Pursue planning grant Downtown Waterfront Park

Strategic Issue # 3: Strengthening Economic and Fiscal Conditions	
	Strategy #2: Strengthen Benicia Industrial Park competitiveness
	Action 2(a): Approve and implement a road resurfacing project

Strategic Issue # 3: Strengthening Economic and Fiscal Conditions	
	Strategy #5: Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources
	Action 5(a): Plan for sustainable Benicia Business Park including pursuing grants for transit oriented development area and Intermodal Station planning
	Action 5(b): Plan for investment in the Arsenal including hazard remediation
	Action 5(c): Update zoning code to encourage clean energy, high-tech R&D uses in industrial districts

Strategic Issue # 5: Maintain and Enhance a High Quality of Life	
	Strategy #2: Implement the Downtown Master Plan
	Action 2(a): Pursue outside funds for Downtown improvements (streetscape, parking, and traffic calming enhancements)
	Action 2(b): Review mixed use and other alternatives for City's E Street lot

Strategic Issue # 5: Maintain and Enhance a High Quality of Life	
	Strategy #4: Preserve City-owned historic structures
	Action 4(a): Continue to seek tenant for occupancy of Commanding Officer's Quarters

Additional Division Priorities:

Business Retention and Attraction: Continue business support with outreach, mini-grant programs, education, and promotions, through partnerships with Benicia Main Street, the Chamber of Commerce, regional groups, with a special focus on the Downtown, Benicia Industrial Park, and Benicia Business Park. This includes implementing recommendations from the Broadband Needs Assessment study, amending the Zoning Code where appropriate to keep up with changing times, and may incorporate new or revised incentives (like the Fee Deferral Program and a “Buy Benicia First” Campaign). This also encompasses enhancing the physical atmosphere where people do business through streetscape improvements at the gateways and downtown.

Utilizing City’s Real Estate Assets for Community Benefit: Continue to evaluate best uses for City-owned real. Work with developers to develop infill parcels in accordance with City policies and plans and appropriate tenant for Commanding Officer’s Quarters.

Benicia Business Park: Provide necessary staff support to develop the Benicia Business Park.

Desired Outcomes and Performance Measures:

	2007	2008	2009	2010	2011 Estimated
Business licenses	N/A	1,691	1,691	1,741	
Sales tax revenue	\$5.6M	\$5.9M	\$5.9M	\$6M	\$5.3M
Assessed value	\$4.8M	\$4.8M	\$5M	\$5.1M	\$4.6M
Monthly foot traffic	8,085	7,320	8,000	19,543	19,700

- Foot traffic downtown (measurement supplied by Benicia Main Street’s customer count 2007-2009 weekend foot traffic only)
- Number of business licenses (measurement supplied by Finance Dept. April 1, 2010-March 31, 2011)
- Sales tax revenue (measurement supplied by HdL, City’s sales and property tax consultant),
- Gross assessed property value (measurement supplied by HdL, City’s sales and property tax consultant)

Significant Budget Changes:

The budget includes a staff enhancement of .50 Management Analyst. This is a re-allocation of .50 FTE from Parks and Community Service's Management Analyst. Additionally, the budget assumes full-time funding for the Economic Development Manager position. The prior fiscal period reflects funding of that position at 60%.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Economic Development Mgr	1.00	1.00	1.00	1.00	1.00
Management Analyst	-	-	-	0.50	0.50
Administrative Secretary	1.00	0.30	0.30	0.30	0.30
Total	2.00	1.30	1.30	1.80	1.80

* Management Analyst is .50 re-allocation from PCS Management Analyst

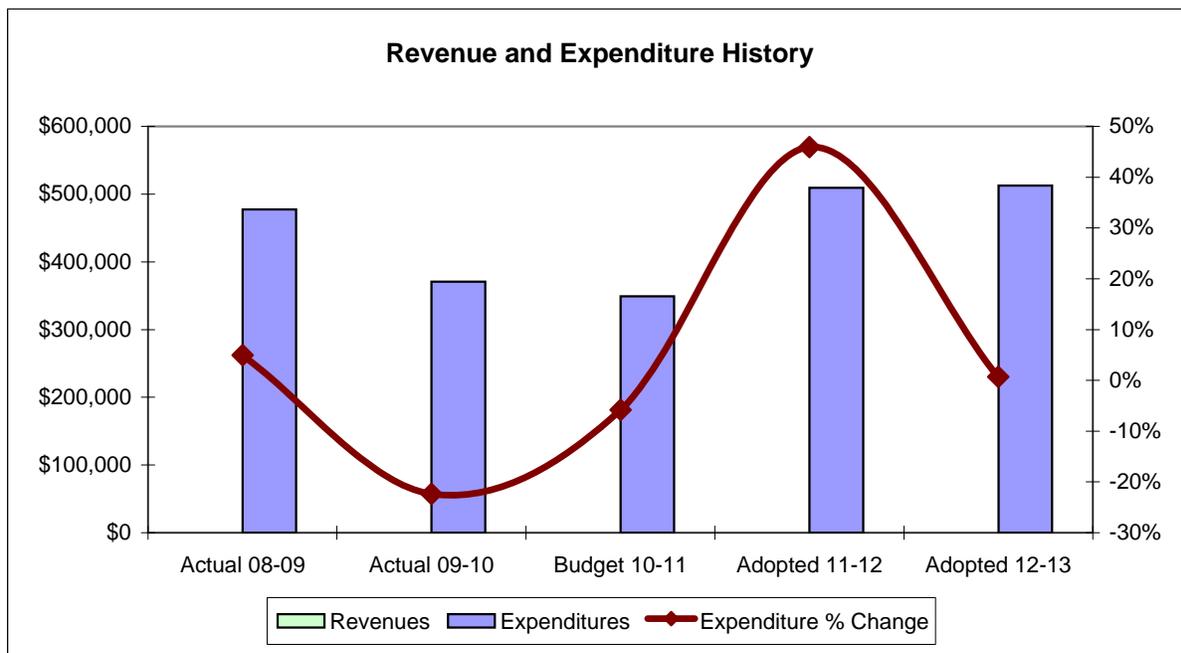
Economic Development

Fund 010 Division 2605	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 30	50	0	160	0	-	0	-
Expenditures								
Salary & Wages	\$ 158,045	118,170	81,405	77,745	182,985	125%	182,985	0%
Benefits	75,485	47,560	33,665	32,975	85,335	153%	88,890	4%
Services & Supplies *	242,285	203,240	232,575	232,760	238,700	3%	238,700	0%
Capital Outlay	225	685	500	685	450	-10%	450	0%
Internal Service Charges	1,340	915	820	580	1,730	111%	1,730	0%
Expenditure Total	\$ 477,380	370,570	348,965	344,745	509,200	46%	512,755	1%
Net Contribution / (Use)	\$ (477,350)	(370,520)	(348,965)	(344,585)	(509,200)		(512,755)	

* Includes :

Economic Development Expenditures

Chamber of Commerce	5,990	6,045	6,200	6,045	6,200	0%	6,200	0%
Main Street Programs	114,500	114,000	114,000	114,000	133,000	17%	133,000	0%
Marketing	3,205	2,250	3,000	3,000	3,000	0%	3,000	0%
Tourism Program	38,985	66,145	54,875	54,875	55,000	0%	55,000	0%
Enhanced Service Level - Main Street	0	0	0	0	0	-	0	-
Business Loans & Grants	0	125	0	650	0	-	0	-
Totals	162,680	188,565	178,075	178,570	197,200	11%	197,200	0%



**City Attorneys Office Department
FY 2011-12 & FY 2012-13**

Mission:

To provide ethical, high quality, and cost-effective legal services to the City of Benicia.

Vision:

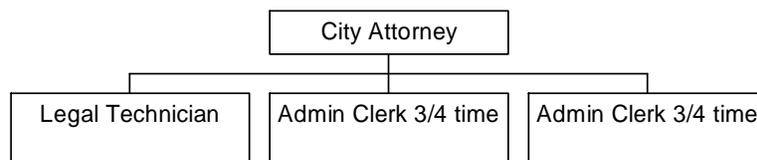
Provide outstanding legal representation and support to the City Council, commissions, and staff to meet the present and future needs of the City of Benicia.

Values:

- Integrity and honesty
- Professionalism
- Cost Efficiency
- Teamwork
- Customer Service
- Work with passion and pride
- Timeliness

Organization Chart

The City Attorney’s Office is responsible for all legal work and for risk management. All employees of the department assist with both functions.



Department Responsibilities:

Under policy direction of the City Council, the City Attorney acts as legal advisor to, and as counsel for, the City Council and City officials in matters relating to their official City duties. The City Attorney supervises all outside counsel and may also represent the City in litigation. In addition to providing legal services, the City Attorney also provides general risk management services including insurance work and other non-legal works as assigned.

Significant Budget Changes:

It is recommended that one of the ¾ time administrative clerk positions remains unfilled. Additionally other line items have been reduced to the extent possible. The reduction of the clerk position causes delays in processing insurance and performing routine research and clerical work.

Accomplishments/Milestones Fiscal Years 2009-11:

Projects of significance included concluding the solid waste franchise negotiation, improving access to public records by creating electronic files of relevant documents related to the Arsenal, assisting with proactive training and other measures for personnel, and drafting ordinances for graffiti, transient occupancy registration requirements, the sustainability commission and arts and culture commission

We also continued the proactive work of trainings on open government topics and the new whistleblower policy.

Some of the significant claims and litigation handled were:

- The Wika Lawsuit
- The Adams (Bottom of the Fifth) Lawsuit
- The Amatrone Lawsuit
- The Lemings Lawsuit

Department Priorities:

- Use technology and management innovation to improve delivery of service to the clients.
- Improve electronic document storage and retrieval and public access.
- Assist Human Resources with proactive training and measures.
- Continue to develop customer guides to help the public with City process.
- Maintain continuing legal education to stay ahead of the curve.
- Continue community activities to promote the city.

Desired Outcomes

- Improve the quality of legal services provided by enhanced communication.
- Maintain a high standard for work.
- Anticipate legal and risk management issues.
- Enhance community participation in addressing legal issues.

Statistics

Overview Of Work Performed by the City Attorney's Office 2003 - 2010

	03-04	04-05	05-06	06-07	07-08	08-09	09-10
Request for City Attorney Services	214	358	373	386	510	499	616
Agenda Review	296	303	285	311	300	330	284
Contract Approvals	240	257	277	211	280	205	324
Code Enforcement Issues Resolved	7	6	3	3	9	6	6
Review Insurance Special Events & Renewals	53	70	71	70	84	175	189
Sale of Special Event Insurance	*	26	29	34	45	49	58
Claims Against City	57	78	92	81	75	66	45
Claims By City	23	24	23	24	21	19	22
Lawsuits Against City	12	9	9	8	9	13	16
Lawsuits By City	4	4	4	5	6	6	6

*Program begun in 2004/2005

Performance Goals for Work Performed by the City Attorney's Office

	10-11*	FY Goal Est. in 2009	Variance
Request for City Attorney Services	465	350	+115
Agenda Review	332	200	+132
Contract Approvals	219	200	+19
Code Enforcement Issues Resolved	2	5	-3
Review Insurance Special Events & Renewals	203	150	+53
Sale of Special Event Insurance	61	30	+31
Claims Against City	31	50	-91
Claims By City	26	15	+11
Lawsuits Against City	18	15	+3
Lawsuits By City	8	5	+3

* Figures as of June 8, 2011

REIMBURSEMENT FOR PROPERTY CLAIMS/LITIGATION

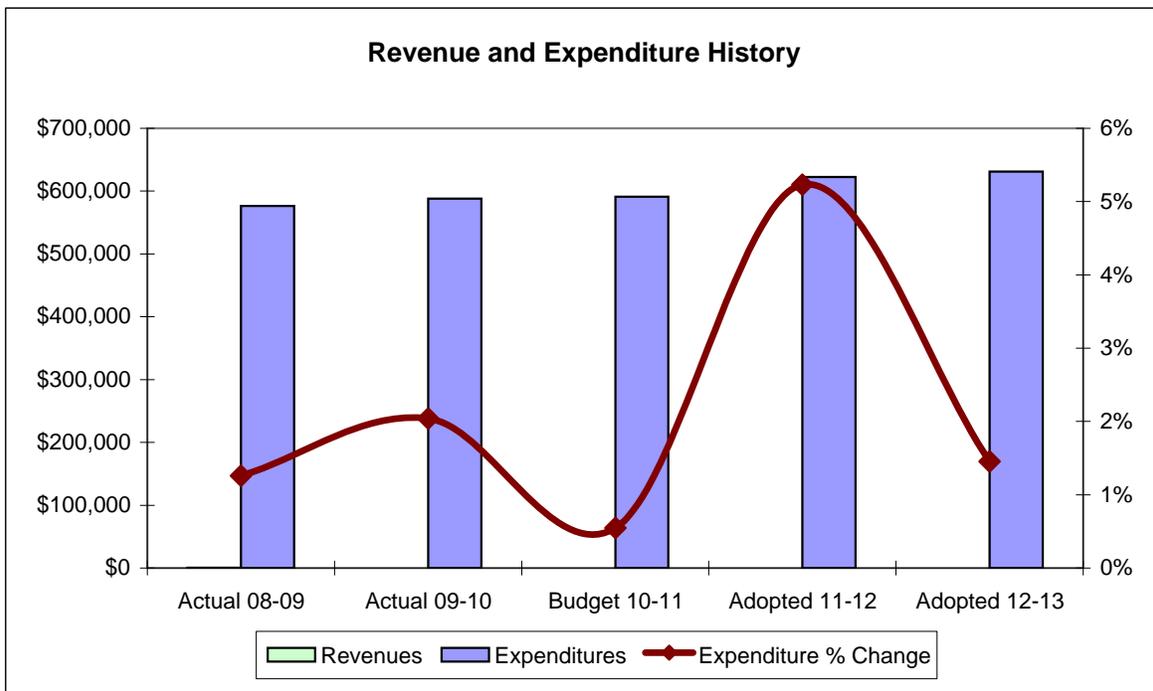
	Amount Received
FY 07-08	\$430,905.22
FY 08-09	\$237,967.63
FY 09-10	\$51,209.85
FY 10-11 (to June 8, 2011)	\$84,475.47
Total to date	\$804,558.17

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
City Attorney	1.00	1.00	1.00	1.00	1.00
Legal Technician	1.00	1.00	1.00	1.00	1.00
Administrative Clerk	1.50	1.50	1.50	1.50	1.50
Sub-total	3.50	3.50	3.50	3.50	3.50
*Frozen Position	-	-	(0.75)	(0.75)	(0.75)
Total	3.50	3.50	2.75	2.75	2.75

City Attorney

Fund 010 Division 2505	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	Adopted 2012-13 (2/1)	Adopted 2012-13 (3)	Adopted 2012-13 (3/2)
Revenue Total	\$ 300	80	0	11,410	0	0	0	0
Expenditures								
Salary & Wages	\$ 306,920	296,480	309,430	309,325	331,420	7%	335,715	1%
Benefits	115,430	115,615	116,805	116,045	124,275	6%	129,365	4%
Services & Supplies	148,445	173,875	161,550	159,540	161,550	0%	161,550	0%
Capital Outlay	2,715	0	1,000	150	1,500	50%	1,000	-33%
Internal Service Charges	2,845	2,140	2,530	2,530	3,510	39%	3,675	5%
Expenditure Total	\$ 576,355	588,110	591,315	587,590	622,255	5%	631,305	1%
Net Contribution / (Use)	\$ (576,055)	(588,030)	(591,315)	(576,180)	(622,255)		(631,305)	



**Finance Department
FY 2011-12 & FY 2012-13**

Mission:

The Finance Department will provide understandable, timely, and accurate financial information to all stakeholders, maintain robust Information Technology systems that enhance the usefulness to all users.

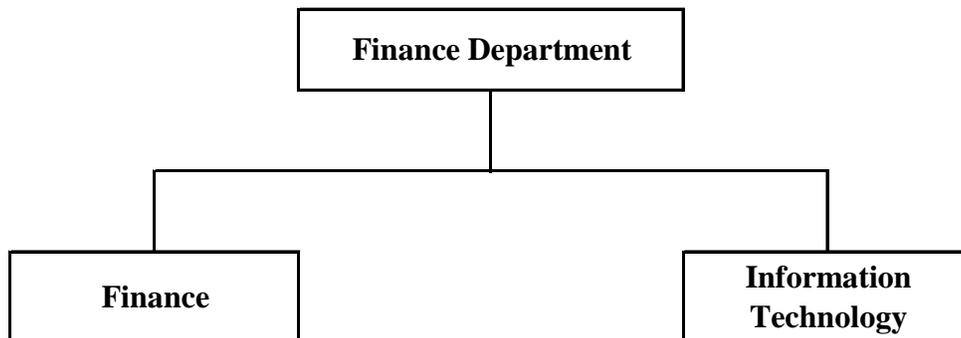
Vision:

To constantly improve the services we deliver to our customers.

Values:

We value ethical conduct and personal integrity, service excellence, open communication, financial accountability, customer appreciation, continuous improvement, and teamwork.

Organizational Chart



Department Responsibilities:

The Finance Department is responsible for the planning, organization, control, coordination and direction of the Finance Division and Information Technology Division.

The Finance Department also provides staffing support to the Finance Committee ("FC"). The seven-member FC monitors Warrant Registers, reviews Quarterly Investment Reports, receives Audited Financial Reports from the Independent Auditor, and researches fiscal issues assigned by the City Council.

Significant Budget Changes:

The economic recession has led to many challenges for the Finance Department, as shrinking revenues, and increasing costs have led to several hundred hours of staff research and budget-balancing recommendations. While the FY 2010-11 Budget has been balanced with employee concessions and reductions in expenditures from different departments, the continued decline in the regional and national economies will eventually lead to more severe local budget-balancing efforts.

All divisions in the Finance Department have reduced expenditures to meet the requirements of the City Manager in balancing the proposed budget without reductions in current customer service levels.

The Transit System used to be the responsibility of the Finance Department. Due to the formation of the SOLTRANS Joint Powers Authority (JPA) by the Vallejo Transit and the Benicia Transit, on July 1, 2011, Benicia Breeze will be under the JPA's direction. The sole responsibility for the Finance Department will be ticket sales for the transit system.

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Finance Division	4.15	4.15	4.15	4.25	4.25
Utility Billing (ISF)	3.57	3.57	3.57	3.35	3.35
Investments (City Treasurer)	0.20	0.20	0.20	0.40	0.40
Information Technology Div.	2.78	2.78	2.78	2.00	2.00
Transit Division	0.30	0.30	0.30	-	-
Total	11.00	11.00	11.00	10.00	10.00

Expenditure Summary

Division	Actual 2008-09	Actual 2009-10	Amended 2010-11	Proposed 2011-12	Proposed 2012-13
Finance Division	\$ 688,360	\$ 675,280	\$ 641,185	\$ 710,740	\$ 718,220
Utility Billing (ISF)	738,005	1,189,620	996,965	1,052,635	1,074,290
Investments (City Treasurer)	87,205	99,070	83,205	118,825	119,635
Information Technology Div.	440,240	478,550	498,920	414,005	429,080
Transit Division	1,198,585	1,010,040	1,189,455	-	-
Total	\$ 3,152,395	\$ 3,452,560	\$ 3,409,730	\$ 2,296,205	\$ 2,341,225

**Finance Division
FY 2011-12 & FY 2012-13**

Mission:

The Finance Department will provide understandable, timely, and accurate financial information to all stakeholders while also ensuring sound integrity of the City's financial position.

Vision:

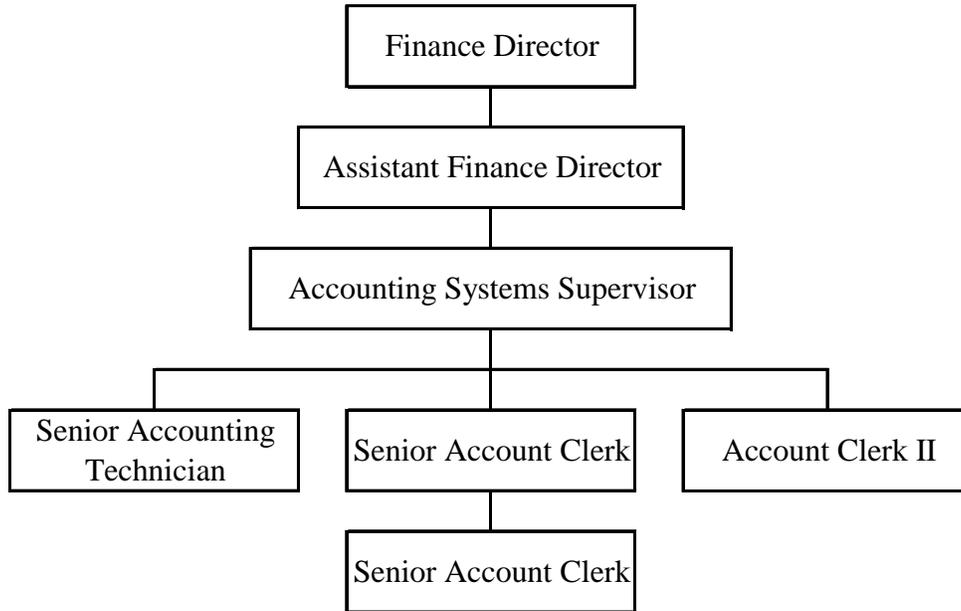
To provide quality services to our customers that embrace:

1. Efficient communications with both our internal and external customers
2. In-depth research on current and long-range fiscal matters
3. Responsibility for accounting compliance, revenue and expenditure recording, and timely monitoring of all financial information
4. Staff who are professional, competent and customer-oriented
5. Citywide assistance in the implementation of Strategic Initiatives

Values:

1. Ethical conduct and personal integrity: Acting in accord with the highest standards of professional conduct at all times
2. Service Excellence: Providing the highest quality service to our customers
3. Open communication: Striving to provide timely information and in an open manner
4. Financial accountability: Providing accurate accounting information, valid and relevant research, and sound fiscal advice
5. Customer appreciation: Recognizing the diversity and contributions of all that we serve and assessing their changing needs
6. Continuous improvement: Seeking opportunities to update and improve our current programs and to develop new ones
7. Teamwork: Working together collaboratively and in recognition of the contribution each of us makes to the common purpose of serving our customers
8. Problem solving: Striving to find practical and effective solutions to achieving desired goals and strategic issues

Division Organizational Chart:



Division Responsibilities:

The Finance Department is responsible for the planning, organization, control, coordination and direction of the financial resources and policies of the City, as set forth by the City Council and City Manager. The department is also responsible for preparing the City's Comprehensive Annual Financial Report ("CAFR"), the Biannual Budget, intergovernmental reports required by various agencies.

As the "Custodian of Public Funds," the department manages and safeguards the financial resources of the City and provides prompt and courteous service to citizens and others having financial dealings with the City. The department also assists other departments in implementing their programs through budget development and financial management.

The department's work continues to grow as a result of added financial reporting requirements such as GASB 34, GASB 54, changes in the Fair Labor Standards Act ("FLSA"), the development of internal service funds, and the volume of capital improvement project activity in the City.

Department services include:

<ul style="list-style-type: none"> • Accounting • Accounts Receivable • Accounts Payable • Assessment District Financing • Budget & Research • Business Licenses • Cash Management • Customer Service 	<ul style="list-style-type: none"> • Financial Planning • Financial Reporting • Audited Financial Statements • FAB Committee Liaison • Payroll Services • Policy Development • Utility Billing • Debt Administration
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Accomplishments/Milestones FY 2009 – 2011:

1. Earned the national award for *Excellence in Financial Reporting* for fiscal year 2008/09 from the Government Finance Officers of America. The certificate is issued in recognition of meeting professional standards and criteria in reporting which reflect a high level of quality in the annual financial statements and in the underlying accounting system from which the reports were prepared.
2. Continued to monitor the City’s financial reserves in compliance with the Fund Balance Reserve Policy to maintain a minimum undesignated reserve level of 20% in order to stabilize the delivery of City services during periods of fiscal imbalance.
3. Continued the maintenance of the Long Range Budget Model that presents the financial information in a manner consistent with the Fund Balance Reserve Policy, which separates revenues and expenditures between ongoing operational classifications and non-recurring classifications.
4. Completed Phase II of the Utility Billing Software Upgrade, with improved utility management reporting and online payment options, including individual account research and Automated Clearing House billing subscription service, i.e. autopay.

