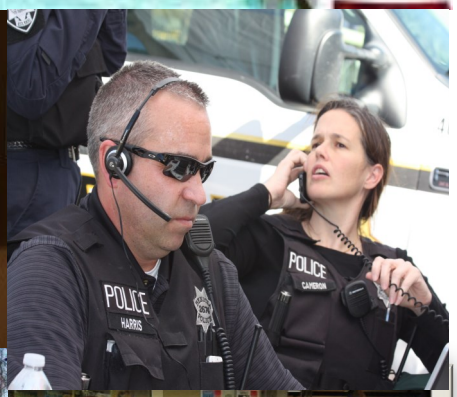
City of Benicia
Biennial Budget
FY 2015-2017



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City of Benicia, California

Adopted Biennial Budget
Fiscal Years 2015-2017

City Council and Elected Officials

Elizabeth Patterson	*Mayor*
Mark Hughes	*Vice Mayor*
Tom Campbell	*Council Member*
Alan Schwartzman	*Council Member*
Christina Strawbridge	*Council Member*
Lisa Wolfe	*City Clerk*
Kenneth Paulk	*City Treasurer*

City of Benicia
250 East L Street
Benicia Ca 94510
707-746-4200

City of Benicia, California

Adopted Biennial Budget
Fiscal Years 2015-2017

Executive Management

Brad Kilger	*City Manager*
Heather McLaughlin	*City Attorney*
Anne Cardwell	*Assistant City Manager*
Karin Schnaider	*Finance Director*
Christina Ratcliffe	*Community Development Director*
Jim Lydon	*Fire Chief*
Diane Smikahl	*Library Director*
Mike Dotson	*Parks and Community Services Director*
Erik Upson	*Police Chief*
Graham Wadsworth	*Public Works Director*

City of Benicia
250 East L Street
Benicia Ca 94510
707-746-4200

City of Benicia
Adopted Budget FY 2015-2017

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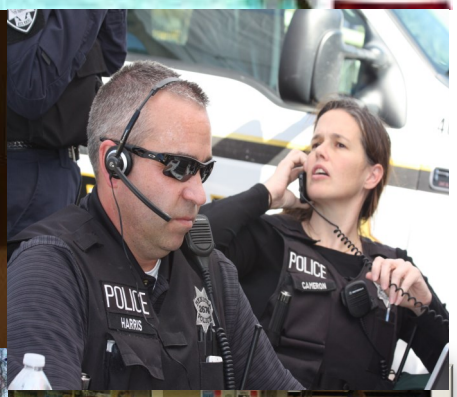
City of Benicia

Chapter 1-

Executive Summary