Citywide Strategic Plan Action Items:

Strategic Issue #3: Strengthening Economic and Fiscal Conditions	
	Strategy #4: Manage City finances prudently
	Action 4(a): Prepare and maintain balanced budget with strong emergency reserve and capital replacement funding
Strategic Issue #4: Preserving and Enhancing Infrastructure	
	Strategy #4: Provide adequate funding for on-going infrastructure needs
	Action 4(a): Improve funding of reserves for vehicle, equipment, and facilities infrastructure

Additional Division Priorities:

- Efficient communications with both our internal and external customers
 - Improve automated accounting systems and provide open access to customers
 - Improve accessibility to Citywide information resources via the City website
 - Develop cost-saving methods of disseminating information to the public
- In-depth research on current and long-range fiscal matters
 - Develop schedules for researching financial information important to customers
 - Continue to improve the long-range financial model and evaluation criteria
- Responsibility for accounting compliance, revenue and expenditure recording, and timely monitoring of all financial information
 - Monitor federal and state regulations to ensure compliance
 - Review and audit revenues to ensure optimum collection procedures are in place
 - Assist departments in implementing strategic initiatives
 - Improve purchasing guidelines to ensure efficient use of public funds
- Staff who are professional, competent and customer-oriented
 - Recognize the contributions of all members of the department
 - Foster professional collaboration with other departments
 - Encourage empathy and friendliness with customers
 - Provide continuous training and development of professional abilities
- Citywide assistance in the implementation of Strategic Initiatives
 - Determine and recommend funding mechanisms for Strategic Initiatives
 - Develop fiscal policies to ensure current and long-range funding assurance
 - Recommend alternative funding possibilities when conditions warrant
 - Encourage public and private partnerships to strengthen the sustainability of each

Desired Outcomes & Performance Measures:

National Survey Measure & Ranking	Actual 2008-09	Actual 2009-10	Actual 2010-11
City employee knowledge	80	80	80
City employee responsiveness	80	80	80
City employee courteousness	80	80	80
Overall	80	80	80

Other Division Performance Measures

Continuous Monitoring and Balancing of Budgets	X	X	X
Update of Long Range Budget Model	X	X	X
Publication of Comprehensive Annual Finance Report	X	X	X
Annual Update of Investment Policy	X	X	X
Annual Update of Master Fee Schedule	X	X	X
Bi-Annual Update of 5-Year Capital Improvement Plan	X	X	X

Significant Budget Changes:

There was a small staffing allocation change, as two employees had additional 10% of their time allocated to the City Treasurer Division due to additional time spent managing the investment program.

There is an additional increase in computer maintenance for the Bi-tech Accounting software upgrade. The City runs under a lower version of the software, which eventually will not be supported by Bi-tech. The upgrade can be accomplished by an additional one-time fee paid at the beginning of the upgrade (about \$42,000) or be amortized over a five year period (increasing the total five years annual fees to about \$14,000).

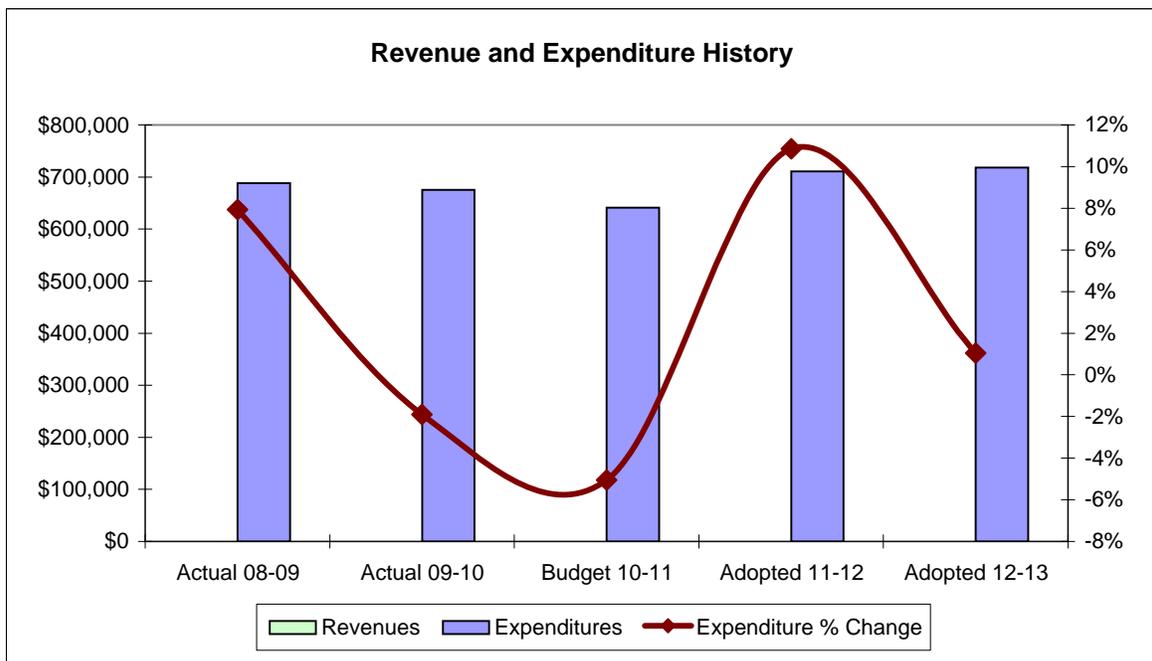
Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Finance Director (a)	0.60	0.60	0.60	0.65	0.65
Asst. Finance Director (b)	0.50	0.50	0.50	0.55	0.55
Accounting Supervisor (c)	0.75	0.75	0.75	0.75	0.75
Sr Accounting Technician (c)	0.75	0.75	0.75	0.75	0.75
Senior Account Clerk (d)	1.35	1.35	1.35	1.35	1.35
Account Clerk II (e)	0.20	0.20	0.20	0.20	0.20
Total	4.15	4.15	4.15	4.25	4.25

- (a) 15% allocated to Treasurer's Office; 20% Admin Services Fund
- (b) 15% allocated to Treasurer's Office; 30% Admin Services Fund
- (c) 5% allocated to Treasurer's Office; 20% Admin Services Fund
- (d) 2 positions - 65% allocated to Admin Services Fund
- (e) 80% allocated to Admin Services Fund

Finance

Fund 010 Division 3105	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 0	0	0	0	0	-	0	-
Expenditures								
Salary & Wages	\$ 407,025	397,390	382,345	381,325	398,580	4%	398,585	0%
Benefits	158,305	160,560	160,880	161,645	174,795	9%	181,205	4%
Services & Supplies	116,425	114,530	93,130	115,995	131,160	41%	131,820	1%
Capital Outlay	1,625	0	1,000	775	1,000	0%	1,000	0%
Internal Service Charges	4,980	2,800	3,830	3,800	5,205	36%	5,610	8%
Expenditure Total	\$ 688,360	675,280	641,185	663,540	710,740	11%	718,220	1%
Net Contribution / (Use)	\$ (688,360)	(675,280)	(641,185)	(663,540)	(710,740)		(718,220)	



**Finance Department
Information Technology Division
FY 2011-12 & FY 2012-13**

Mission:

The Information Technology Division will provide City technology services which can be sustained and accessible by all City Departments. Provide timely “help desk” response to emergency, normal, and other technology needs. Continue to control and track costs and report information to management decision makers. The Information Technology Division helps to support the City of Benicia’s mission of improving the quality of life for all residents.

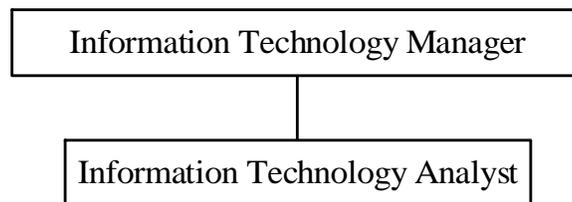
Vision:

To provide continuous technology, voice and data services to all other departments within the City’s infrastructure with little to no “down time”.

Values:

- Committed to delivery of quality service
- Strive to be proactive, innovative and plan for the future
- Committed to leadership, teamwork, empowerment and development of employees

Division Organizational Chart:



Division Responsibilities:

The Information Technology (IT) Division has the responsibility for supporting and maintaining network connectivity, all IT related hardware, approved software, and operating systems used by the City. In addition, the division is responsible for supporting and maintaining core applications, integration of new hardware/software enhancements

and ensuring new systems are developed and deployed holistically. Further, this division is also responsible for ensuring security of the environment by maintaining anti-virus tools, backups for all application servers, and client network home directories.

Accomplishments/Milestones Fiscal Years 2009 – 2011:

- Acquiring/installing Agenda Management and Minutes Plus software system.
- Video streaming of City Council meetings as well as 24/7 information broadcasting on the internet.
- Addition of broadcasting to AT&T U-Verse.
- Updating/replacing audio-video equipment in the Council Chambers T.V. studio. Major assistance in the refurbishment at Fire Station #12 and the new Community Center. Installed new network cabling and network equipment throughout both locations. Reconfigured telephone system for the new community center.

Citywide Strategic Plan Actions:

Strategic Issue #4: Preserving and Enhancing Infrastructure	
	Strategy #3: Address technology needs
	Action 3(a): Prepare a City government technology improvement plan Action 3(b): Acquire and implement 1) Agenda management software, 2) Streaming video, 3) Upgraded public safety technology, and 4) Enhanced GIS capabilities

Additional Division Priorities:

- Establish a digital data backup system
- Phase in disaster recovery systems via the use of virtualization which would centralize administrative tasks while improving scalability and computerized work loads

Significant Budget Changes:

The reassignment of one of the two IT Analyst positions to the Police Department has decreased this division’s budget. With the decrease of an employee position and some increases in annual fees in hardware/software maintenance the overall budget for the IT Division has decreased by 15%.

Staffing Summary: Full Time Employee Equivalent Positions

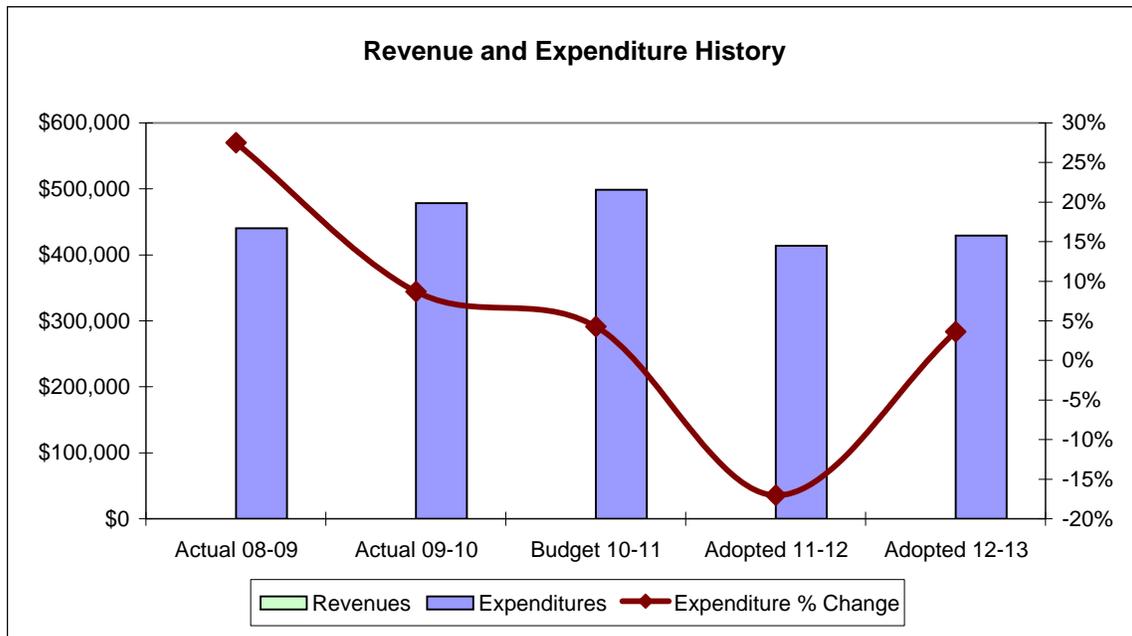
Division Personnel	2008-09	2009-10	2010-11	2011-12	2012-13
Info Technology Manager(a)	1.00	1.00	1.00	0.90	0.92
Info Technology Analyst (b)	1.00	2.00	2.00	0.92	0.90
Total	2.00	3.00	3.00	1.82	1.82

(a) 8% allocated to Admin Services Fund.

(b) 10% allocated to Admin Services Fund.

Information Technology

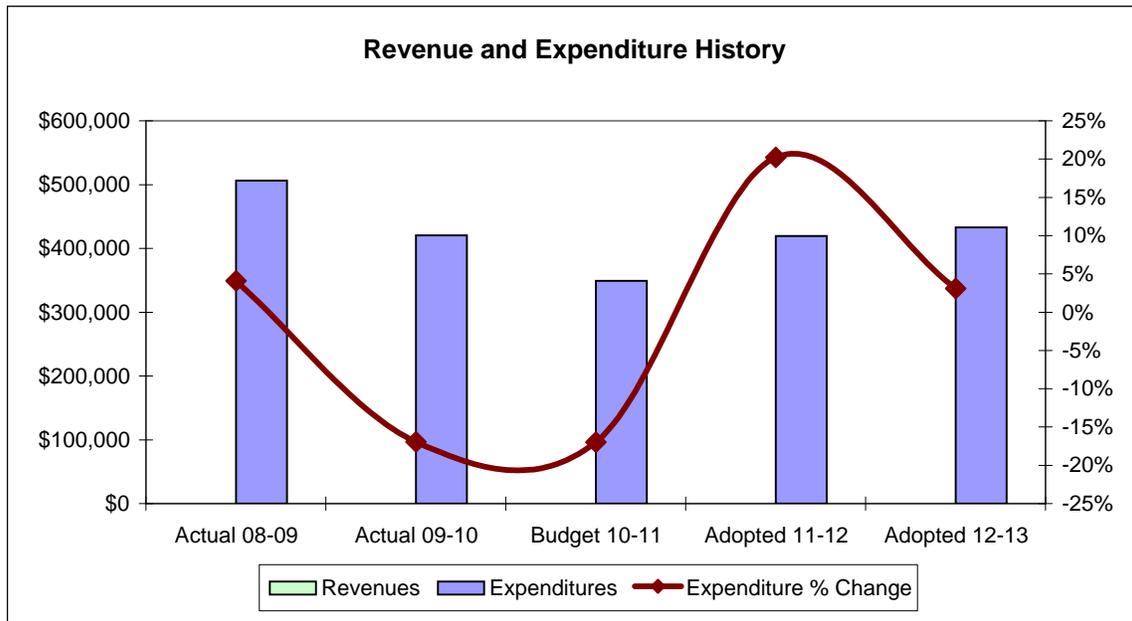
Fund 010 Division 3305	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 0	0	0	155	0	-	0	-
Expenditures								
Salary & Wages	\$ 215,960	255,565	262,560	262,560	192,885	-27%	192,885	0%
Benefits	98,490	117,350	125,125	125,125	96,665	-23%	101,065	5%
Services & Supplies	94,660	100,160	99,600	98,860	107,760	8%	113,960	6%
Capital Outlay	15,030	9,470	3,800	3,800	3,800	0%	3,800	0%
Internal Service Charges	16,100	(3,995)	7,835	7,380	12,895	65%	17,370	35%
Expenditure Total	\$ 440,240	478,550	498,920	497,725	414,005	-17%	429,080	4%
Net Contribution / (Use)	\$ (440,240)	(478,550)	(498,920)	(497,570)	(414,005)		(429,080)	



Community Grants and Programs

The City of Benicia sponsors several community-based organizations. The non-profits are asked to submit grant requests to the City Council or the Human Services Board and Arts & Cultural Commission each budget cycle. The applications contain an outline of their plans for using the grants in the community. The Board and Commission recommend appropriate funding levels for each Grantee, subject to the approval of the City Council.

Fund 010 Division 2305	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 0	0	0	0	0	-	0	-
Expenditures								
Crossing Guards	\$ 65,500	65,500	33,250	33,250	33,250	0%	33,250	0%
Senior Center Contribution	5,500	6,000	6,000	6,000	6,000	0%	6,000	0%
Tula Sister City	1,500	1,500	1,500	1,500	0	-100%	0	-
Historical Museum	80,000	50,000	50,000	50,000	50,000	0%	50,000	0%
Transfer Out-Youth Action Coalition	42,105	12,105	0	0	60,925	-	74,000	21%
Transfer Out-ATOD Match	17,725	0	0	0	0	-	0	-
Transfer Out-Literacy Program	72,750	64,185	52,905	52,905	62,905	19%	62,905	0%
Transfer Out-Human Services Grants	125,000	125,000	125,000	125,000	146,000	17%	146,000	0%
Transfer Out-HSAB Arts Grants	96,170	96,170	80,375	80,375	60,540	-25%	60,540	0%
Expenditure Total	\$ 506,250	420,460	349,030	349,030	419,620	20%	432,695	3%
Net Contribution / (Use)	\$ (506,250)	(420,460)	(349,030)	(349,030)	(419,620)		(432,695)	



**Library Department
FY 2011-12 & FY 2012-13**

Mission:

The Benicia Public Library contributes to the success of our diverse community by being a vital center of learning, communication, culture and enjoyment.

Vision:

To provide an array of library services to meet the needs of the community by providing:

- High customer satisfaction, leading to ongoing use by customers.
- Life-long learning and recreational resources.
- Access to technology and technological resources.
- Special programs for improving written and verbal communication skills.
- A variety of cultural resources.
- Programs and services to fit the needs of the community.

Values:

Being an essential part of community life.

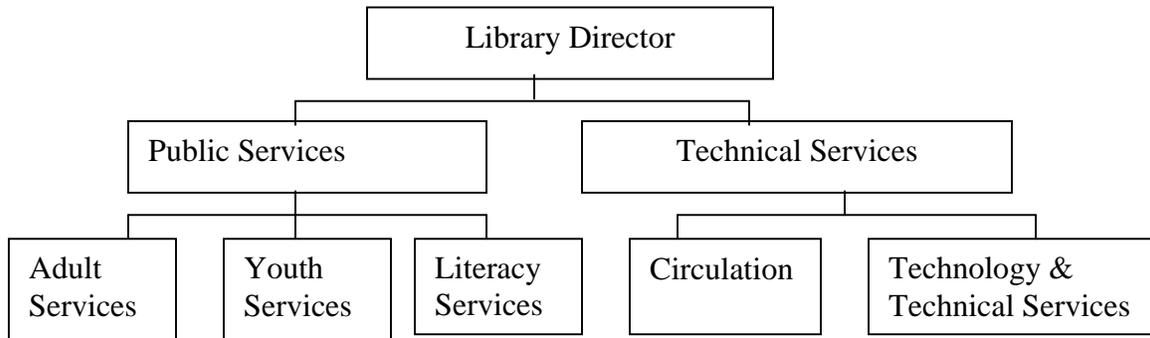
Assessing and meeting the needs of the community.

Offering free and equitable access to library resources.

Helping customers find high-quality materials and information.

Providing library staff that is friendly, helpful, responsive, and knowledgeable.

Organizational Chart



Department Responsibilities:

The Library Department's primary responsibility is to connect patrons with resources in a timely and efficient manner. This includes selecting, purchasing, cataloging and processing print, audiovisual and other materials, as well as borrowing materials from other libraries for the citizens of Benicia. The department provides direct customer service at a centralized public service desk. Along with performing traditional services such as readers' advisory, answering complicated reference questions and helping patrons find answers to research questions, professional staff offer training on computer use, resume assistance, and help with using the Internet to access job sites and employment information. Free Internet access is provided at 20 public computers, and a wireless network allows access using personal computers anywhere in the building.

The Library supports cultural activities and the arts by hosting musical performances including concerts, dance demonstrations, and poetry performances. In addition, the library works closely with the Arts and Culture Commission to enhance arts and cultural programs in the community. Within the library, gallery space is provided to artists on a competitive basis. The library offers diverse programs designed to inform and entertain adult patrons. There are two meeting rooms available for public meetings that are also used as venues for cultural arts events.

Recognizing that schools have been adversely affected by budget cuts at the state and federal level, the Library selects materials that augment the local curriculum and provide educational enrichment in the form of homework help, story times, preschool outreach to promote kindergarten readiness, programs and events for youth of all ages.

The Literacy and English as a Second Language Program is an integral part of the Library, helping to improve reading and language skills of adults in Benicia, and providing them with the opportunity to become more productive members of the community.

Through membership in the Solano, Napa and Partners (SNAP) consortium, the North Bay Cooperative Library System, and the North Net Library System, the Library is able to offer its customers a wide range of materials locally while conserving economic resources. The Library receives support and grant funding from the California State Library and maintains membership in the California Library Association and the American Library Association, which offer opportunities for networking with colleagues as well as professional education and development. The Friends of the Benicia Library provide support for numerous library activities, while the Library Foundation strives to create an endowment for the future.

Accomplishments/Milestones Fiscal Years 2009-2011:

- According to the National Citizen Survey taken in 2010, 97% of our citizens rate library services as excellent or good! 85% of the survey respondents indicated that they have used the Library in the last 12 months.
- 483,172 visitors came to the library between July 1, 2008 and June 30, 2010, with an average attendance of 672 people per day.
- Circulated 755,637 items in the last two fiscal years. This represents the equivalent of every person in Benicia checking out 14 items per year.
- 17,343 people, or 72% of our residents, have and use Benicia library cards.
- Provided 1138 programs attended by more than 38,000 people. The library provided a gallery for artists to display their works, a venue for musicians, actors, performers and dancers to showcase their talents, activities for teens, conference and meeting rooms for public use, language and computer labs for our literacy learners, programming for children of all ages, and public computer access.
- Of these programs, more than 375 programs were held each year for children; over 25,000 children and their parents attended these events both in 2008-09 and 2009-10.
- Completed two grants received from the State Library that funded California of the Past, an oral history project. 37 films were completed and are available on the Internet.
- Celebrated 100 years of library service in Benicia.
- The Literacy program served more than 150 learners and served multiple ethnicities including Latino (23.6%), Asian (20.4%), Black (19.3%), Pacific Islander (9.6%) and Caucasian/White (13%). Learners ranged in age from 19 – 75 years old.
- Literacy and Library volunteers provide the equivalent of over 4 FTE positions
- Served as staff liaison to the Benicia Arts and Culture Commission during its inaugural year and provided ongoing support for the Commission.

Citywide Strategic Plan Action Items:

Strategic Issue #1: Maintain and Enhance a High Quality of Life	
	Strategy #5: Promote community and personal health
	Action 5 (c): Utilize library services and programs to promote community health

Strategic Issue #5: Maintain and Enhance a High Quality of Life	
	Strategy #1: Operate community activity centers
	Action 1 (b): Continue to provide support for the library as a community center

Strategic Issue #5: Maintain and Enhance a High Quality of Life	
	Strategy #6: Support Benicia Public Library's ability to meet the public's expanding needs for information, communication and literacy
	Action 6 (a): Provide ongoing support for library and literacy services
	Action 6 (b): Plan for future basement expansion

For the Arts and Culture Commission:

Strategic Issue #3: Strengthening Economic and Fiscal Conditions	
	Strategy #1: Implement Economic Development Strategy
	Action 1 (f): Continue funding for non-profit arts and culture organization grants

Strategic Issue #5: Maintain and Enhance a High Quality of Life	
	Strategy #3: Promote arts and culture
	Action 3 (a): Pursue funding sources for arts and culture activities

Additional Department Priorities:

- Provide excellent customer service that connects library customers with the resources they need.
- Create a safe, attractive, and inviting library facility to meet the needs of public and staff.
- Create a well-trained, qualified library team that consistently demonstrates a strong public-service ethic.
- Enhance public access to information and improved services through current or future-oriented technologies.
- Build and maintain a strong collection of materials in multiple formats to meet the changing and diverse needs of the community.
- Establish a diversified funding base for annual and future operations.
- Become an increasingly important, well-used and appreciated hub of the community.
- Create partnerships with community organizations, other public service institutions and cooperative networks.
- Support actions by the Arts and Culture Commission to ensure that arts and culture are integral to our community's quality of life, economic vitality, and central identity.

Desired Outcomes & Performance Measures:

Please see the following page.

BENICIA PUBLIC LIBRARY PERFORMANCE MEASURES Maintain or increase the following: 1. Outcome: high overall citizen satisfaction with library services	ICMA data ¹		Target	National Citizen Survey (NCS) & State Library Annual Report ²				
	Mean %	Median	2010-11	2006-7	2007-8	2008-9	2009-10	2010-11 ³
	% of Citizens rating library services as excellent or good	84%	84%	90-100%	96%	NA	98%	N/A
2. Outcome: high use of services & facilities								
% of NCS survey respondents who used BPL in last 12 months			85-90%	85%	NA	86%	N/A	85%
# of registered borrowers as a percentage of the population	84.8	70.1	75-80%	70%	70%	70.4%	70.8%	
Circulation rates per capita	13.3	14.2	13%	11.49	12.26	13.27	13.72	
Circulation rates per registered borrower	15.9	15.6	16-18%	16.31	17.56	18.85	19.35	
Visitation rates per capita	10.1	10.9	10	8.34	8.33	8.60	8.66	
Visitation rates per registered borrower	11.3	11.2	12	11.83	11.92	12.02	12.21	
3. Outcome: high rates of community participation in providing library services								
# of volunteer FTEs per 1000 population	.04	.02	.15	.12	.15	.16	.17	
4. Outcome: high rates of program participation								
Program attendance per capita	NA	NA	.70	.62	.68	.72	.66	
Program attendance per registered borrower	NA	NA	.90-.99	.87	.97	1.02	.92	

¹ ICMA data used for comparison is from jurisdictions with 100,000 or fewer residents. Ten communities this size were used for these statistical ratings.

² Data is gathered each fiscal year for the State Library's Annual Report. NCR data was compiled in Fall 2010, so that information has been placed in the 2010-11 column.

³ State Library Annual Report data for 2010-11 not yet compiled.

Significant Budget Changes:

For the 2009-10 and 2010-11 budgets, city departments were asked to reduce their expenditures by 5%, and over the course of the past few years, additional reductions have been made. The current budget reflects these cuts: with only a little discretionary expenditure that can be reduced, our budget level this year in the General Fund is static, with a zero percent change.

Measure B sales tax revenue in the adopted budget for 2009-10 reflected a 9% drop, and planning for additional decreases is reflected in the proposed budget for 2011-12. Since 2008-9, the revenue for this account has been reduced by 18%. Some reserves are being used during the 2011-12 and 2012-13 budget, but a significant reserve for this account continues to remain untouched, as it was placed in the Basement account (050-3450). The Library's sales tax measure is up for renewal in October 2014, and a potentially devastating budget change would occur if voters do not renew the measure, as this accounts for approximately one third of the library's total operational budget.

With the proposed elimination of funds from the State, additional part-time and contract positions will be eliminated. In past budget years, the State has assisted with funding for Interlibrary Loan transactions (ILL), State Funded Literacy programs, and the State Public Library Fund. The library's budgets for 2011-12 and 2012-13 have anticipated zero funding for those programs, and additional program and service cuts are being planned in expectation of the elimination of these funds.

Ongoing reductions in these three accounts reduce the library's staffing level by a total of 21% since 2008. The reduction in staff has consisted of two full time employees (13% of the full time staff) and of part-time personnel. Since part time positions are filled at less than 20 hours per week, these are considered temporary. This is the first year the full extent of staffing reductions has been illustrated in the staffing section of the budget narrative.

Two full-time positions are currently frozen. The budget for substitute librarians and technicians has also been reduced. In addition, the library's materials (books) and program budgets (contracts and supplies),⁴ as well as the budget for technology, training and travel have are being maintained at an already reduced level.

⁴ In the 2008-9 and 2009-10 budget, supplies and contracts were reduced by \$17,000 (27%); books and materials were reduced by \$35,000 (28%). These have been kept at the same level in 2011-12 and 2012-13. Total budget reductions since 2008-09 = \$352,885 (approximately 15% of the Library's total budget).

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
General Fund Operations	6.75	6.75	6.75	6.75	6.75
Measure B	7.25	7.25	7.25	7.25	7.25
Literacy	1.00	1.00	1.00	1.00	1.00
Sub-total	15.00	15.00	15.00	15.00	15.00
*Frozen Positions	-	(2.00)	(2.00)	(2.00)	(2.00)
Total	15.00	13.00	13.00	13.00	13.00
Positions					
Director	1.00	1.00	1.00	1.00	1.00
Library Manager	2.00	2.00	2.00	2.00	2.00
Literacy Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Senior Librarian	1.00	1.00	1.00	1.00	1.00
Librarian II	1.00	1.00	1.00	1.00	1.00
Librarian I	2.00	1.00	1.00	1.00	1.00
Library Technicians	6.00	5.00	5.00	5.00	5.00
Total	15.00	13.00	13.00	13.00	13.00
FTE Part-time employees	10.68	7.27	7.22	7.22	7.22

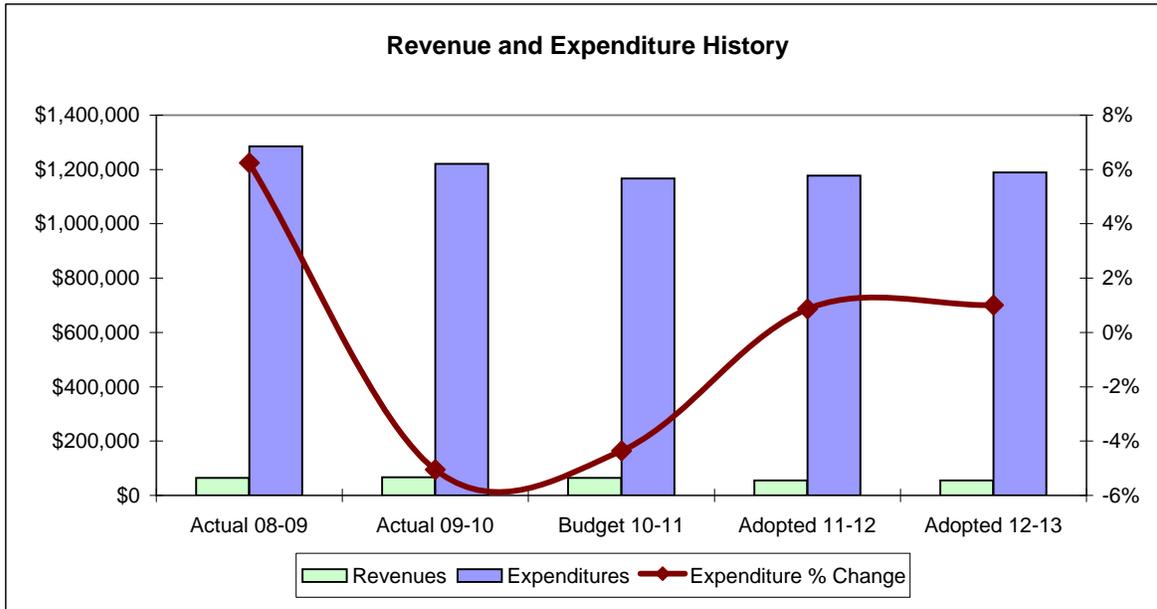
*Frozen positions from FY2009-2013 include 1 Librarian Technician II; 25% of Librarian I in the General Fund and 75% of Librarian I in Measure B.

Expenditure Summary

Division	Actual 2008-09	Actual 2009-10	Amended 2010-11	Proposed 2011-12	Proposed 2012-13
General Fund Operations	\$ 1,285,340	\$ 1,220,375	\$ 1,167,170	\$ 1,177,235	\$ 1,189,125
Measure B	741,185	718,385	827,720	787,005	795,685
Literacy	180,935	153,885	153,095	100,080	101,100
Library Programs	71,280	45,400	166,480	133,780	75,280
Interlibrary Program	77,085	115,000	185,000	45,000	-
Library Developer Fees	16,425	-	-	2,000	2,000
Total	\$ 2,372,250	\$ 2,253,045	\$ 2,499,465	\$ 2,245,100	\$ 2,163,190

Library

Fund 010 Division 3405	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 64,515	67,150	64,505	59,705	55,000	-15%	55,000	0%
Expenditures								
Salary & Wages	\$ 728,235	675,495	649,495	643,690	655,330	1%	659,155	1%
Benefits	251,980	238,670	223,220	228,865	245,910	10%	255,915	4%
Services & Supplies	297,015	297,860	288,100	278,100	267,600	-7%	265,050	-1%
Capital Outlay	0	3,455	0	0	0	-	0	-
Internal Service Charges	8,110	4,895	6,355	6,255	8,395	32%	9,005	7%
Expenditure Total	\$ 1,285,340	1,220,375	1,167,170	1,156,910	1,177,235	1%	1,189,125	1%
Net Contribution / (Use)	\$ (1,220,825)	(1,153,225)	(1,102,665)	(1,097,205)	(1,122,235)		(1,134,125)	



Public Works & Community Development Department FY 2011-12 & FY 2012-13

Mission:

Provide excellent, responsive service, focusing on clean water, safe streets, development assistance and sustainability.

Vision:

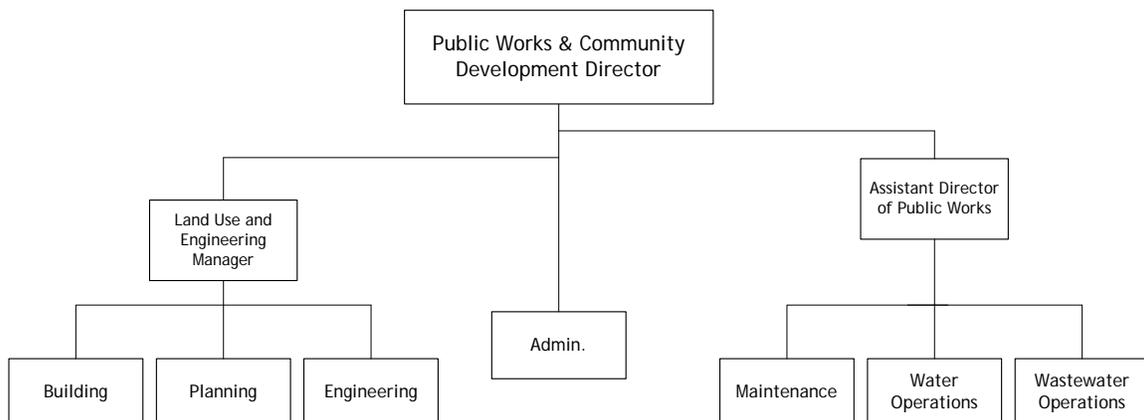
Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City's General Plan and Strategic Plan to provide:

- A response plan to maintain/restore public services in an emergency
- Reliable, high quality water treatment and distribution service
- Reliable, high quality wastewater treatment and collection service
- A safe and convenient roadway, bicycle and walkway system
- Efficient and expeditious review of development and permit applications
- A sustainable fleet management program
- A storm water program for flood control and environmental protection

Values:

- There are always options for achieving a customer's objective
- Customers include citizens, City staff, officials, and other agencies
- Collaborate actively with colleagues both within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each others' success
- Maintain accountability to perform the highest quality and most efficient work

Organizational Chart



Department Responsibilities:

The Public Works & Community Development Department is comprised of seven divisions: Administration, Building, Planning, Engineering, Water Operations, Wastewater Operations and Maintenance.

The department is responsible for updating and implementing the General Plan, which provides the policy framework for development in the community. The department also is the permit processing center for the City through which all development applications are reviewed and analyzed, prior to receipt of necessary approvals. Other land use related duties include reviewing and coordinating comments on pertinent County and regional plans and environmental documents that have implications for Benicia.

The department also provides for the operations, maintenance and repair of the City's public infrastructure, including the street system, storm drain system, water transmission, treatment and distribution system, wastewater treatment, collection and discharge system, and the citywide fleet management program. The department also manages numerous capital improvement projects (CIPs), the storm water and water quality programs, the traffic engineering (traffic calming) program and engineering oversight of development projects.

The department is organized as follows:

- Administration
- Building
 - Development review, permit issuance, inspections
- Planning
 - Development review, current and advanced planning
 - Sustainability coordination
- Engineering
 - CIP, development review and traffic programs
 - Storm Water Management Program
- Water Operations
 - Water Treatment Plant
 - Water Quality
- Wastewater Operations
 - Wastewater Treatment Plant
 - Water Quality
- Maintenance
 - Streets
 - Field Utilities
 - Fleet Management Program

This budget document includes a separate section for each division with a brief narrative, list of accomplishments, priorities for the upcoming two-year period, staff summary and a breakdown of costs. The Storm Water Management Program is listed as a separate

section, as are the Street and Fleet functions of the Maintenance Division. The Water Quality and Maintenance Division are included in the Water and Wastewater Division budgets. In addition, the budget includes separate sections for the following capital improvement projects managed by the department:

- Streets Section of the Maintenance Division
- Fleet Services Section of the Maintenance Division
- Transportation Projects (gas tax, traffic impact fee, general fund and special fund projects/programs)
- Storm Water Projects
- Water Projects (operations/maintenance and connection fee projects)
- Wastewater Projects (operations/maintenance and connection fee projects)

Accomplishments/Milestones Fiscal Years 2009-2011:

Please refer to division narratives.

Citywide Strategic Plan Action Items:

Please refer to division budgets for additional Citywide Strategic Plan Action Items specific to each division.

Additional Department Priorities:

- Solar installations and energy projects
- Industrial Park infrastructure improvements

Please refer to division budgets for additional department priorities.

Desired Outcomes and Performance Measures:

Please refer to division budgets.

Significant Budget Changes:

With the reduction in the number and valuation of building permits issued, along with the reduction in development applications, Community Development revenue has decreased. Along with the anticipated revenue reduction, the Planning, Building and Engineering Divisions have reduced proposed expenditures.

The significant issue facing Public Works activities over the next two years is the lack of funding available to proceed with critically needed improvements to the citywide street network, City-owned bridges and other high priority projects. A summary of these funding needs is outlined below:

- **Maintenance of Citywide Street Network**
 - Funding required to keep streets from deteriorating further
 - \$1,000,000 per year needed to maintain citywide existing pavement condition rating of 62 (fair)
 - \$2 million per year needed to improve citywide pavement condition rating to 70 (good)

- **Funding required for other priority projects**
 - Earthquake & Disaster Preparedness - \$25,000 per year in additional funding required
 - West Channel RR Bridge Removal - \$100,000 in additional funding required
 - First Street Special Event Safety Bollards - \$50,000 in additional funding required

As a result of the reorganization effective July 1, 2009 whereby the Public Works and Community Development Department merged, savings were recognized by having one Director instead of two Directors. In addition, a number of positions have been eliminated, including the Planning Development Services Technician and two part-time Senior Administrative Clerks. This explains why the staffing summary total below decreases from 71 to 69.

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Administration	1.60	2.60	2.60	2.60	2.60
Building Inspection	4.00	3.33	3.33	3.49	3.49
Planning	5.00	4.50	4.83	3.48	3.48
Engineering	6.30	6.05	4.08	4.03	4.03
Streets Maintenance	6.80	6.80	6.80	6.80	6.80
Fleet Maintenance	3.25	3.25	3.75	3.35	3.35
Water Ops & Maint	22.85	22.85	23.16	23.20	23.20
Wastewater Ops & Maint	20.75	20.75	21.31	21.35	21.35
Gas Tax				0.35	0.35
Traffic Mitigation				0.60	0.60
Sub-total	70.55	70.13	69.86	69.25	69.25
*Frozen Positions		(1.00)	(3.33)	(5.25)	(5.25)
Total	70.55	69.13	66.53	64.00	64.00

Expenditure Summary

Division	Actual 2008-09	Actual 2009-10	Amended 2010-11	Proposed 2011-12	Proposed 2012-13
Administration	\$ 282,480	\$ 460,985	\$ 409,355	\$ 415,590	\$ 421,985
Building Inspection	673,880	536,730	529,150	455,485	458,045
Planning	730,590	545,220	363,125	313,055	320,895
Engineering	765,175	481,285	406,310	252,125	257,240
Streets Maintenance	920,660	771,190	838,895	876,580	907,060
Fleet Maintenance	457,820	395,460	382,635	357,990	362,225
Water Ops & Maint	8,054,765	7,430,535	8,928,400	7,975,190	8,007,315
Wastewater Ops & Maint	6,977,395	7,076,465	7,976,850	7,284,460	7,380,110
Gas Tax	756,370	1,009,600	1,065,980	1,028,355	1,015,190
Traffic Mitigation	265,150	1,411,865	1,052,380	128,780	147,135
Total	\$ 19,884,285	\$ 20,119,335	\$ 21,953,080	\$ 19,087,610	\$ 19,277,200

**Public Works & Community Development Department
Administration Division
FY 2011-12 & FY 2012-13**

Mission:

Please refer to the Public Works & Community Development Department budget.

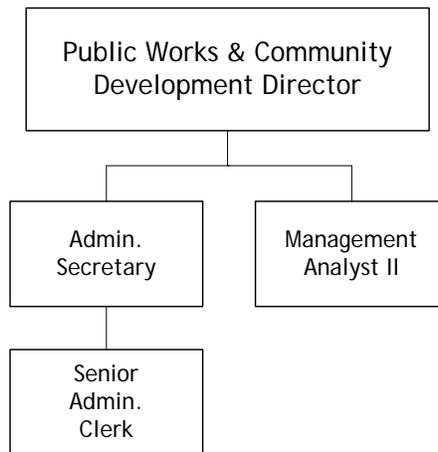
Vision:

Please refer to the Public Works & Community Development Department budget.

Values:

Please refer to the Public Works & Community Development Department budget.

Division Organizational Chart



Division Responsibilities:

The Administration Division is responsible for overall direction and supervision of the Public Works & Community Development Department.

The Administration Division provides administrative support services for the Building, Planning, Engineering, Water, Wastewater and Maintenance Divisions as determined by the Director. Included in these services are budget management, commission support, long range planning for infrastructure needs, traffic engineering services, personnel management, record-keeping management and coordination with other City departments and outside agencies.

Accomplishments/Milestones Fiscal Years 2009 – 2011:

- Enhanced the Department’s involvement with the community and in public education through neighborhood meetings, open houses, educational displays, school education programs, recycling events

Citywide Strategic Plan Action Items:

Strategic Issue #2: Protecting and Enhancing the Environment	
	Strategy #2: Implement new water conservation projects/programs
	Action 2: Prepare a list of VIP settlement -2008 water conservation projects to the Sustainability Commission
Strategic Issue #4: Preserving and Enhancing Infrastructure	
	Strategy #2: Increase use of mass transit
	Action 2(a): Complete plans for and begin construction of park-and-ride facilities at City Park and W. Military at Southampton Action 2(b): Pursue designation for a WETA-Ferry stop in downtown area Action 2(c): Obtain funding for planning of an intermodal transportation station in vicinity of Benicia Industrial Park and proposed Benicia Business Park
Strategic Issue #5: Maintain and Enhance a High Quality of Life	
	Strategy #2: Implement the Downtown Master Plan
	Action 2(a): Pursue outside funds for Downtown improvements (streetscape, parking and traffic calming enhancements)

Additional Division Priorities:

Refer to other PWCDD division narratives for specific priorities that the Administration Division supports within the Public Works & Community Development Department.

Desired Outcomes & Performance Measures:

Desired outcomes and performance measures that the Administrative Division supports are listed for each division within the Public Works & Community Development Department to monitor the progress of projects and programs that will be pursued in the 2011-13 budget.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Director (a)	0.70	0.70	0.70	0.70	0.70
Asst. Director or Public Works (b)	0.20	0.20	0.20	0.20	0.20
Management Analyst II (c)	-	1.00	1.00	1.00	1.00
Administrative Secretary (a)	0.70	0.70	0.70	0.70	0.70
Sr. Administrative Clerk (d)	-	-	-	-	-
Total	1.60	2.60	2.60	2.60	2.60

(a) 15% allocated to Wastewater Operations and 15% Water Operations.

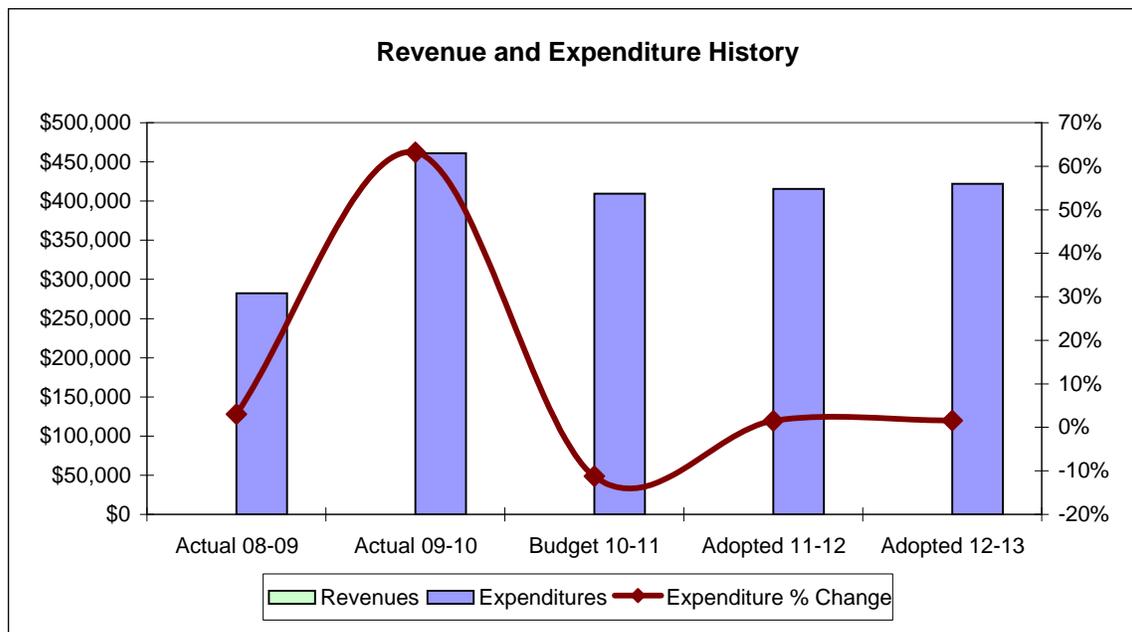
(b) 40% allocated to Wastewater Operations and 40% Water Operations.

(c) FY 2008-09 allocated 50% Planning and 50% Building.

(d) Allocated 20% to Engineering, 15% to Planning, 15% to Building,
10% each to Water Operations, Wastewater Operations, Equipment Services, Streets/Gas Tax,
Traffic Mitigation

Public Works and Community Development Administration

Fund 010 Division 8105	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 0	10	0	0	0	-	0	-
Expenditures								
Salary & Wages	\$ 195,420	334,745	283,365	283,050	283,320	0%	284,680	0%
Benefits	79,445	119,360	119,565	120,275	124,320	4%	129,255	4%
Services & Supplies	3,590	4,790	4,160	3,710	4,150	0%	4,150	0%
Capital Outlay	2,065	0	0	0	820	-	820	0%
Internal Service Charges	1,960	2,090	2,265	2,255	2,980	32%	3,080	3%
Expenditure Total	\$ 282,480	460,985	409,355	409,290	415,590	2%	421,985	2%
Net Contribution / (Use)	\$ (282,480)	(460,975)	(409,355)	(409,290)	(415,590)		(421,985)	



**Public Works & Community Development Department
Planning Division
FY 2011-12 & FY 2012-13**

Mission:

Please refer to the Public Works & Community Development Department budget.

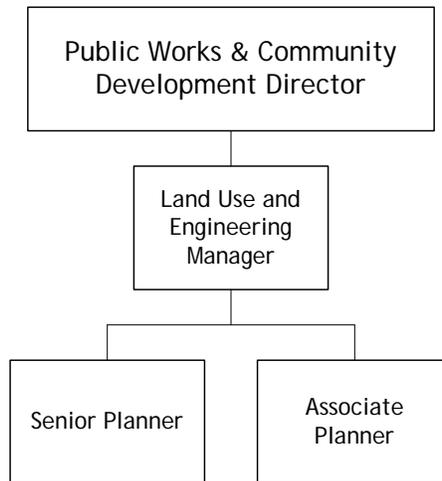
Vision:

Please refer to the Public Works & Community Development Department budget.

Values:

Please refer to the Public Works & Community Development Department budget.

Division Organizational Chart



Division Responsibilities:

The Planning Division processes all applications for development in the City. The Division is staff to the Planning Commission, Historic Preservation Review Commission, Community Sustainability Commission, Sky Valley Open Space Committee, and Tri-City and County Open Space Committee. The Division is also responsible for implementing the City’s General Plan and zoning ordinance, including periodic reviews and updates, conducting special planning studies, and providing input to regional

planning activities by agencies such as the Metropolitan Transportation Commission, San Francisco Bay Conservation and Development Commission, Solano County Transportation Agency, and the Association of Bay Area Governments.

Accomplishments/Milestones Fiscal Years 2009 – 2011:

- Adopted Climate Action Plan
- Formed Community Sustainability Commission to guide implementation of Climate Action Plan objectives
- Adopted the citywide Historic Context Statement
- Made zoning text changes for medical marijuana dispensaries, inclusionary housing, and large-family daycare
- Utilized BCDC funds to remove debris submerged in a downtown historic boatyard
- Received Neighborhood Stabilization Grant for demolition of Scout House and 550 East G Street
- Continued update of the Housing Element in accordance with State requirements
- Continued to process development applications in a complete and professional manner
- Continued to refine the City’s development review processes, procedures and regulations
- Organized citywide Earth Day event

Citywide Strategic Plan Action items

Strategic Issue #2: Protecting and Enhancing the Environment	
	Strategy #1: Reduce greenhouse gas emissions and energy consumption
	Action 1(a): Approve Climate Action Plan, including renewable energy projects Action 1(b): Establish 2009-2011 Climate Action Work Program, e.g. tree planting, watershed acquisition Action 1(c): Establish financing mechanism per AB 811 for home and business solar, wind and/or energy conservation methods Action 1(d): Facilitate private construction of at least one alternative energy project Action 1(e): Implement approved, initial VIP settlement-2008 Projects Action 1(f): Prepare and adopt VIP Settlement-2008 Plan for 2010 and 2011

Strategic Issue #2: Protecting and Enhancing the Environment	
	Strategy #2: Implement new water conservation projects/programs
	Action 2: Prepare a list of VIP settlement -2008 water conservation projects to the Sustainability Commission

Strategic Issue #3: Strengthening Economic and Fiscal Conditions	
	Strategy #5: Increase economic viability of industrial park and other commercial areas, while preserving existing economic strengths and historic resources
	Action 5(a): Plan for sustainable Benicia Business Park including 1) obtaining PDA grant for transit oriented development area and 2) obtaining STA/MTC Intermodal Station planning grant Action 5(b): Adopt an Arsenal Specific Plan and implement Action 5(c): Update zoning code to encourage clean energy, high-tech R&D uses in industrial districts

Strategic Issue #4: Preserving and Enhancing Infrastructure	
	Strategy #2: Increase use of mass transit
	Action 2(b): Pursue designation for a WETA-Ferry stop in downtown area Action 2(c): Obtain funding for planning of an intermodal transportation station in vicinity of Benicia Industrial Park and proposed Benicia Business Park

Strategic Issue #5: Maintain and Enhance a High Quality of Life	
	Strategy #2: Implement the Downtown Master Plan
	Action 2(a): Pursue outside funds for Downtown improvements (streetscape, parking and traffic calming enhancements) Action 2(b): Prepare and approve a mixed-use project for the City's E Street lot Action 2(c) Pursue planning grant for Downtown Waterfront Park
	Strategy #5: Provide support to disadvantaged segments of the Community
	Action 5(a): Obtain neighborhood stabilization and CDBG grants to provide a transitional shelter Action 5(b): Facilitate construction of affordable housing per updated Housing Element

Additional Division Priorities:

- Reprogram excess housing rehabilitation loan funds for transitional housing and down payment assistance

- Update the Downtown Historic Conservation Plan, including new design guidelines for non-historic buildings
- Enhance the appearance of city gateways
- Participate in regional planning efforts as part of the Sustainable Communities Strategy for the Bay Area
- Increase department mapping capabilities and training in permit-tracking software use
- Continue to apply for grant funds
- Cross-train employees to ensure service quality and expediency

Desired Outcomes & Performance Measures:

Desired Outcomes

The desired outcomes for the department performance measures are:

1. Continuously improve customer service, including by reducing the wait time for approvals and working collaboratively with staff from other departments
2. Improve the quality of new development and renovation and its fit with the character of Benicia

Performance Measures

Citizen Expectations (% from National Citizen Survey)	Projected 2010	Proposed 2011	Proposed 2012	Proposed 2013
Availability of Affordable Quality Housing	45	50	50	50
Variety of Housing Options	75	80	80	80
Land Use, Planning & Zoning Services	70	75	75	75

Operational Expectations	Projected 2010	Proposed 2011	Proposed 2012	Proposed 2013
Average time to Planning Comm. approval of complete application for use permit or variance (one-step review) (months)	2	2	2	2
Average time to HPRC approval of complete application for major design review (one-step) (months)	3	3	2	2

Significant Budget Changes:

With the reduction in the number and valuation of building permits issued, along with the reduction in development applications, projected revenue has decreased. With the anticipated revenue reduction, the department has reduced its proposed expenditures accordingly. In July 2010, a Land Use & Engineering Manager (LUEM) was hired instead of filling the vacancy of Principal Planner. The salary for the LUEM was split equally among the Planning, Building, and Engineering divisions. The Principal Planner position was frozen. In November 2010, the Development Services Technician position was lost as a result of layoffs. In addition, the Planning Division experienced a reduction in administrative support as a result of additional layoffs.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2011-12
Director (a)	0.50	-	-	-	-
Land Use & Eng. Mgr (b)	-	-	0.33	0.33	0.33
Principal Planner (c)	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Associate Planner (d)	-	1.00	1.00	1.00	1.00
Assistant Planner (d)	1.00	-	-	-	-
Dev Services Tech (e)	1.00	1.00	1.00	-	-
Management Analyst II (f)	0.50	0.50	0.50	-	-
Sr. Admin. Clerk (g)				0.15	0.15
Sub-total	5.00	4.50	4.83	3.48	3.48
*Frozen Position	-	-	(1.33)	(1.33)	(1.33)
Total	5.00	4.50	3.50	2.15	2.15

(a) Allocated 70% Administrative Services, 15% Water, 15% Wastewater

(b) Allocated 34% Planning, 33% Building, 33% Engineering; Position Frozen

(c) Position frozen

(d) Reclassified Assistant Planner to Associate Planner in 2009

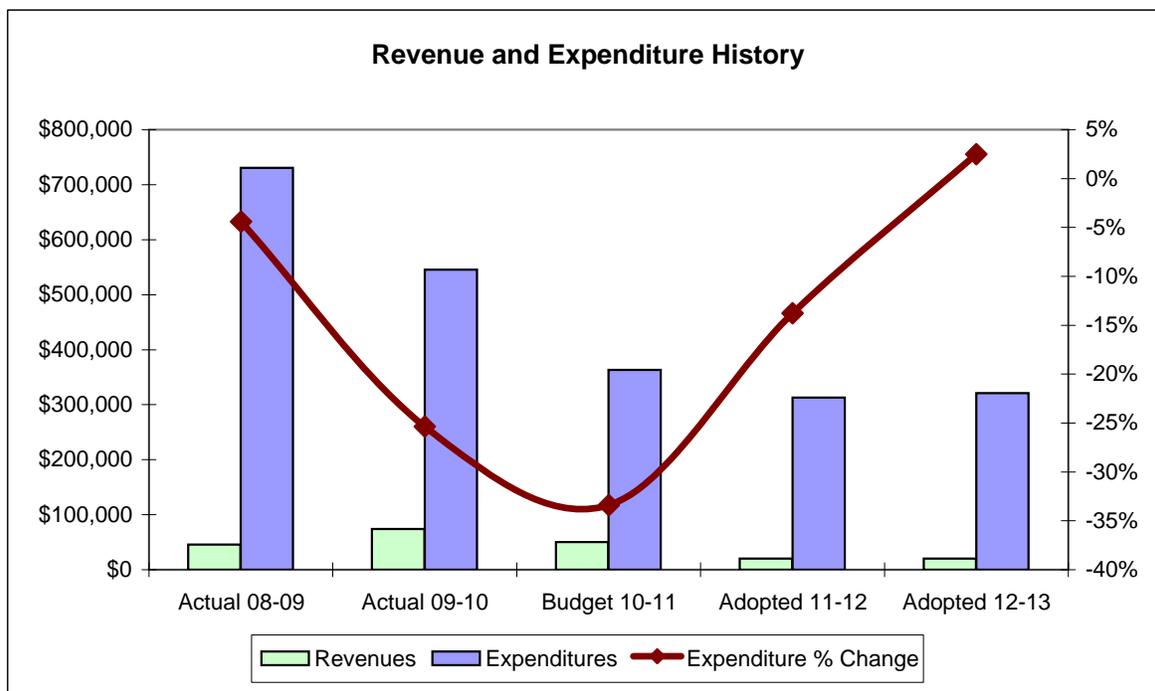
(e) Position eliminated through layoffs in 2010

(f) Reallocated to 100% Administrative Services

(g) Allocated 20% Engineering, 15% Planning, 15% Building, 10% Wastewater
10% Water, 10% Equip. Services, 10% Streets/Gas Tax, 10% Traffic Mitigation

Planning

Fund 010 Division 4105	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	Adopted 2011-12 (2/1)	Adopted 2012-13 (3)	Adopted 2012-13 (3/2)
Revenue Total	\$ 45,415	73,945	50,300	50,725	20,400	-59%	20,400	0%
Expenditures								
Salary & Wages	\$ 479,535	300,420	219,825	211,485	176,710	-20%	180,540	2%
Benefits	194,380	125,060	93,765	91,785	71,605	-24%	75,515	5%
Services & Supplies	43,930	92,455	43,350	31,780	61,250	41%	61,050	0%
Capital Outlay	7,575	24,990	3,725	3,715	820	-78%	820	0%
Internal Service Charges	5,170	2,295	2,460	2,380	2,670	9%	2,970	11%
Expenditure Total	\$ 730,590	545,220	363,125	341,145	313,055	-14%	320,895	3%
Net Contribution / (Use)	\$ (685,175)	(471,275)	(312,825)	(290,420)	(292,655)		(300,495)	



**Public Works & Community Development Department
Building Inspection Division
FY 2011-12 & FY 2012-13**

Mission:

Please refer to the Public Works & Community Development Department budget.

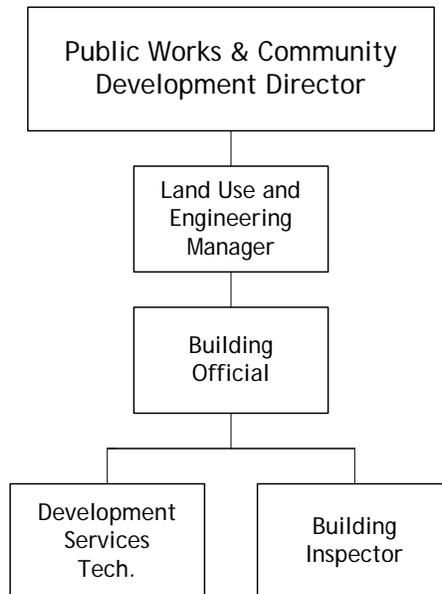
Vision:

Please refer to the Public Works & Community Development Department budget.

Values:

Please refer to the Public Works & Community Development Department budget.

Division Organizational Chart



Division Responsibilities:

The Building Inspection Division is responsible for the issuance of all building permits. To accomplish this task all plans accepted for review are routed to Public Works & Community Development divisions as appropriate and to Fire. This follow up is done to

insure that permits are processed in a timely manner. As part of the permitting process, Building Inspection staff calculates and collects City impact fees for sewer, water, capital license, library and traffic. The division also administers County Public Facilities and State Strong Motions Instrumentation Program fees. All plans are subject to review for compliance with City and State requirements. Most plans are reviewed in-house, but some specialized plans are reviewed by contractors at the sole expense of applicants. The division staffs the Building Code Board of Appeals, as needed.

Accomplishments/Milestones Fiscal Years 2009 – 2011:

- Adopted State Green Building Standards
- Completed Valero Improvement Project inspections
- Continued preparation of sustainable building materials boards for public education purposes
- Continued staff education on sustainability and LEED Certification
- Continued tracking and imaging permits to ensure accessibility to staff and the public
- Provided staff support in the demolition of Scout House and 550 East G Street
- Participated in citywide Earth Day event

Division Priorities:

- Work with Community Sustainability Commission to tailor individual provisions of the Green Building Ordinance
- Improve outreach to prevent compliance issues
- Increase department mapping capabilities and training in permit-tracking software

Desired Outcomes & Performance Measures:

Performance Measures

Citizen Expectations (% from National Citizen Survey)	Projected 2010	Proposed 2011	Proposed 2012	Proposed 2013
Overall Quality of New Development	70	75	75	80
Overall Appearance of Built Environment	95	95	95	96

Operational Expectations	Projected 2010	Proposed 2011	Proposed 2012	Proposed 2013
Average processing time for major building permit (weeks)	2.5	2.5	2.5	2.5

Significant Budget Changes:

With the reduction in the number and valuation of building permits issued, along with the reduction in development applications, projected revenue has decreased. With the anticipated revenue reduction, the division has reduced its proposed expenditures accordingly. The largest reduction has been to professional services. The Director and Management Analyst positions, both previously 50% funded through this division, have been reallocated to the Administration Division. 33% of the Land Use & Engineering Manager is funded from the Building Division.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Director (a)	0.50	-	-	-	-
Land Use & Eng. Mgr. (b)	-	0.33	0.33	0.34	0.34
Building Official	1.00	1.00	1.00	1.00	1.00
Building Inspector II	1.00	1.00	1.00	1.00	1.00
Dev Service Technician	1.00	1.00	1.00	1.00	1.00
Management Analyst (c)	0.50	-	-	-	-
Sr. Admin. Clerk (d)	-	-	-	0.15	0.15
Sub-total	4.00	3.33	3.33	3.49	3.49
*Frozen Positions	-	-	-	(1.34)	(1.34)
Total	4.00	3.33	3.33	2.15	2.15

(a) Allocated 70% Administrative Services, 15% Water, 15% Wastewater

(b) Allocated 34% Planning, 33% Building, 33% Engineering.

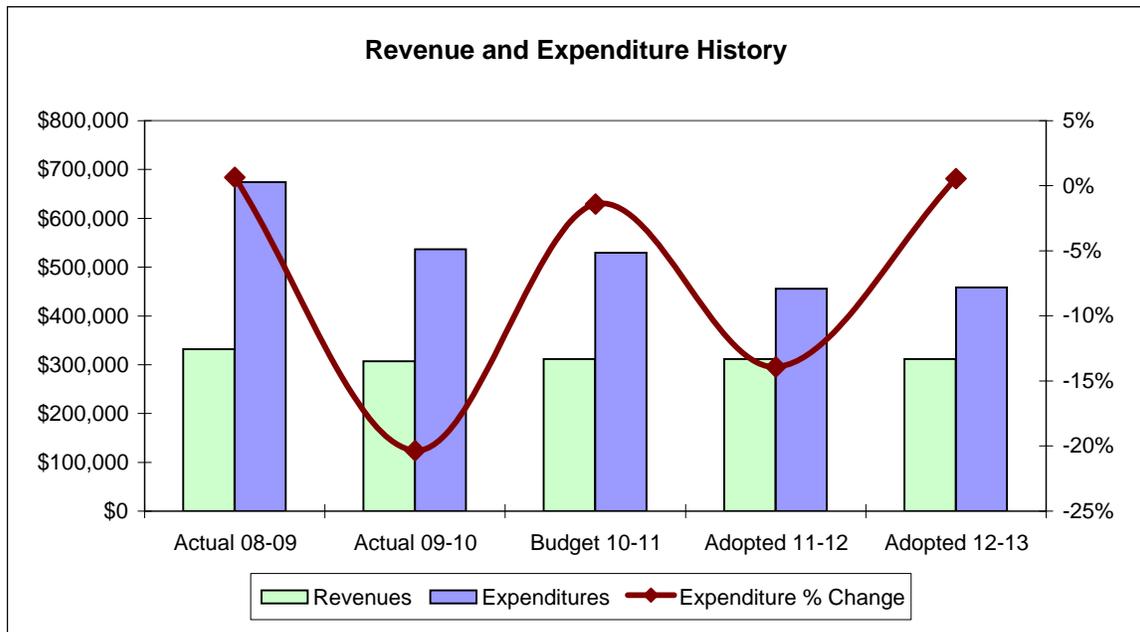
Currently filled with a Contract Employee paid out of Professional/Tech. Services

(c) Reallocated 100% to Administrative Services

(d) Allocated 20% Engineering, 15% Planning, 15% Building, 10% Wastewater
10% Water, 10% Equip. Services, 10% Streets/Gas Tax, 10% Traffic Mitigation

Building Inspection

Fund 010 Division 4205	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 331,675	307,210	311,600	295,950	311,350	0%	311,350	0%
Expenditures								
Salary & Wages	\$ 417,210	302,825	331,660	330,750	235,495	-29%	235,495	0%
Benefits	153,205	108,640	123,970	126,020	65,385	-47%	68,065	4%
Services & Supplies	93,625	120,145	66,610	56,795	150,465	126%	150,050	0%
Capital Outlay	3,935	2,180	3,840	820	820	-79%	820	0%
Internal Service Charges	5,905	2,940	3,070	3,040	3,320	8%	3,615	9%
Expenditure Total	\$ 673,880	536,730	529,150	517,425	455,485	-14%	458,045	1%
Net Contribution / (Use)	\$ (342,205)	(229,520)	(217,550)	(221,475)	(144,135)		(146,695)	



**Public Works & Community Development Department
Engineering Division
FY 2011-12 & FY 2012-13**

Mission:

Please refer to the Public Works & Community Development Department budget.

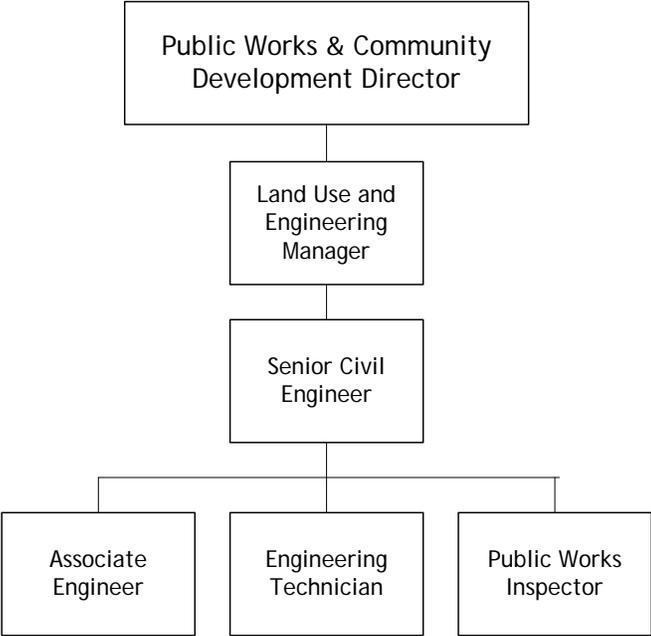
Vision:

Please refer to the Public Works & Community Development Department budget.

Values:

Please refer to the Public Works & Community Development Department budget.

Division Organizational Chart



Division Responsibilities:

The Engineering Division provides technical advice and assistance to the public, other City departments, and outside agencies. Engineering services includes planning, design, inspection, construction management, and contract administration for the City’s public works construction projects. The division provides preliminary analysis and review of new residential and commercial development, plan checking, and inspection of public improvements. Traffic engineering includes

the City’s Traffic Calming Program. This division also processes encroachment, grading, and stormwater permits. Citizen inquiries relating to public facilities, drainage, traffic, dredging and safety issues are reviewed and acted on by this division. Contract employees and private consulting firms support this division by providing design, construction management and inspection services on a project-by-project basis.

Accomplishments/Milestones Fiscal Years 2009 – 2011:

- Rose Drive Pedestrian/Bicycle Bridge (STA Safety Project of the Year)
- Benicia High School traffic signal and traffic calming
- Street resurfacing and repair

Citywide Strategic Plan Action Items:

Strategic Issue #4: Preserving and Enhancing Infrastructure	
	Strategy #1: Provide safe, functional, and complete streets
	Action 1(a): Complete State Park Road Bridge Action 1(b): BHS traffic signal project Action 2(d): Obtain funding for and begin construction of Benicia Bridge/Arsenal Pedestrian Path Project Action 1(e): Traffic calming work program
	Strategy #2: Increase use of mass transit
	Action 2(a): Complete plans for and begin construction of park-and-ride facilities at City Park and W. Military at Southampton

Additional Division Priorities:

- Complete Caltrans/MTC process to obtain funding for Benicia Bridge/Arsenal Pedestrian Path project
- Continue downtown improvements (joint sidewalk program, bench program)
- Conduct ongoing training and periodic reviews/updates to the public works emergency response plan and coordinate with the citywide plan
- Pursue additional funding necessary to supplement gas tax for citywide street maintenance needs
- Pursue outside funding for major traffic calming and pedestrian friendly enhancements.
- Pursue outside funding for additional bicycle, pedestrian and safe routes to school facilities.
- Enhance public education and involvement in the implementation of City projects and programs

Desired Outcomes & Performance Measures:

Desired Outcomes

1. Expedious processing of encroachment permit applications
2. Enhance joint sidewalk program to improve walkability & reduce liability
3. Implement neighborhood traffic calming programs/improvements

Performance Measures

Operational Expectations	Actual 2010	Projected 2011	Projected 2012	Prop 2013
Average permit processing time (days)	5	5	4	4
Increase number of joint sidewalk locations	4	3	7	7
Number of calming requests processed	0	1	2	2

Significant Budget Changes:

Revised the assignment of personnel staffing costs so that 3 positions are now partially funded from the Traffic Impact Fee for their involvement in the projects and programs within this fund. This will improve project delivery for TIF projects and provide focused attention on our citywide traffic-calming program. The Interim Assistant Public Works Director is the Acting City Engineer. The Associate Engineer is fully funded through TIF, Gas Tax and Enterprise Funds.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Land Use & Eng. Mgr. (a)	-	-	0.33	0.33	0.33
City Engineer (b)	0.80	0.80	-	-	-
Principal Engineer (c)	-	-	-	1.00	1.00
Senior Civil Engineer (d)	0.50	0.25	0.25	0.25	0.25
Assistant Engineer	1.00	1.00	-	-	-
Public Works Inspector	1.00	1.00	1.00	1.00	1.00
Engineering Tech I/II (e)	1.00	1.00	1.00	1.00	1.00
Management Analyst I/II	1.00	1.00	0.50	-	-
Associate Engineer	-	-	-	-	-
Sr Admin Clerk	1.00	1.00	1.00	0.45	0.45
Sub-total	6.30	6.05	4.08	4.03	4.03
*Frozen Positions	-	-	(1.00)	(1.58)	(1.58)
Total	6.30	6.05	3.08	2.45	2.45

(a) 34% to Planning, 33% to Building, 33% to Engineering - Position is frozen

(b) Acting City Engineer is paid through Enterprise Funds

(c) Position is frozen

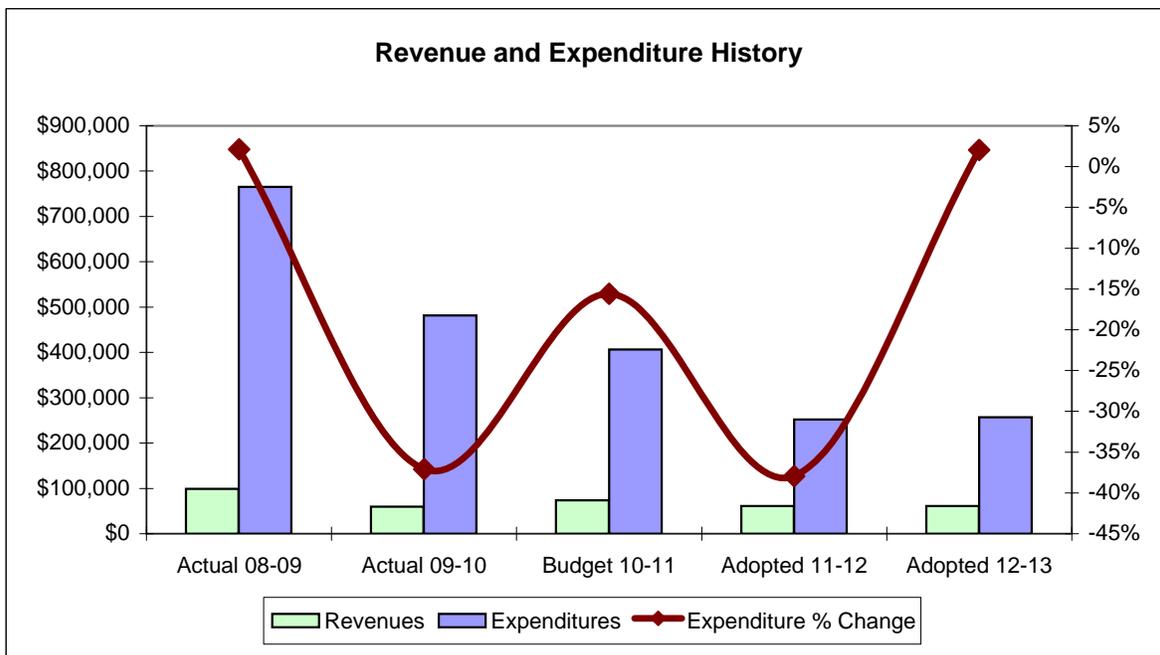
(d) 25% to Engineering, 25% to Traffic Mitigation, 25% to Wastewater, 25% to Water

(d) Flexible staff position.

(e) 25% to Streets/Gas Tax, 25% to Traffic Mitigation, 25% to Wastewater, 25% to Water

Engineering

Fund 010 Division 8805	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	Adopted 2012-13 (2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 99,135	59,565	74,000	60,595	61,300	-17%	61,300	0%
Expenditures								
Salary & Wages	\$ 492,240	284,480	256,955	253,750	129,505	-50%	129,505	0%
Benefits	228,480	128,080	119,805	117,510	67,090	-44%	71,335	6%
Services & Supplies	26,950	65,075	25,280	19,005	50,340	99%	50,340	0%
Capital Outlay	7,450	0	0	820	820	-	820	0%
Internal Service Charges	10,055	3,650	4,270	4,210	4,370	2%	5,240	20%
Expenditure Total	\$ 765,175	481,285	406,310	395,295	252,125	-38%	257,240	2%
Net Contribution / (Use)	\$ (666,040)	(421,720)	(332,310)	(334,700)	(190,825)		(195,940)	



**Public Works & Community Development Department
Street Maintenance Division
FY 2011-12 & FY 2012-13**

Mission:

Please refer to the Public Works & Community Development Department budget.

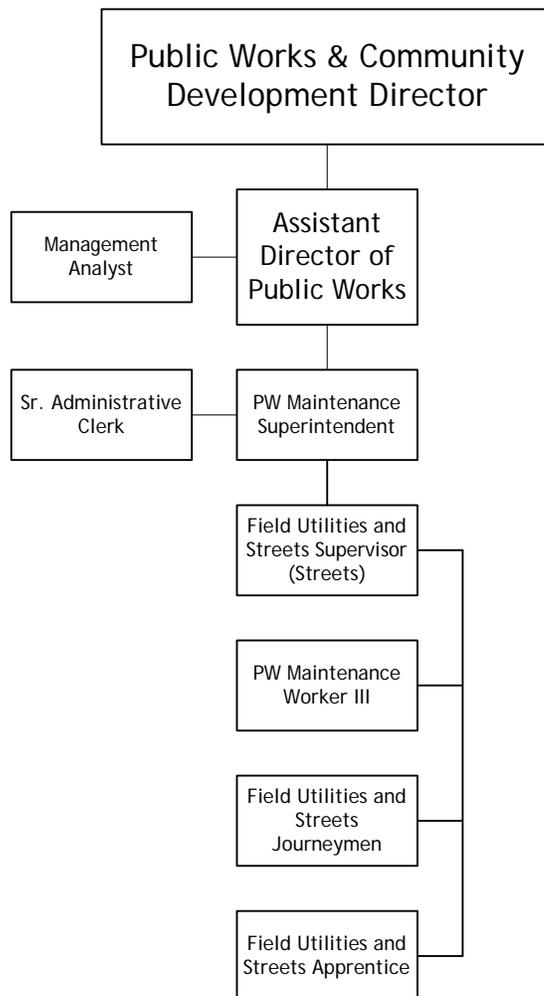
Vision:

Please refer to the Public Works & Community Development Department budget.

Values:

Please refer to the Public Works & Community Development Department budget.

Division Organizational Chart



Division Responsibilities:

The Streets section of the Maintenance Division is responsible for providing safe, clean, and accessible streets and alleys for the public. One staff person is permanently assigned to the sign shop covering the repair, replacement, installation, fabrication, and graffiti removal of approximately 10,000 city regulatory, warning, advisory, and street name signs. The remaining staff are tasked with the following activities: patch paving including water patches, crack sealing, weed abatement/mowing, alley maintenance, pot hole repair, legend painting, botts dot maintenance, sidewalk survey, garbage removal on roadways, banner installation, holiday decoration placement, special events, miscellaneous street maintenance (downed trees and fences), spill cleanups, and catch basin and storm drain cleaning. Other activities include maintenance and operation of traffic signals and streetlights. Public works maintenance crews are key first responders in the early stages of an incident such as threatened or actual domestic terrorist attacks, major disasters, flooding, and other emergencies; are responsible for the protection and preservation of life, property, evidence, and the environment; and provide immediate support services during response and recovery operations.

Accomplishments/Milestones FY 2009 – 2011:

- Enhanced the Department's involvement with the community and in public education through neighborhood meetings, open houses, educational displays and school safety programs.
- Patched 37,914.5 square feet of asphalt on citywide street/alley network.
- Repaired an additional 490 potholes.
- Removed damaged sidewalks as part of the joint sidewalk program.
- Repair of an additional 490 potholes.
- Cleaned 1,253 storm drain inlets.
- Started implementation of a computerized maintenance management system.
- Updated field maintenance emergency response plan.
- Attended Public Works first responder training sessions.

Additional Division Priorities:

- Remove debris from drainage channel crossing Industrial Way.
- Remove abandoned railroad bridge across Sulphur Springs Creek.
- Complete scheduled improvements and maintain infrastructure to meet safety and other regulatory standards.
- Maintain an ongoing training program to enhance staff capabilities and assure continued staff safety.
- Conduct ongoing training and periodic reviews/updates to the public works emergency response plan and coordinate with the citywide plan
- Enhance public education and involvement in the implementation of maintenance projects and programs

Desired Outcomes & Performance Measures:

Desired Outcomes

The desired outcomes for the section performance measures are:

1. Streets maintained in overall good condition
2. Well lit streets and safe neighborhoods
3. Enhanced community appearance and safe neighborhoods
4. Prompt response to street defects to maintain drivability of streets
5. Bridges maintained in overall good condition

Performance Measures

Measures	Actual 2009-10	Projected 2010-11	Proposed 2011-12	Proposed 2012-13
Pavement Condition Index	63	62	63	64
Response to outages (weeks)	2	1	1	1
Response to graffiti and vandalism (hours)	48	72	72	72
Potholes filled citywide (number per year)	247	243	250	250
Perform bridge repairs or removal	1 repair (Grant Street Bridge)	0	0	1 removal (West Channel Road Bridge)

Significant Budget Changes:

No significant new budget changes for this division.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Maintenance Superintendent (a)	0.50	0.50	0.50	0.50	0.50
Field Util & Streets Supervisor (b)	0.50	0.50	0.50	0.50	0.50
Maintenance Worker III	1.00	1.00	1.00	1.00	1.00
Field Util & Streets Journeyman (c)	4.55	4.55	3.55	3.55	3.55
Field Util & Streets Apprentice	-	-	1.00	1.00	1.00
Sr Administrative Clerk (d)	0.25	0.25	0.25	0.25	0.25
Total	6.80	6.80	6.80	6.80	6.80

(a) Allocated 50% Streets, 25% Water Field, and 25% Wastewater Field.

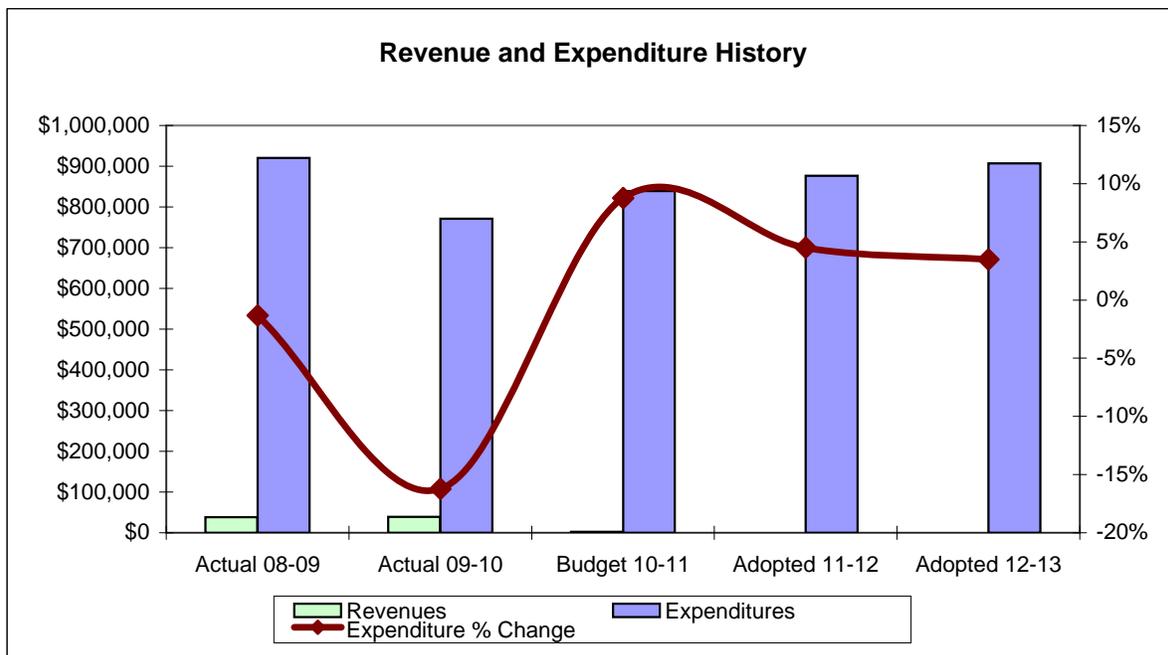
(b) Allocated 50% Streets and 50% Wastewater Field.

(c) FY 10-13 includes 3 FTEs funded 100% from Streets and 1 FTE funded 55% from Streets (and 15% Water Field and 30% Wastewater Field).

(d) Allocated 25% from each of the following divisions: Streets, Fleet, Water Field, and Wastewater Field.

Street Maintenance

Fund 010 Division 8705	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 38,620	39,435	2,500	0	0	-	0	-
Expenditures								
Salary & Wages	\$ 407,850	439,220	444,070	463,875	459,360	3%	463,710	1%
Benefits	180,425	206,890	230,000	230,290	249,705	9%	261,615	5%
Services & Supplies	216,890	72,675	81,895	68,465	88,220	8%	92,085	4%
Capital Outlay	50,265	45,840	48,500	41,965	33,750	-30%	34,420	2%
Internal Service Charges	65,230	6,565	34,430	34,130	45,545	32%	55,230	21%
Expenditure Total	\$ 920,660	771,190	838,895	838,725	876,580	4%	907,060	3%
Net Contribution / (Use)	\$ (882,040)	(731,755)	(836,395)	(838,725)	(876,580)		(907,060)	



Police Department FY 2011-12 & FY 2012-13

Mission:

To work in partnership with the community to enhance the quality of life and preserve Benicia's safety. This is accomplished through proactive enforcement, innovative strategies and contemporary law enforcement services.

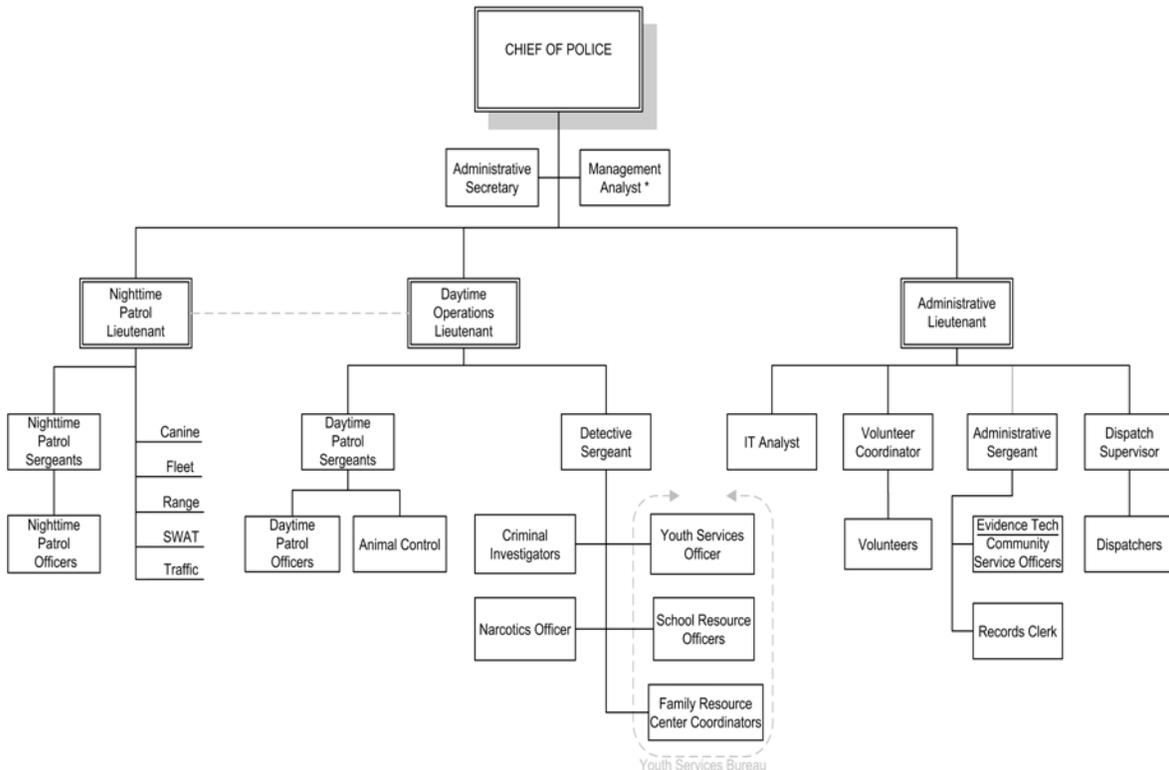
Vision:

Excellence in Policing

Values:

- Integrity
- Pride
- Professionalism
- Honor
- Respect

Organization Chart



Department Responsibilities:

The members of the Benicia Police Department work in partnership with the community to improve the quality of life of all our citizens and merchants. This is accomplished through: the apprehension of criminals; crime prevention; intervention and resolution of systematic problems within the community; and involvement with the youth.

The Police Department's approach to enhancing public safety in the community involves focusing on Excellence in Policing, Professionalism and Innovation. Contemporary and effective law enforcement services require an inclusive approach, coupled with a high level of service delivery leading to strong community connections. The use of technology is essential to increase efficiency, and community access. We commit to collaborating with employees, community members, and at a regional level.

Significant Budget Changes:

The Police Department has taken many steps to become more efficient in its delivery of services to the community. In total, these actions have achieved a budgetary savings of \$397,955 (see chart 1) while maintaining or actually increasing service levels.

NOTE: On July 1, 2009 the authorized budget for the department was \$8.434M. Two years later, as of June 30, 2011, it is expected that the final expenditures for the FY 2010/11 police budget will be \$151,033 *less* than the July 1, 2009 allotment.

Primarily, many of these changes are a result of a strategic reduction in sworn staff. The police department reduced its currently authorized sworn staff of 35.5 to 34 (.5 of a police officer position was reduced FY 2010). This reduction occurred by eliminating the Deputy Police Chief position, traffic sergeant position, .5 (half) police officer position, and adding an additional patrol lieutenant position. This reorganization achieves a salary and benefits savings of \$375,200.

Specific service and efficiency improvements attained by this reorganization include:

Expanded Traffic Officer Coverage- transfer the eliminated traffic sergeant position to an existing officer. Instead of a separate unit working different hours, each traffic officer will be assigned to a patrol team and work within the existing patrol schedule. The end result is a traffic officer will be on duty seven days per week.

Two School Resource Officers- the addition of the original traffic officer to the patrol division would augment staffing and allow for the retention of two School Resource Officers (not 1.5 as previously decided).

Additional sworn staff deployed in the field- the patrol lieutenants will be front line uniform watch commanders which will allow supervisors to spend more time in the field where they are most needed.

Reduces Overtime- patrol lieutenants can cover sergeant absences that would otherwise require overtime backfill.

Expands management coverage into the evenings and weekend (times of greatest public demand) - one of the patrol lieutenants would be assigned to a shift that included evening and weekend hours. Currently, the patrol lieutenant doesn't work during the scheduled hours of the night patrol shift.

Maintains Management Capacity- A three manager structure under the police chief rank is necessary to maintain the capacity needed to undertake new initiatives without neglect of routine responsibilities.

Ensures Management Oversight – A three manager structure under the police chief rank is needed to ensure the proper oversight in critical areas of operation, risk management, and police conduct.

Ensures availability of on-call managers- Three police managers under the rank of police chief is required to ensure constant on-call availability.

Additionally, other operational efficiencies were accomplished that have an economic impact. An example of some of these changes are; moving the day-to-day supervision of traffic officers and DARE officers to the dayshift supervisor, regional SWAT, regional K-9 training, transfer of police IT position from Finance to the PD, dispatchers providing customer service in the PD lobby, fleet management, utilization of grant funding, shared management analyst, crossing guard analysis, dispatchers assuming additional administrative duties, clerical staff covering administrative secretary duties, expanded use of volunteers, and implementation of the Benicia Policing Strategy.

Beyond this, \$39,860 was cut from various non-salary budget line items. These cuts are a result of a historical realignment and comparison of expenditures. Once completed, a practical baseline was established for each line item. Then, inflationary and other forecasts analyses were applied to produce a realistic budget probability.

Due to state budget issues, it is anticipated that Solano County Sheriff's Office booking fees may increase from an annual amount of around \$7,000 to as much as \$55,000 or more.

The Police Department contracts with Solano County Animal Control to provide shelter services to Benicia residents and to house animals picked up by the Department's Animal Control Officer. Under a county wide funding formula, Benicia generally pays between \$19,000 and \$26,000 a year for these services. This next fiscal year, upgrades are needed to the county facility. Benicia's share of this \$990,000 upgrade is \$13,368, pushing the fiscal year 2011/12 animal control bill to just over \$40,000.

Reorganization	(\$375,200)
Operational Savings	(\$39,860)
Uncontrollable Contractual Increases	
Animal Control	\$17,105
Net Reductions	(\$397,955)
<i>*Booking Fees</i>	<i>\$41,000</i>
Booking Fees are dependent on the VLF, which if continued will result in an additional savings of the above amount.	
Net Reductions if Booking Fees are not reduced	(\$356,955)

Chart 1

The transfer of the police IT Analyst position from Finance to Police results in a salary and benefits increase of \$119,020 to the Police department budget and corresponding decreases to the Finance department budget. There is no change to general fund as a whole with this transfer. This budget increase is not reflected in Chart 1.

Overtime Reduction

A number of strategies have been utilized to reduce overtime costs, such as utilizing patrol officer relief shifts to cover openings along with utilizing dispatch trained Community Service Officers for dispatch coverage

In addition to the constant analysis of how overtime is incurred and methods to curtail its use, many of the significant cost savings have occurred due to all department employees cooperating in adjusting their schedules and working hours to eliminate overtime when other employees are on leave or training. Constant management oversight combined with employee cooperation and buy in to reducing this cost has resulted in significant savings as demonstrated in Chart 2.

Budget Year	OT Costs
FY 07-08	\$490,897
FY 08-09	\$322,213
FY 09-10	\$311,989
<i>FY 10-11 Projected</i>	<i>\$265,195</i>

Chart 2

Accomplishments / Milestones FY 2009 – 2011

Benicia Policing Strategy

In 2009, the Benicia Police Department revised its policing strategy in an effort to maintain and lower its already low crime rate. Generally, police officers would respond to calls for service, handle them as necessary, and if follow up was needed the case would be referred to the department's Investigations Unit.

Under the new strategy, responding officers and their Sergeant devote more time and resources to the initial call and immediate follow up investigation. This has resulted in much quicker apprehension of suspects and resolution to cases that, in the past, may have taken a few days for a detective to work on. In addition, the case load for each detective has decreased, allowing them more time to work on the highest priority of cases – such as a murder / suicide case, homicide investigation, and armed robbery cases that have investigated and solved during the past two years.

During the past two years, the number of reported Part I crimes (those reported nationwide to the FBI) have dropped over the previous three year period.

Traffic Unit

The police department's dedicated traffic unit consists of one traffic sergeant and one traffic officer in FY 09-11. In FY 11-13 the unit will consist of two traffic officers and they will report to the patrol sergeant. The traffic unit increases traffic safety and the safety of the roadway through proactive enforcement, public education, partnership with engineering, and coordinated emergency medical services including the fire department and EMS providers. Increased enforcement in identified problem areas around town (such as the West K Street area), participating in the Safe Routes to School Program, Bicycle Rodeos at schools, and specialized efforts such as DUI checkpoints and "Click It or Ticket" seatbelt programs have helped address community traffic issues. Efforts of this unit have paid off with a 7% reduction in reported traffic collisions in 2010 compared to 2008.

Building Upgrades

The department continues to address required repairs and maintenance issues within the existing police facility. As such, police department staff has been working with building maintenance staff to make improvements to the following areas: prisoner booking area; evidence room; front lobby; and building security.

Technology Advances

The police department has continued to make effective technological advances. In 2009, the department outfitted its entire patrol fleet with in-car cameras that captured both

video and audio of officer's interactions with the community. Public information dissemination was enhanced via an agreement with Nixle in which information can be posted by department personnel via Nixle.com that immediately is sent to a subscribers cell phone via text or personal computer via email. Citizens can now go on-line and purchase their accident reports, saving time for both the citizen and department record personnel.

Equipment Upgrades

Utilizing grant funding to spare the use of any budgeted department funds, the department purchased a Patrol Command vehicle, a badly needed Animal Control truck, personal body cameras for the two traffic officers, and three Gold Star Elite dispatch consoles for the department's Emergency Communication Center. The dispatch consoles will allow for future interoperability between regional police and fire agencies.

Multi Jurisdictional Collaboration

The department currently collaborates with other law enforcement agencies within the County by participating in the Solnet/Calmnet narcotics task force along with Avoid the Ten DUI enforcement and Saturation Patrol programs. The department's merger with the Vallejo Police Department to form a joint special weapons and tactics team (SWAT) has remained beneficial. In addition, the department's K-9 Unit changed trainers and now trains with the Solano County Sheriff's Office K-9 Unit as we continue to look for opportunities to collaborate and share resources with other agencies.

Volunteers

The police department has continued to maintain a very active volunteer force. The Police Volunteers provided 1,341 hours of service during the last two years, which equates to a symbolic \$138,320 value based on the State of California Volunteer Program value for hourly rates.

Volunteers provide an invaluable service to the police department and community by handling the following responsibilities:

- Patrol-Residential Vacation House Checks, Daily DA office delivery/pick up documents, traffic control during special events and emergency incidents, parking enforcement, traffic surveys, sting operations, DUI check points
- Family Resource Center- Literacy Day Care, ATOD Counseling
- Chaplains-assistance on death notification, critical incident, high school student mentors
- Clerical/Data entry/Front Desk Counter

In 2009, the department re-established it's Police Explorer / Cadet program for volunteers 15 to 20 years of age who have an interest in pursuing a career in law enforcement. This

is an outstanding program to develop members of our community into possible future department employees.

City Wide Strategic Plan Action Items

Strategic Issue #1: Protecting Community Health and Safety	
	Strategy #2: Maintain adequate staffing for public safety and a strong EMS program
	Action 2(b): Maintain current public safety staffing levels

Desired Outcomes and Performance Measures

National Survey Measure & Ranking	Actual 2009-10	Projected 2010-11	Proposed 2011-12	Proposed 2012-13
<i>1) Maintain overall quality rating:</i> Citizen Survey response of "Excellent" or "Good"	90%	N/A	>85%	N/A
<i>2) Maintain percent of resident who feel safe:</i> Citizen Survey response to violent crime of "very" or "somewhat safe"	94%	N/A	>90%	N/A

Other Division Performance Measures

<i>Maintain a low crime rate:</i> Total Part 1 Offenses	526	<526	<550	<550
<i>Reduce Traffic Collisions:</i> Total number of traffic collisions	245	<245	<245	<245
<i>9-1-1 Call Answer Times:</i> Percentage of calls answered within 5 seconds	99%	>95%	>95%	>95%
<i>Priority 1 / Priority 2 Response Times</i> Average time from Dispatch to Arrival in minutes:seconds	≤ 3:00	≤ 3:00	≤ 3:00	≤ 3:00

Notes:

1. Part 1 offenses are defined by the Uniform Crime Reporting (UCR) program of the Federal Bureau of Investigations (FBI). Part 1 offense classifications include eight serious crimes by nature and/or volume and were selected because they are the crimes most likely to be reported and most likely to occur with sufficient frequency to provide an adequate basis for comparison. Crime stats are reported on a calendar year basis as required by the FBI program. Actual FY 09-10 data represents the number of crimes for calendar year 2010 (January – December).

2. Traffic Collisions are reported on a calendar year basis as required by the California Office of Traffic Safety. Actual FY 09-10 data represents the number of collisions for calendar year 2010 (January – December).

3. Priority 1 calls generally refer to in-progress calls or life threatening emergencies.

Staffing Summary: Full Time Employee Equivalent Positions

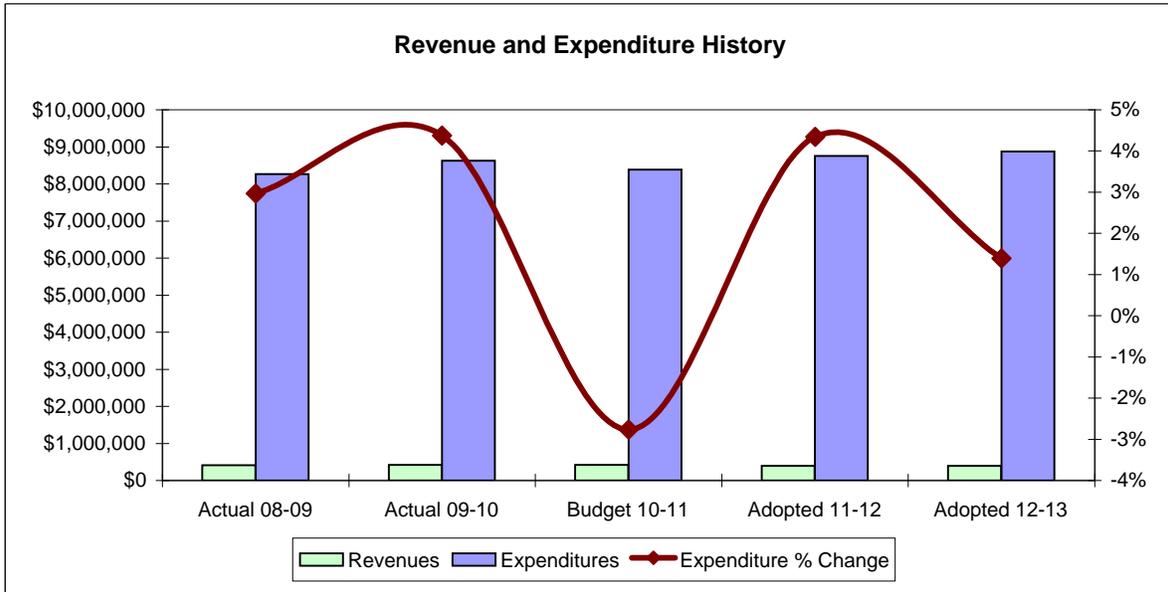
Department Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Police Chief	1.00	1.00	1.00	1.00	1.00
Deputy Police Chief	-	1.00	1.00	-	-
Police Lieutenant	-	2.00	2.00	3.00	3.00
Police Captain	3.00	-	-	-	-
Sergeant - Administration	1.00	1.00	1.00	1.00	1.00
Sergeant - Investigations	1.00	1.00	1.00	1.00	1.00
Sergeant - Patrol	4.00	4.00	4.00	4.00	4.00
Sergeant - Traffic	-	1.00	1.00	-	-
Police Detective	3.00	2.00	2.00	2.00	2.00
Police Patrol Officer	17.00	18.00	18.00	16.00	16.00
Police School Resource Officer	2.00	2.00	2.00	2.00	2.00
Police Traffic Officer	-	1.00	1.00	2.00	2.00
Police Youth Services Officer	1.00	1.00	1.00	1.00	1.00
SOLNET Officer	1.00	1.00	1.00	1.00	1.00
SB823 Police Officer	1.00	-	-	-	-
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
IT Analyst	-	-	-	1.00	1.00
Dispatch Supervisor	1.00	1.00	1.00	1.00	1.00
Public Safety Dispatcher	9.00	9.00	9.00	9.00	9.00
Animal Control Officer	1.00	1.00	1.00	1.00	1.00
Community Service Officer	2.00	2.00	2.00	2.00	2.00
Police Records Clerk	1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator- Police Officer	1.00	-	-	-	-
Family Counselor	1.00	-	-	-	-
Total	53.00	52.00	52.00	51.00	51.00

Part Time Staff (FTE equivalents)	-	1.50	1.50	1.00	1.00
FRC Coordinator (FTE equivalents)*	1.00	1.00	1.00	1.00	1.00

* FRC Coordinator (Family Resource Center) positions are 100% grant funded.

Police

Fund 010 Division 5205	Actual	Actual	Amended	Estimated	Adopted	Adopted		
	2008-09	2009-10	2010-11	2010-11	2011-12	(2)	(3)	
			(1)			(2/1)	(3/2)	
Revenue Total	\$ 413,775	421,190	419,750	384,500	391,860	-7%	396,090	1%
Expenditures								
Salary & Wages	\$ 5,104,920	5,364,120	5,178,105	5,072,160	5,234,315	1%	5,245,155	0%
Benefits	2,363,795	2,607,210	2,475,185	2,510,520	2,657,680	7%	2,741,045	3%
Services & Supplies	485,645	469,210	497,095	467,480	532,240	7%	532,670	0%
Capital Outlay	36,100	43,345	21,400	21,710	31,150	46%	32,000	3%
Internal Service Charges	273,950	142,220	215,725	211,605	296,270	37%	322,955	9%
Expenditure Total	\$ 8,264,410	8,626,105	8,387,510	8,283,475	8,751,655	4%	8,873,825	1%
Net Contribution / (Use)	\$ (7,850,635)	(8,204,915)	(7,967,760)	(7,898,975)	(8,359,795)		(8,477,735)	



Fire Department FY 2011-2012 & FY 2012-2013

Mission:

Through prevention, innovation, and community leadership, the Benicia Fire Department is committed to protecting the lives, property, and environment of our citizens and visitors. We affirm to safely perform our duties with honor, integrity, courage and compassion.

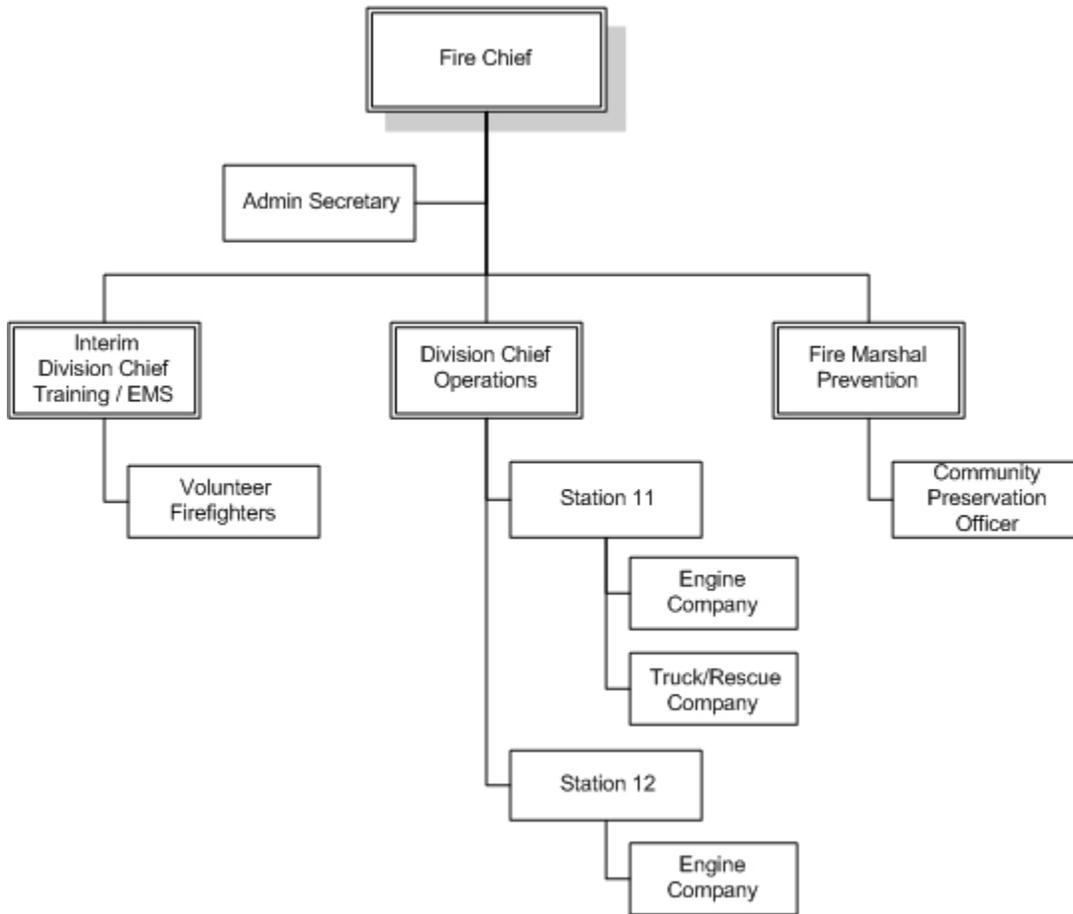
Vision:

Through teamwork and collaboration, the members of the Benicia Fire Department are committed to serving our community with excellence. We strive to proactively identify service delivery needs and adapt accordingly to exceed our industries standards. We recognize the importance of training in our quest to be ready to respond at a moments notice when disaster strikes. We cherish the respect we hold in the community and are committed to maintain that trust.

Guiding Principles:

- Treat each other with courtesy and respect
 - *Treat others the way you want to be treated*
 - ***Be Nice***
- Foster and protect the outstanding reputation of the Fire Department
 - ***Be Responsible***
- Base all decisions and actions on the following:
 - *First – What is best for the community*
 - *Second – What is best for the City of Benicia and the Fire Department*
 - *Third – What is best for the members*
 - ***Be Accountable***
- Relationships take precedent over conflicting perspectives
 - ***Value Relationships***

Organizational Chart



Note: The total day-to-day emergency response staffing depicted in this organizational chart is based on eight (8) people per day. Engine companies are staffed with three people (Captain, Engineer, and Paramedic Firefighter). The Truck/Rescue Company is cross-staffed with two (2) people (Engineer, and Paramedic Firefighter or Firefighter). An on-call duty officer provides incident command/support for significant incidents.

Department Responsibilities:

The Fire Chief, assisted by the Administrative Secretary, is responsible for planning and forecasting, record keeping, professional standards, hiring processes, and budgeting. Although there is some overlap of responsibilities, the Fire Department is divided into three major functional areas:

Emergency Operations – Supervised by the Operations Division Chief

Training, Emergency Medical Services (E.M.S.) – Supervised by the Training/E.M.S. Interim Division Chief

Fire Prevention, Disaster Preparedness, and Public Education – Supervised by the Fire Marshal

The following describes responsibilities, significant budget changes, accomplishments and milestones, strategic plan priorities, and performance measures for each functional area:

RESPONSIBILITIES

Emergency Operations:

Reduce the loss of life, property and environmental damage, and the effects of injuries and illness through the delivery of exceptional service.

The Emergency Operations Division is responsible for the day-to-day responses to emergency and non-emergency incidents. These incidents include, but are not limited to, structure and vehicle fires, wildland/urban interface or intermix fires, medical emergencies, hazardous materials response and mitigation, technical rescues, transportation/waterway emergencies, refinery/industrial emergencies, and general calls for public assistance.

Training/E.M.S.:

Provide appropriate training to prepare members for the delivery of excellent service to our community. Provide proper management and oversight of the emergency medical services program.

The Training/E.M.S. Division is responsible for managing all department training and oversight of the emergency medical services program. We pride ourselves on meeting or exceeding local, State, and Federal training standards. Training responsibilities include, but are not limited to, providing or coordinating new recruit and probationary training, providing or coordinating continuing education for Emergency Medical Technicians and Paramedics, providing or coordinating monthly proficiency training, performing testing and evaluation, conducting drills and exercises, providing or coordinating specialty training, and coordinating training with outside agencies. E.M.S. program oversight

includes our participation in and monitoring of the Solano County Emergency Medical Services Public Private Partnership, manages contracts for the Medical Director and Quality Assurance Coordinator, and E.M.S. record keeping.

Fire Prevention / Disaster Preparedness / Public Education / Code Enforcement:

Reduce the loss of life, property and environmental damage, and the effects of injuries and illness through effective prevention and public education programs

Responsibilities include code compliance, fire cause determination, fire and life safety education, plan review, and disaster preparedness. Examples of duties include preparing department and community members to manage disaster incidents by providing well-trained staff to assess and evaluate the situation, facilitate communications, and plan response from an operationally efficient emergency operations center. Provide accurate information to the Council and to the residents of Benicia and surrounding areas. Coordinate the acquisition of needed resources and work closely with the county and other cities for more effective overall response. The program is managed by the Fire Department for the benefit of the City as a whole.

In addition, the Community Preservation Officer assigned to the Fire Department, supports the majority of the departments in the City working with weed abatement, trash/garbage abatement, complaints, investigations, fence issues, retainer walls, graffiti, storm water incidents, illegal fireworks, vacant homes, and inspections at the weekly Farmer's Market and similar events that are held in the downtown area(s).

Significant Budget Changes

Emergency Operations:

1. Maintain three vacant firefighter/paramedic positions. This has resulted in a continued annual net savings of approximately \$175,000 after paying for an increase in overtime to maintain daily staffing levels.
2. Renewed the Public Private Partnership contractual agreement between the City of Benicia and Medic Ambulance. This agreement provides an additional \$170,000 per year for first response paramedic services being provided by the Benicia Fire Department. This is an increase of \$30,000 per year since the inception of the program.
3. Expenditures have been reduced by obtaining selected disposable emergency medical supplies from Medic Ambulance as part of the Public Private Partnership agreement.

Training:

1. With the reduction of the training overtime budget in the prior year, we have had a reduction in the amount of outside training opportunities for Fire Department members. However, all mandated training has been continued.
2. All mandated outside training, such as for the Solano County Inter Agency Hazardous Materials Team, and continuing EMS education training will continue to be funded.

Prevention:

1. As the plan check budget was reduced by 25%, plan checks are now down in-house. An outside consultant is only used on significant projects.
2. As the public education budget was reduced by 25%, we are limited on public educational materials.

Disaster Preparedness:

1. The Citywide Emergency Operations training budget was reduced by approximately 25%. The remaining budget allows us to fund some training exercises, but will not support expansion of programs or technology in the emergency operations center.
2. The Benicia Emergency Response Team (B.E.R.T) budget has been reduced by approximately 50%. The prior years budget was increased to fund an Internet based B.E.R.T. training program, additional community caches and other supplies. The budget is being reduced back to the level it was before the increase was made for the new training program. This funding amount will maintain the program at current levels.

Accomplishments/Milestones Fiscal Years 2009-2011**Emergency Operations:**

1. Implemented a plan to replace the Aerial Ladder with a newer model. Provisions have been made to accept delivery of a used Aerial Ladder, which is much newer than the existing unit. This was needed due to the expense and unreliability of the current unit.
2. Revised the role of the Fire Department's Phoenix Volunteer Group.
3. Implemented a Reserve Firefighter program.
4. Updated the Emergency Operations Center audio visual equipment.
5. Purchased new laptop computers for Emergency Operations Center.

6. Reclassified three Firefighter Paramedics as Fire Engineers to improve operational effectiveness.

Training:

1. Implemented a new electronic training management program (Target Safety). This program has streamlined training activities, particularly in the area of testing and measurement. In addition to scheduling, it provides online documentation and statistical analysis features.
2. Continued Internet based Benicia Emergency Response Team (B.E.R.T.) training program. This program allows maximum flexibility for students who have a difficult time attending courses in a rigid classroom schedule.
3. Continued Technical Rescue training for all fire personnel in the areas of vehicle extrication, high and low angle rope rescue, and confined space rescue.
4. Continued wildland training for all fire personnel for compliance with the 310-1 California Incident Command and Certification System Standard. This training encompasses specific awareness, technical, and incident command level training for each position (firefighter, engineer, and captain).
5. Continued training in all disciplines (fire, emergency medical services, hazardous materials, prevention, and technical rescue). This training is required to meet State and Federal standards for continued firefighter proficiency.
6. Continued citywide disaster response and training sessions in accordance with Federally mandated requirements.
7. Continued large-scale emergency operations center exercises in conjunction with outside agencies.
8. Completed certified water rescue training for all fire personnel.
9. Completed off-road train-the-trainer program for three people. This program will be utilized to formalize our off-road capability for wildland firefighting.

Administration:

1. Conducted a promotional process for firefighter/engineer. Six engineers were promoted over the past two years.
2. Due to the retirement of a Division Chief, conducted a recruitment process for a new Division Chief utilizing a third-party company. A testing and evaluation process followed the recruitment process. A new Division Chief was hired in June 2010.
3. Completed the replacement of the fire communications equipment in preparation for the 2011/2012 mandated narrow banding frequency requirement.
4. Continued the development and implementation of a structured labor/management process. This process has strengthened the relationship between labor and management, and has provided the framework for future growth and professional development.

5. Completed a reorganization of the fire department. The reorganization has not been fully implemented, as changes are being implemented Citywide on a continued basis.
6. Implemented a new electronic staffing program (TeleStaff). This program cut over 80% of the administrative time needed to perform staffing functions and related documentation. The next phase of this program will be to implement an electronic timecard module.
7. Implemented a new electronic Pre-Hospital Care Report program. This program streamlined the emergency medical reporting documentation process, and provided a better mechanism for quality assurance and accountability.
8. Completed the remodel of the Station 12 dormitories. Bathroom and kitchen facilities will be updated prior to the end of the fiscal year.
9. Completed Community Alert and Notification System upgrades. These upgrades were implemented to automate the system for more efficient use during an emergency activation.

Prevention:

1. Developed and implemented the Safe Surrender program.
2. Established new Vegetation Management Contract.
3. Adopted new City of Benicia Fire and Life Safety Code (BMC 8.28)
4. Established new Police/Fire Chaplin program.
5. Improved Fire Code permit billing process.
6. Continued development of company fire inspections and permit program.

Disaster Preparedness:

1. Conducted two BERT academy classes, #23 and #24
2. Conducted a Citywide drill including BERT, MRC, BARC, VIPS, BFD and Red Cross.
3. Conducted one tabletop exercise utilizing the EOC.
4. Purchased a storage container for emergency disaster and training supplies.
5. Completed several functional drills to exercise the amateur radio services system.

Public Education:

1. Provided continued updated information on the City of Benicia Community Alert and Notifications System.
2. Working with Valero to continue public education components.

Citywide Strategic Plan Action Items

Strategic Issue #1: Protecting Community Health and Safety	
	Strategy #1: Provide modern and functional public safety facilities
	Action 1(b): Construct Fire Station 12 dormitory

Strategic Issue #1: Protecting Community Health and Safety	
	Strategy #2: Maintain adequate staffing for public safety and a strong EMS program
	Action 2(b): Maintain current public safety staffing levels

Strategic Issue #1: Protecting Community Health and Safety	
	Strategy #3: Provide a high state of preparedness for disaster/emergencies
	Action 3(a): Educate our citizens on the Community Alert Notification System and conduct EOC trainings Action 3(b): Establish a community real-time air monitoring system to alert the City and affected community of significant air quality issues

Desired Outcomes and Performance Measures:

National Survey Measure & Ranking	Actual 2009-10	Projected 2010-11	Proposed 2011-12	Proposed 2012-13
N/A				

Other Division Performance Measures

Administration and Prevention				
Inspect 90% of all State mandated inspections annually.	50%	75%	100%	100%
Inspect 50% of all businesses in the City annually.	48%	51%	90%	90%
Emergency Operations				
Arrive on scene to 95% of all emergency medical calls for service within 7 minutes from the time the station is alerted.	95%	96%	95%	95%
Arrive on scene to 90% of all first alarm structure fires with two engines, one rescue/truck and a duty chief within nine minutes from the time of dispatch. This measure is for Benicia Fire Department resources and does not include automatic or mutual aid.	100%	100%	90%	90%
Training and Disaster Preparedness				
Conduct at least two emergency operation center tabletop exercises each year.	1	1	2	2
Conduct at least four exercises or events each year with the Benicia Emergency Response Team members.	2	2	4	4

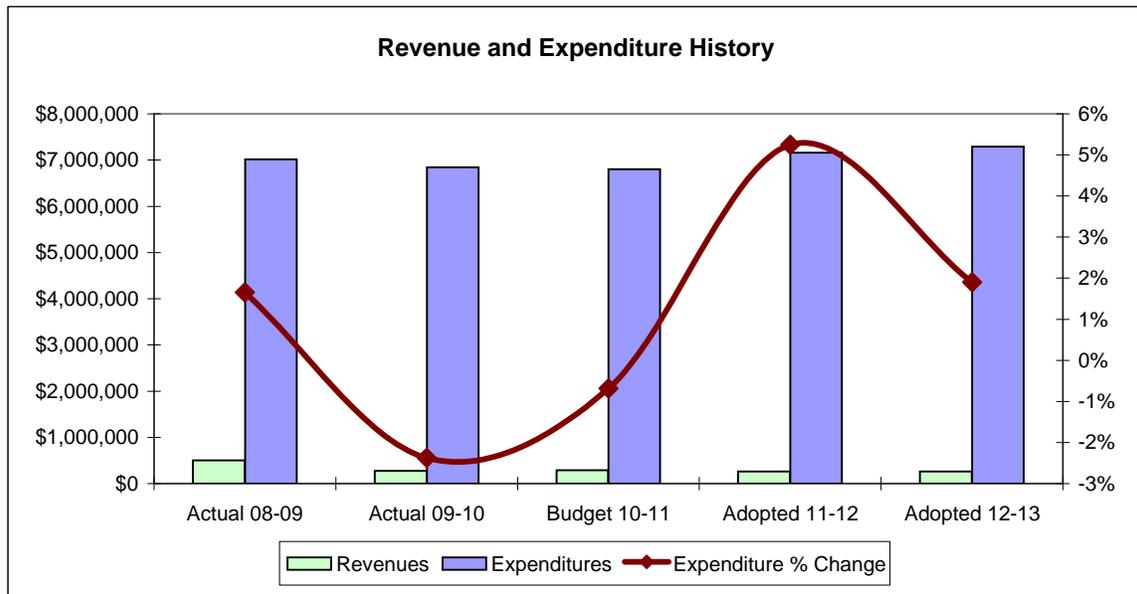
Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Fire Chief	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief-Operations	1.00	1.00	-	-	-
Division Fire Chief	2.00	2.00	2.00	2.00	2.00
Fire Marshal	-	-	1.00	1.00	1.00
Assistant Fire Marshal	1.00	1.00	-	-	-
Admin Captain - Training	1.00	-	-	-	-
Fire Captain	6.00	6.00	6.00	6.00	6.00
Firefighter/Engineer	6.00	6.00	9.00	9.00	9.00
Paramedic/Firefighter	15.00	15.00	12.00	12.00	12.00
Firefighter	3.00	3.00	3.00	3.00	3.00
Management Analyst	-	-	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Comm. Preservation Officer	1.00	1.00	1.00	1.00	1.00
Sub-total	38.00	37.00	37.00	37.00	37.00
*Frozen Positions	(3.00)	(3.00)	(4.00)	(4.00)	(4.00)
Total	35.00	34.00	33.00	33.00	33.00

* In FY 2010-11, frozen positions include 2 Firefighters and 1 Paramedic/Firefighter and 1 Management Analyst. In FY11-13, it is projected to include the same positions. The Management Analyst position is currently being shared 50/50 with the Police Department.

Fire

Fund 010 Division 6205	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 500,430	274,345	290,000	308,860	260,000	-10%	260,000	0%
Expenditures								
Salary & Wages	\$ 4,393,710	4,325,035	4,093,250	4,079,270	4,146,880	1%	4,165,700	0%
Benefits	1,806,975	1,855,795	1,870,475	1,892,090	2,051,060	10%	2,135,560	4%
Services & Supplies	405,170	387,800	421,330	414,270	439,810	4%	439,810	0%
Capital Outlay	60,615	67,360	86,260	85,100	82,260	-5%	82,260	0%
Internal Service Charges	346,830	210,805	328,870	325,540	436,845	33%	469,750	8%
Expenditure Total	\$ 7,013,300	6,846,795	6,800,185	6,796,270	7,156,855	5%	7,293,080	2%
Net Contribution / (Use)	\$ (6,512,870)	(6,572,450)	(6,510,185)	(6,487,410)	(6,896,855)		(7,033,080)	



**Parks and Community Services Department
FY 2011-12 & FY 2012-13**

Mission:

To provide recreational experiences that promote health and wellness, foster human development and increase cultural unity.

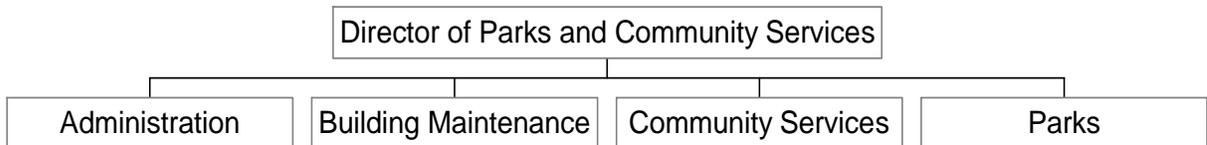
Vision:

To improve the quality of life for all by offering a variety of recreational experiences, provide quality facilities and services, protect natural and historic areas, and develop educational opportunities throughout the City.

Values:

- We believe in honesty and integrity.
- We believe in teamwork and collaboration with our community partners.
- A culture of enjoyment, fun and celebration.
- Quality and continuous progress in all our efforts.

Organization Chart



Department Responsibilities:

The Parks and Community Services Department operates a variety of programs and services for the residents of Benicia. The Department currently maintains and operates 211 developed park and landscaped acres, plus one 577-acre regional park, 35 city-owned buildings, 1 City-owned cemetery, 1 swimming pool facility, and 1 community center. The Department has responsibility for over 68 open space access areas and maintenance of 5 landscape and lighting district.

Significant Budget Changes

See Division Narratives

Staffing Summary: Full Time Employee Equivalent Positions

Department Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Adopted 2011-12	Adopted 2012-13
010-9405 Administration	4.00	5.00	5.00	3.50	3.50
010-9205 Building Maintenance	9.50	8.50	8.50	9.50	9.50
010-9305 Community Services	5.50	5.00	5.00	5.00	5.00
010-9505 Parks	9.00	8.50	8.50	7.50	7.50
010-9050 Community Center	1.00	1.00	1.00	1.00	1.00
010-9054 BUSD Fields	3.56	3.56	3.56	2.56	2.56
052-9052 Residential L & L	2.70	2.70	2.70	2.41	2.41
056-9056 Fleetside L & L	1.13	0.56	0.56	0.76	0.76
071-9071 Columbus Parkway L & L	0.05	0.05	0.05	0.10	0.10
072-9072 East 2nd L & L	0.13	0.13	0.13	0.13	0.13
073-9073 Goodyear L & L	-	-	-	0.04	0.04
Sub-total	36.57	35.00	35.00	32.50	32.50
* Frozen positions	-	(2.00)	(2.00)	(3.00)	(3.00)
TOTAL	36.57	33.00	33.00	29.50	29.50

* Frozen Positions - Building Division - 1 Maintenance Worker III; BUSD Fields - 1 Maintenance Worker III; Community Center - 1 Custodian.

Expenditure Summary

Division	Actual 2008-09	Actual 2009-10	Amended 2010-11	Proposed 2011-12	Proposed 2012-13
010-9405 Administration	\$ 531,130	\$ 735,145	\$ 728,655	\$ 487,245	\$ 492,455
010-9205 Building Maintenance	1,136,975	913,285	948,690	1,043,395	1,068,360
010-9305 Community Services	1,844,480	1,670,710	1,653,185	1,674,560	1,687,790
010-9505 Parks	1,233,140	1,152,565	1,215,090	1,183,470	1,214,575
010-9050 Community Center	157,930	140,050	143,000	267,870	267,870
010-9054 BUSD Fields	244,695	264,165	293,530	210,695	213,230
052-9052 Residential L & L	322,435	336,895	357,925	335,185	338,455
056-9056 Fleetside L & L	128,355	58,270	142,335	114,730	115,970
071-9071 Columbus Pkwy L & L	6,620	7,420	26,735	26,580	26,755
072-9072 East 2nd L & L	36,710	24,720	38,545	33,390	33,605
073-9073 Goodyear L & L	920	3,005	23,560	7,135	7,200
TOTAL	\$ 5,643,390	\$ 5,306,230	\$ 5,571,250	\$ 5,384,255	\$ 5,466,265

**Parks and Community Services Department
Administration Division
FY 2011-12 & FY 2012-13**

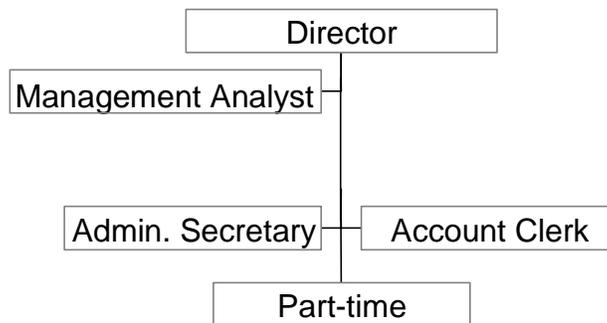
Mission:

The Administration Division seeks to improve the quality of life of the Benicia community by providing exceptional programs, services and facilities at a good value to our residents and customers and preserve our city's natural and historic resources.

Vision:

Continue to improve customer service and the public image of the Department.

Organization Chart



Accomplishments/Milestones FY 2009-11:

- Construction of Benicia Community Center
- Tree City USA-3 years
- National recognition for arboriculture for comprehensive arboriculture program.
- Negotiated with telecommunications companies for future cell phone tower leases.
- Adopted re-use study for COQ
- Initiated RFP for COQ

Citywide Strategic Plan Action Items:

Strategic Issue #5: Maintain and Enhance a High Quality of Life

Strategy #2: Implement the Downtown Master Plan

Action 2(a): Pursue planning grant for Downtown Waterfront Park

Strategic Issues:

- Evaluate fees for programs and services.
- Build on the citywide emergency management plan and prepare parks and facilities for citywide emergencies.
- Update the Parks, Trails and Open Space Master Plan.
- Replace existing playground equipment located Jack London Park.
- Repair asphalt road at City Cemetery and several parks throughout the park system.
- Interior and landscape improvements at the Commanding Officer's Quarter's. (Phase II)

Performance Measures:

Measure	Actual 2010-11	Target 2011-12	Target 2012-13
Percentage of customers accessing the online registration	2%	5%	10%
Number of volunteer hours	2,800	2,900	2,900

Significant Budget Changes:

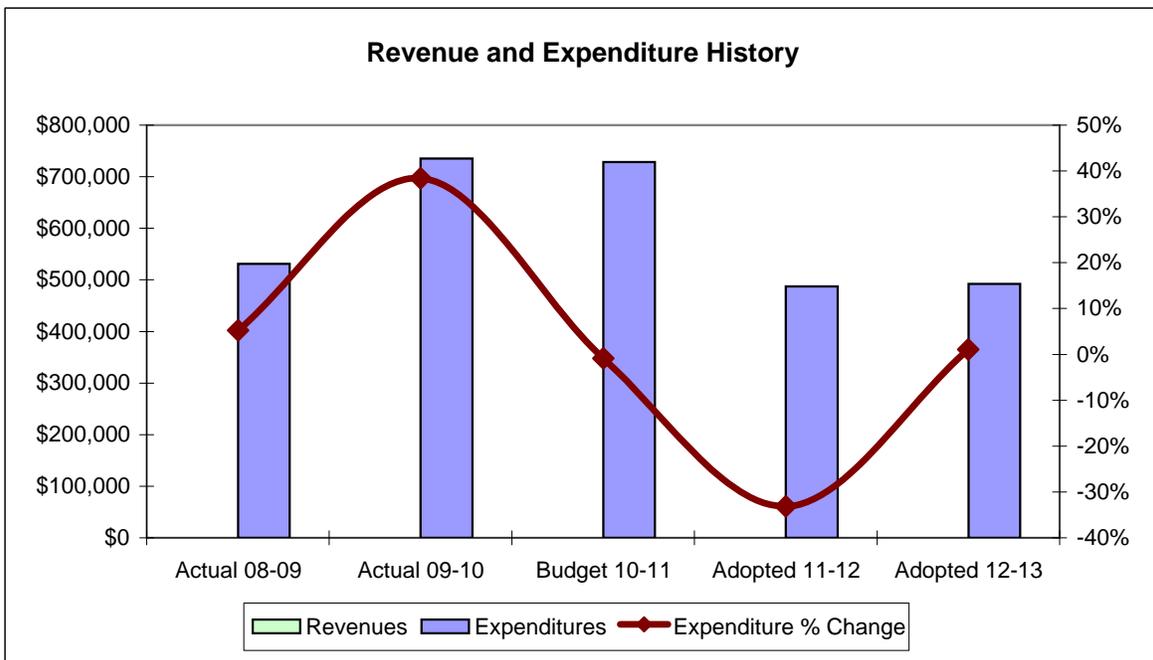
50% of the Management Analyst position has been reallocated to the Economic Development Division of the City Manager's Office.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Parks & Comm Svc Director	1.00	1.00	1.00	1.00	1.00
Asst P&CS Director	-	1.00	1.00	-	-
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Sr Account Clerk	1.00	1.00	1.00	1.00	1.00
Management Analyst II	1.00	1.00	1.00	0.50	0.50
Total	4.00	5.00	5.00	3.50	3.50

Parks & Community Services Administration

Fund 010 Division 9405	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 0	0	0	0	0	-	0	-
Expenditures								
Salary & Wages	\$ 373,695	519,150	501,855	501,855	324,790	-35%	325,115	0%
Benefits	139,610	203,685	212,045	212,045	148,805	-30%	153,395	3%
Services & Supplies	13,420	8,310	9,985	9,065	9,140	-8%	9,140	0%
Capital Outlay	700	430	500	500	500	0%	500	0%
Internal Service Charges	3,705	3,570	4,270	4,280	4,010	-6%	4,305	7%
Expenditure Total	\$ 531,130	735,145	728,655	727,745	487,245	-33%	492,455	1%
Net Contribution / (Use)	\$ (531,130)	(735,145)	(728,655)	(727,745)	(487,245)		(492,455)	



**Parks and Community Services Department
Building Maintenance
FY 2011-12 & FY 2012-13**

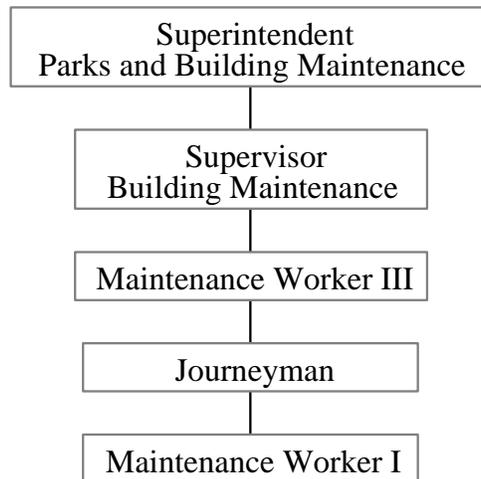
Mission:

The Building Maintenance Division is responsible for managing the maintenance of 35 city-owned facilities, 1 swimming pool facility, and 1 Community Center. The Division performs a wide range of building and equipment repairs, emergency facility calls, preventative maintenance, and building alterations. The Division also manages the work of private vendors who provide specialized maintenance and construction services. Custodial services are provided to ensure a safe and clean environment for users.

Vision:

To provide safe and well-maintained facilities for public use to enrich the recreational experience of patrons.

Organization Chart



Accomplishments/Milestones FY 2009-11:

- Purchased and installed donor pavers at the X-Park.
- Completed renovation of the Police Department’s shower area.
- Installed new restroom at Jack London Park.
- Installed flagpole on corner of First Street and Military Ave. for Tree City USA flags.
- Completed James Lemos Swim Center roof repair and ADA upgrades.

- Replaced 110 lineal feet of sidewalk in front of the James Lemos Swim Center.
- Painted the exterior of the Clock Tower windows.

Citywide Strategic Plan Action Items:

Strategic Issue #5: Maintain and Enhance a High Quality of Life

Strategy #4: Preserve City owned historic structures

Action 4(b): Improve and restore City-owned historic structures

Strategic Issues

- Repair asphalt road at City Cemetery.
- Enhance existing facilities by upgrading and renovating the exterior and interior of buildings.
- Expand green management practices to reduce carbon footprint.

Performance Measures

Measure	Actual 2010-11	Target 2011-12	Target 2012-13
Overall satisfaction with facilities or centers (City of Benicia, National Citizen Survey)	79%	82%	83%
Compliance with maintenance standards (as determined by an inspection completed quarterly for a representative sample of buildings and parks)	N/A	Develop guidelines for the program	
Average time to respond and address a building or parks issue	24 hours	24 hours	24 hours

Significant Budget Changes

- Reduced James Lemos Swim Center operation from 10 months to 8 months.
- One additional Building Maintenance Worker III position frozen for a total of two.

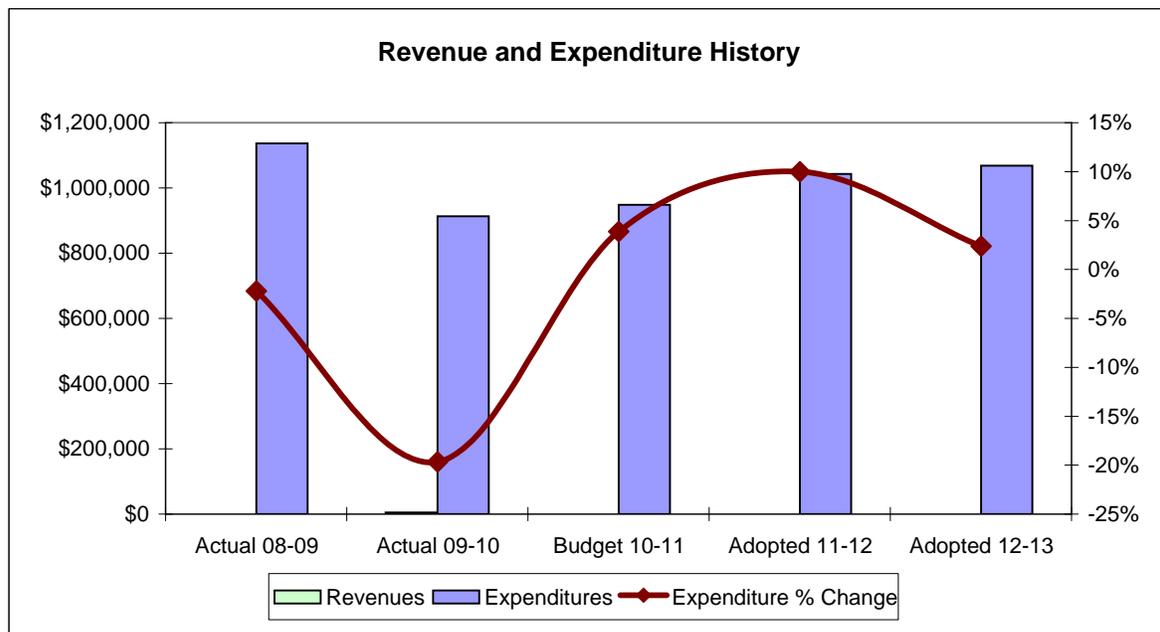
Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Maint Worker III	3.00	2.00	2.00	2.00	2.00
Asst Parks & Comm Svcs Director	0.50	-	-	-	-
Maintenance Custodian	3.00	3.00	3.00	3.00	3.00
Parks & Comm Svcs Superintendent	1.00	0.50	0.50	0.50	0.50
Parks & Bldg Maint Supervisor	-	1.00	1.00	1.00	1.00
Parks Landscape & Bldg Maint Journeyman	2.00	2.00	2.00	3.00	3.00
Sub-total	9.50	8.50	8.50	9.50	9.50
* Frozen Position	-	(1.00)	(1.00)	(2.00)	(2.00)
Total	9.50	7.50	7.50	7.50	7.50

*Frozen Postion - 2 Maintenance Worker III.

Building Maintenance

Fund 010 Division 9205	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 105	5,300	0	1,230	0	-	0	-
Expenditures								
Salary & Wages	\$ 529,955	411,080	405,540	399,475	456,510	13%	458,150	0%
Benefits	260,425	210,150	221,150	220,820	268,555	21%	279,760	4%
Services & Supplies	326,495	286,125	309,045	294,390	299,810	-3%	309,810	3%
Capital Outlay	0	0	0	0	0	-	0	-
Internal Service Charges	20,100	5,930	12,955	12,875	18,520	43%	20,640	11%
Expenditure Total	\$ 1,136,975	913,285	948,690	927,560	1,043,395	10%	1,068,360	2%
Net Contribution / (Use)	\$ (1,136,870)	(907,985)	(948,690)	(926,330)	(1,043,395)		(1,068,360)	



**Parks and Community Services Department
Community Services
FY 2011-12 & FY 2012-13**

Mission:

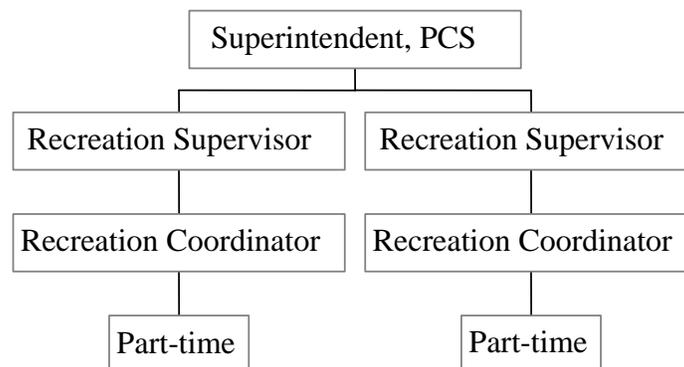
The Community Services Division is responsible for providing a wide variety of recreational programs, events, and services to a broad spectrum of individuals and community groups. Programs range from instructional classes, youth and adult sports, after-school program, camps, preschool, facility rentals, and special events. The Division is also responsible for the quarterly recreation brochure and the scheduling of City sports fields.

The Division's programs and events reach individuals of all ages and walks of life. The Division is continually pursuing ways to meet the community's needs and improve the quality of our programs.

Vision:

Provide healthy and enriching programs and encourage an active lifestyle by offering a variety of recreational experiences.

Organization Chart



Accomplishments/Milestones FY 2009-11:

- Implemented a monthly senior luncheon program.
- Expanded Senior Health and Wellness programs.
- Continued to implement a marketing campaign to promote the values of Parks and Recreation.
- Expanded programs and classes to meet the communities interests and needs.

Strategic Issues:

- Actively pursue opportunities with the School District to provide facilities on campus for after-school and summer programs.
- Develop and implement opportunities for additional senior programming.
- Continue arts learning by offering classes, camps and incorporating art into after-school and summer camps.
- Operate a new community center.

Performance Measures

Measure	Actual 2010-11	Target 2011-12	Target 2012-13
Number of participants registered in recreation classes and programs	10,645	11,000	11,200
Customer satisfaction with recreational opportunities (City of Benicia, National Citizen Survey)	84%	85%	86%
Participated in recreation program or activity (City of Benicia, National Citizen Survey)	58%	61%	62%

Significant Budget Changes

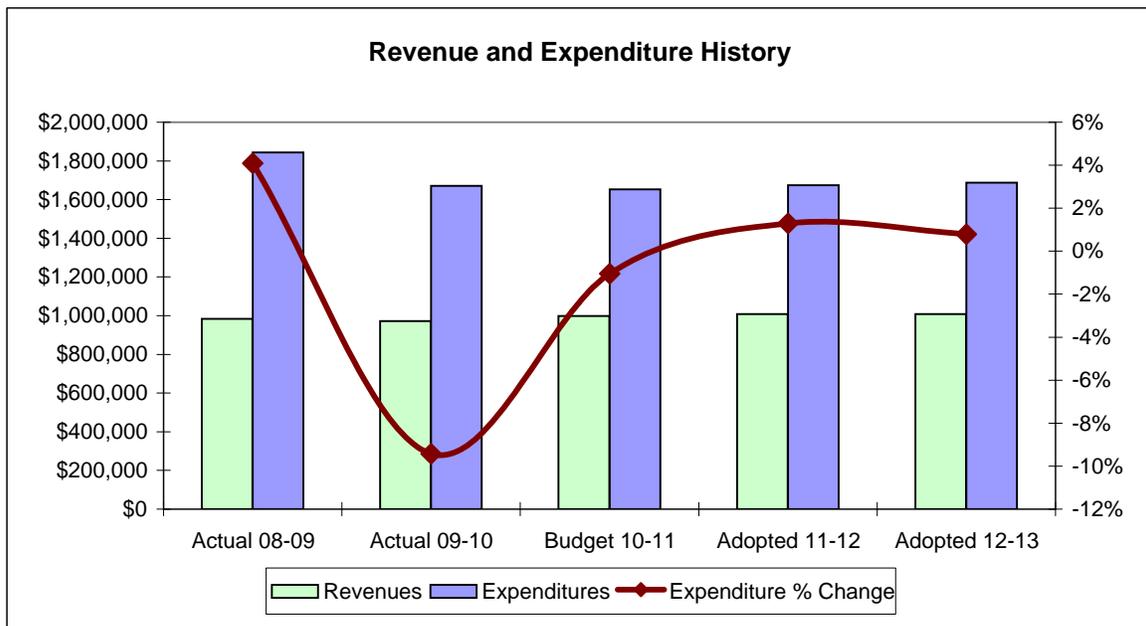
- Reduced operating supply account.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
Asst Parks & Comm Svcs Director	0.50	-	-	-	-
Parks & Comm Svcs Superintendent	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	2.00	2.00	2.00	2.00	2.00
Total	5.50	5.00	5.00	5.00	5.00

Community Services

Fund 010 Division 9305	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 982,810	971,325	998,030	998,030	1,008,230	1%	1,008,230	0%
Expenditures								
Salary & Wages	\$ 1,201,025	1,110,020	1,073,180	1,070,450	1,079,100	1%	1,083,125	0%
Benefits	205,840	180,115	178,050	178,015	183,960	3%	191,240	4%
Services & Supplies	420,745	372,430	376,685	378,050	378,300	0%	378,300	0%
Capital Outlay	0	0	0	0	0	-	0	-
Internal Service Charges	16,870	8,145	25,270	24,810	33,200	31%	35,125	6%
Expenditure Total	\$ 1,844,480	1,670,710	1,653,185	1,651,325	1,674,560	1%	1,687,790	1%
Net Contribution / (Use)	\$ (861,670)	(699,385)	(655,155)	(653,295)	(666,330)		(679,560)	



**Parks and Community Services Department
Parks and Cemetery Division
FY 2011-12 & FY 2012-13**

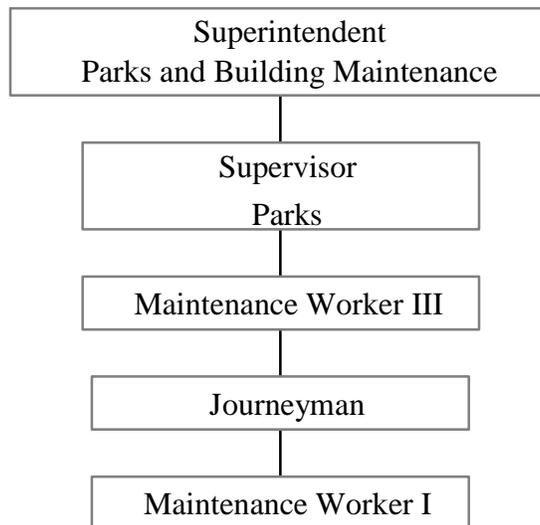
Mission:

The Park and Cemetery Division is responsible for providing safe landscape and park facilities to meet the needs of the diverse user groups within the community. The Division upgrades and maintains approximately 211 developed acres of park and landscape areas including the City Cemetery and 5 Lighting and Landscape Districts, a 577-acre regional park and 68 open space access areas.

Vision:

Provide safe and well-maintained athletic facilities, play areas, picnic areas, and playground structures.

Organization Chart



Accomplishments/Milestones FY 2009-11:

- Continued our efforts to eliminate hazards and liability issues in parks.
- Replaced the playground structure at Channing Circle Park and Arneson Park.
- Continued the IPM program to minimize chemical usage in the park system.
- Continued the annual tree maintenance program.

- Prepared for activation of the Evapotranspiration Irrigation Controller System at Jack London Park, Benicia Community Center, Waters End and Skillman Park.

Strategic Issues:

- Repair and replace playground structures and park equipment as necessary.
- Actively pursue opportunities to fund projects within park sites.
- Complete implementation of satellite watering system.

Performance Measures

Measure	Actual 2010-11	Target 2011-12	Target 2012-13
Overall satisfaction with parks (City of Benicia, National Citizen Survey)	97%	98%	98%
Average time to respond and address a building or parks issue	24 hours	24 hours	24 hours
Estimated total training hours on environmentally sensitive practices (e.g., water, IPM, LEED, energy conservation)	60	65	70
Cubic yards of mulch delivered (assist with water conservation and weed control)	200	250	275
Number of park sites with the evapotranspiration controller irrigation system (satellite irrigation)	2	3	5

Significant Budget Changes

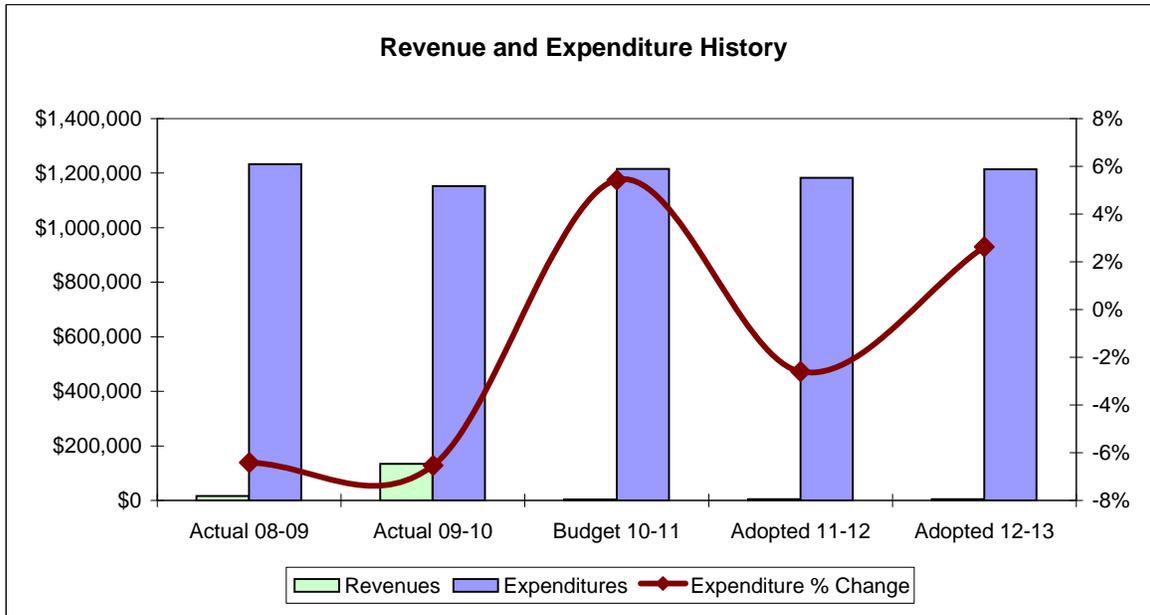
- Reduced contract services account
- Adjusted utilities to actual (adjustment due to evapotranspiration irrigation control system)
- Reduced staff due to layoff

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Parks & Bldg Maint Supervisor	1.00	1.00	1.00	1.00	1.00
Parks Landscape & Bldg Maint Journeyman	5.00	5.00	5.00	5.00	5.00
Maintenance Worker III	1.00	1.00	1.00	-	-
Irrigation Specialist	1.00	1.00	1.00	1.00	1.00
Parks & Comm Svcs Superintendent	1.00	0.50	0.50	0.50	0.50
Total	9.00	8.50	8.50	7.50	7.50

Parks & Cemetery

Fund 010 Division 9505	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 15,925	134,280	3,640	10,660	4,960	36%	4,960	0%
Expenditures								
Salary & Wages	\$ 546,475	559,950	530,225	529,025	508,310	-4%	510,250	0%
Benefits	237,005	242,980	248,650	248,630	252,840	2%	263,810	4%
Services & Supplies	395,285	341,220	404,490	365,645	380,645	-6%	390,645	3%
Capital Outlay	0	0	0	0	0	-	0	-
Internal Service Charges	54,375	8,415	31,725	31,715	41,675	31%	49,870	20%
Expenditure Total	\$ 1,233,140	1,152,565	1,215,090	1,175,015	1,183,470	-3%	1,214,575	3%
Net Contribution / (Use)	\$ (1,217,215)	(1,018,285)	(1,211,450)	(1,164,355)	(1,178,510)		(1,209,615)	



**Parks and Community Services Department
BUSD Fields
FY 2011-12 & FY 2012-13**

Mission:

Maintenance of the turf play areas at Benicia High School and Benicia Middle School. This includes turf maintenance, irrigation maintenance and repair, and pest management.

Vision:

Provide safe and well-maintained turf areas.

Organization Chart

(Same as Parks)

Accomplishments/Milestones FY 2009-11:

- Continued the rehabilitation of all turf areas.
- Continued to maintain safe and playable turf areas.

Strategic Issues:

- Installation of irrigation and drainage on lower JV baseball field at Benicia High School.
- Repair outfield turf on field 1 and field 2 at Benicia Middle School.
- Replace infield mix on field 1 and field 2 at Benicia Middle School.

Significant Budget Changes

- Reduced field maintenance from four (4) sites to two (2) sites (eliminated Robert Semple and Joe Henderson school)
- Reduction of operating supplies account.
- Reduction of contract services account.
- Adjusted utilities to actual.

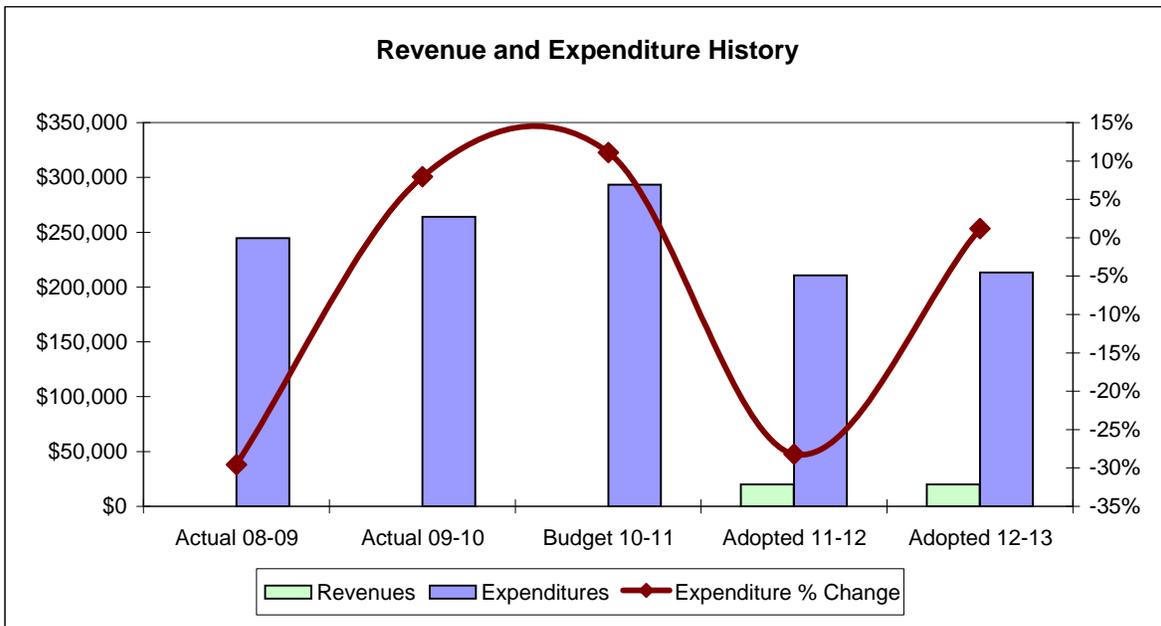
Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Maintenance Worker III	1.06	1.06	1.06	1.06	1.06
Parks Landscape & Bldg Maint Worker	2.50	1.00	1.00	-	-
Parks Landscape & Bldg Maint Journeyman	-	1.50	1.50	1.50	1.50
Sub-total	3.56	3.56	3.56	2.56	2.56
*Frozen Position	-	(1.00)	(1.00)	(1.00)	(1.00)
Total	3.56	2.56	2.56	1.56	1.56

*Frozen Position - Maintenance Worker III.

BUSD Fields Maintenance

Fund 010 Division 9054	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 0	0	0	0	20,000	-	20,000	0%
Expenditures								
Salary & Wages	\$ 105,260	124,105	140,965	140,965	109,870	-22%	109,870	0%
Benefits	64,880	80,260	87,585	87,680	58,845	-33%	61,380	4%
Services & Supplies	72,600	57,380	61,940	52,300	39,300	-37%	39,300	0%
Capital Outlay	0	0	0	0	0	-	0	-
Internal Service Charges	1,955	2,420	3,040	2,590	2,680	-12%	2,680	0%
Expenditure Total	\$ 244,695	264,165	293,530	283,535	210,695	-28%	213,230	1%
Net Contribution / (Use)	\$ (244,695)	(264,165)	(293,530)	(283,535)	(190,695)		(193,230)	



**Parks and Community Services Department
Benicia Community Center
FY 2011-12 & FY 2012-13**

Mission:

The community center will allow for the improvement and growth of current programs as well as the development of new classes and services.

Vision:

The Community Center will be more than a building for classes or meetings, rather it will be a destination for experiences.

Organization Chart

(See Community Services Organization Chart)

Accomplishments/Milestones FY 2009-11:

- Completed construction of the Benicia Community Center
- Began process to LEED certification for the Center.
- Received funding for solar panels in the parking lot.

Citywide Strategic Plan Action Items:

Strategic Issue #2: Protecting and Enhancing the Environment

Strategy #3: Pursue and adopt sustainable practices

Action 3(a): Pursue LEED certification for Community Center

Strategic Issue #5: Maintain and Enhance a High Quality of Life

Strategy #1: Provide community activity centers

Action 1(a): Complete design of Community Center

Action 1(b): Complete construction of Community Center

Strategic Issues:

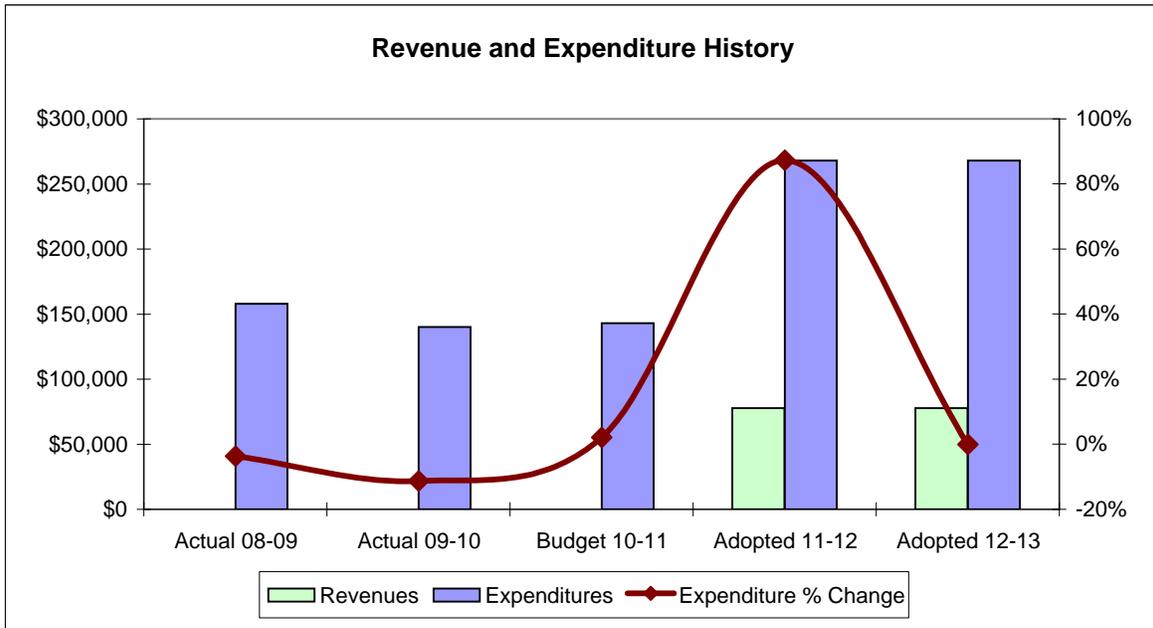
- Open and operate Community Center.
- Develop and implement programs, classes and services that meet the needs of the community.
- Complete LEED Certification of Building.

Staffing Summary: Full Time Employee Equivalent Positions

Division Personnel	Actual 2008-09	Actual 2009-10	Actual 2010-11	Proposed 2011-12	Proposed 2012-13
Maintenance Custodian	1.00	1.00	1.00	1.00	1.00
Sub-total	1.00	1.00	1.00	1.00	1.00
*Frozen Position	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
Total	-	-	-	-	-

Benicia Community Center

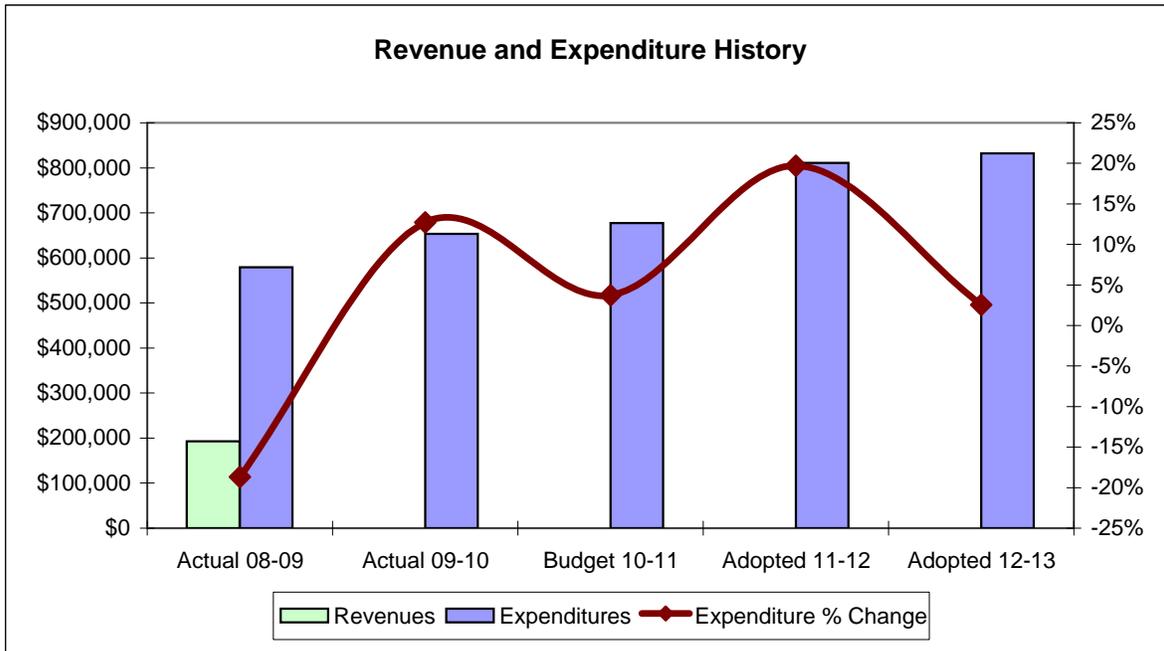
Fund 010 Division 9050	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 0	0	0	0	77,700	-	77,700	0%
Expenditures								
Salary & Wages	\$ 0	0	0	0	45,000	-	45,000	0%
Benefits	0	0	0	0	1,240	-	1,240	0%
Services & Supplies	157,930	140,050	143,000	143,000	220,500	54%	220,500	0%
Internal Service Charges	0	0	0	0	1,130	-	1,130	0%
Expenditure Total	\$ 157,930	140,050	143,000	143,000	267,870	87%	267,870	0%
Net Contribution / (Use)	\$ (157,930)	(140,050)	(143,000)	(143,000)	(190,170)		(190,170)	



Insurance Programs

The Insurance Program Division is responsible for reporting the general liability costs of the City. The City is self-insured for up to \$25,000 per occurrence and has excess coverage through the ABAG Public Liability Assurance Plan for up to \$5 million per claim. The cost associated with Workers' Compensation have been transferred to the Workers' Compensation Internal Service Fund.

Fund 010 Division 3132	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 192,935	0	0	0	0	-	0	-
Expenditures								
Services & Supplies	579,525	653,190	677,650	686,145	811,235	20%	831,965	3%
Expenditure Total	\$ 579,525	653,190	677,650	686,145	811,235	20%	831,965	3%
Net Contribution / (Use)	\$ (386,590)	(653,190)	(677,650)	(686,145)	(811,235)		(831,965)	



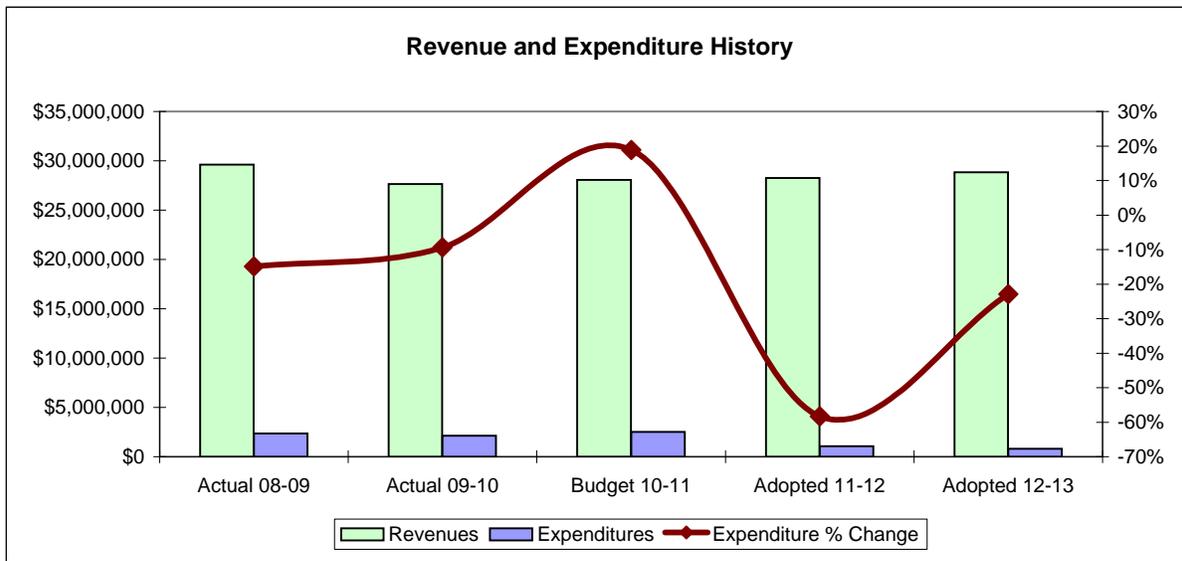
Non-Departmental Division

The Non-Department Division is used to account for revenues and expenditures that are not linked to a single departments activities. The revenues section collects the majority of all General Fund revenues, including Property Tax, Sales Tax, Utility Users Tax and Franchise Fees. The expenditures section records many of the expenses that are shared between departments, such as office supplies, telephone supplies, and consultants used on citywide projects.

Acct	Fund 010 Division 2405	Actual	Actual	Amended	Estimated	Adopted		Adopted	
		2008-09	2009-10	2010-11	2010-11	2011-12	%	2012-13	%
				(1)		(2)	(2/1)	(3)	(3/2)
Revenues									
7011	Property Tax-Secured	\$ 12,423,905	11,525,105	11,236,830	11,252,830	11,894,850	6%	12,148,410	2%
7011	Unitary Tax	191,640	215,760	225,480	225,480	225,460	0%	225,460	0%
7011	Mills Act Agreements	(35,680)	(32,850)	(32,850)	(32,850)	(32,850)	0%	(32,850)	0%
7011	Valero Appeal Reimbursement	(582,880)	(348,740)	0	0	0	-	0	-
7011	Property Tax-Secured to Marina Fund	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)		(16,000)	
7012	Property Tax-Unsecured	472,730	679,250	616,465	616,355	370,570	-40%	377,980	2%
7012	Property Tax-Unsecured to Marina Fund	(48,000)	(49,000)	(50,000)	(50,000)	(48,000)	-4%	(48,000)	0%
7013	Prior Year Tax	(78,295)	1,140	0	(73,960)	0		0	-
7014	Homeowners Exemption	127,680	136,450	137,145	137,145	136,325	-1%	139,050	2%
7015	Payment In Lieu of Tax (PILOT)	0	0	63,375	63,375	32,360		32,360	
7017	Supplemental Property Tax	15,670	(1,450)	74,395	74,395	99,690	34%	124,615	25%
7018	Valero Property Tax Agreement	582,880	358,405	0	0	0	-	0	-
7121	Sales and Use Tax	5,140,500	4,249,620	3,965,000	3,965,000	4,146,975	5%	4,263,295	3%
7122	Sales Tax Triple Flip Offset	1,608,435	1,516,780	1,617,310	1,617,310	1,243,025	-23%	1,188,725	-4%
7135	Utility Users Tax - P G & E	1,091,540	1,096,975	1,103,200	1,103,200	1,204,825	9%	1,228,920	2%
7136	Utility Users Tax - C.T.V.	193,925	197,630	205,120	201,000	205,120	0%	209,225	2%
7137	Utility Users Tax - Communications	798,035	796,625	800,000	775,000	808,000	1%	816,080	1%
7138	Utility Users Tax - Valero	2,329,930	2,847,355	2,932,125	2,932,125	3,038,255	4%	3,038,255	0%
7207	Franchise Fee - Allied Waste	140,000	145,000	300,000	300,000	410,000	37%	470,475	15%
7208	Franchise Fee - P G & E	1,353,240	778,730	868,250	868,190	929,515	7%	996,230	7%
7209	Franchise Fee - Cable TV	350,220	361,085	378,000	360,000	363,600	-4%	367,240	1%
7210	Franchise Fee - Kinder Morgan	8,050	8,055	7,980	8,130	8,000	0%	8,000	0%
7211	Transient Lodging Tax	233,640	228,230	274,000	279,225	255,000	-7%	267,750	5%
7213	Business License Tax	441,605	444,365	462,000	462,000	462,000	0%	462,000	0%
7214	Real Prop. Transfer Tax	72,225	101,965	80,000	80,000	90,000	13%	100,000	11%
7411	Investment Earnings	491,505	181,865	251,000	257,000	220,000	-12%	200,000	-9%
7455	Rents & Concessions	106,655	107,640	438,000	438,000	250,000	-43%	250,000	0%
7502	State Vehicle License Fees (VLF)	65,225	82,140	150,000	100,000	110,000	-27%	120,000	9%
7502	VLF Swap	1,994,335	1,869,575	1,814,620	1,814,620	1,738,410	-4%	1,773,180	2%
7507	Mandated Cost Reimbursement	2,415	8,395	16,000	10,000	16,000	0%	16,000	0%
7696	Admin. Fee Assess. Districts	12,800	16,270	12,470	12,555	12,395	-1%	12,395	0%
7710	Refunds and Rebates	8,485	38,210	8,500	8,500	5,000	-41%	5,000	0%
7940	Miscellaneous Revenue	8,200	9,350	2,000	2,200	2,000	0%	2,000	0%
7999	Transfer In - Intermodal Transportation	17,535	0	0	0	0	-	0	-
7999	Transfer In - Water Fund	48,250	48,250	48,250	48,250	55,735	16%	56,295	1%
7999	Transfer In - Wastewater Fund	32,165	32,165	32,165	32,165	37,080	15%	37,450	1%
	Allocate Designated Reserves	0	0	43,375	43,375	0	-100%	0	-
Revenue Total		\$ 29,602,565	27,634,345	28,064,205	27,914,615	28,273,340	1%	28,839,540	2%

Non-Departmental Division

Fund 010 Division 2405	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	(2/1)	Adopted 2012-13 (3)	(3/2)
Revenue Total	\$ 29,602,565	27,634,345	28,064,205	27,914,615	28,273,340	1%	28,839,540	2%
Expenditures								
Salary & Wages	\$ 112,085	83,275	90,000	165,000	(1,378,610)	-1632%	(1,724,815)	25%
Services & Supplies	1,126,960	1,142,635	1,196,535	1,158,940	1,229,705	3%	1,244,240	1%
Capital Outlay	13,335	0	25,500	25,500	25,000	-2%	25,000	0%
Internal Service Charges	274,960	317,555	424,020	419,220	443,165	5%	526,405	19%
Debt Service	281,120	0	0	0	0	-	0	-
Interfund Transfers Out	540,210	585,505	795,065	748,155	735,785	-7%	742,485	1%
Expenditure Total	\$ 2,348,670	2,128,970	2,531,120	2,516,815	1,055,045	-58%	813,315	-23%
Transfers To/From Balance Sheet	(113,810)	(114,310)	0	0	0		0	
Net Contribution / (Use)	\$ 27,367,705	25,619,685	25,533,085	25,397,800	27,218,295		28,026,225	



Capital Projects and Non-Recurring Items

Acct	Fund 011 All Divisions	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	Adopted 2012-13 (3)
Revenues							
2405 7121	Valero VIP Construction Sales Tax	0	530,000	400,000	400,000	0	0
2405 7226	Nationwide Settlement	20,670	0	0	0	0	0
2405 7428	Advance from WW Connection	1,627,010	0	0	0	0	0
2405 7413	Investment Earnings from Advance	10,000	8,155	0	0	0	0
2405 7710	Refunds and Rebates	0	260,000	249,410	249,410	0	0
4105 7616	Plan Processing Fee	40,290	52,330	10,000	10,000	0	0
3105 7549	ABAG Accounting Grant	0	0	50,000	50,000	0	0
2405 7999	Transfer In - Facility Maintenance ISF	0	100,000	0	0	0	0
	Allocate Designated Reserves	0		245,230	245,230	0	0
	Revenue Total	\$ 1,697,970	950,485	954,640	954,640	0	0
Expenditures							
1205 8225	County Election Costs-3 Ballots	0	33,250	0	0	92,410	0
2405 8100	Citizen Surveys & Other Research	20,395	0	20,000	20,000	0	0
2405 8100	Reimbursable Abatement Costs	0	26,720	0	0	0	0
2405 8100	Compensation Survey	0	0	0	0	50,000	0
2405 8100	Contract Negotiations	0	13,325	108,960	108,960	0	0
2405 8100	Recruitment Contract	0	35,200	19,300	19,305	0	0
2405 8100	National Citizen Survey	0	0	17,650	17,650	0	0
2405 8100	ABAG Accounting Grant	0	0	50,000	50,000	0	0
2505 8260	Legal Fees & Settlements	170,000	100,000	50,000	50,000	0	0
2605 8256	Tourism Carry-Over	8,760	0	0	0	0	0
6105 8541	BERT Expenses - Setup (ABAG \$4k)	22,000	0	0	0	0	0
	Services & Supplies	\$ 221,155	208,495	265,910	265,915	142,410	0
2405 9051	Valero Property Tax Principal Payment	1,625,735	0	0	0	0	0
2405 9052	Valero Property Tax Interest Payment	1,275	0	0	0	0	0
2405 9999 B	Transfer Out-Transit Fund CARB	0	(50,000)	(50,000)	(50,000)	0	0
2405 9999	Transfer Out-Storm Drain Street Sweeping	49,035	0	0	0	0	0
4105 9182	Arsenal Master Plan EIR	35,295	11,905	9,950	9,950	0	0
4105 9183	Historic Plan Update	10,145	685	0	0	0	0
4105 8108	Intermodal Facilitator Services	0	0	7,500	7,500	0	0
9305 9184	Online Class Registration Software	8,170	0	4,170	0	0	0
2605 9187	Business Loans & Grants	7,410	22,180	0	0	0	0
4105 9200	Housing Element Update (Legal Req)	48,765	9,990	8,845	8,845	0	0
8705 9999	Corp Yard Repairs (See ISF)	10,000	0	0	0	0	0
3305 9186	Software - Agenda/MS Windows	0	64,370	75,635	9,600	66,035	0
3305 9189	Server Virtualization/Disaster Prep	0	0	0	0	35,000	35,000
2605 8411	BIP Tech Study	0	4,200	30,800	30,800	0	0
2605 8252	Enhanced Main Street	0	18,470	19,000	19,000	0	0
2605 8256	Enhanced Tourism	0	95,000	115,000	115,000	0	0
2305 8940	Enhanced Museum	0	30,000	15,000	15,000	0	0
2405 9999	Enhanced Human Services	0	19,305	19,305	19,305	0	0
2405 9999	Enhanced Arts Grants	0	4,205	0	0	0	0
2405 8328	Enhanced CAC	0	15,000	15,000	15,000	0	0
	Capital Outlay	\$ 1,795,830	245,310	270,205	200,000	101,035	35,000

Capital Projects and Non-Recurring Items

Acct	Fund 011 All Divisions	Actual 2008-09	Actual 2009-10	Amended 2010-11 (1)	Estimated 2010-11	Adopted 2011-12 (2)	Adopted 2012-13 (3)
2405 9999	Audio/Visual/Comm. Upgrades	0	0	6,400	6,400	0	0
2605 9188	City Gateway/Wayfinding Improvements	5,325	0	0	0	0	0
9205 9177	Camel Barn Repairs	15,370	0	0	0	0	0
9205 9999	Transfer Out-Mills Improve Phase I	0	0	610,000	610,000	0	0
9205 9999	Trnsfr Out-Park Ded Commandants Reside	1,825,145	0	0	0	0	0
2405 9041 B	Advance to Community Center Const	0	0	2,000,000	2,000,000	0	0
2405 9022	Interest - Wasetwater Connection	0	13,730	55,230	49,410	32,390	17,740
2405 9023 B	Principal - Wastewater Connection	0	246,270	204,770	200,590	217,610	219,280
	Capital Projects - Other	\$ 1,845,840	260,000	2,876,400	2,866,400	250,000	237,020
8705 9758	East 5th Street Smart Growth	84,620	0	0	0	0	0
	Capital Projects - Streets	\$ 84,620	0	0	0	0	0
	Expenditure Total	\$ 3,947,445	713,805	3,412,515	3,332,315	493,445	272,020
	Transfers to Balance Sheet	0	(196,270)	0	0	(1,000,000)	(1,000,000)
	Net Contribution / (Use)	\$ (2,249,475)	432,950	(2,457,875)	(2,377,675)	(493,445)	(272,020)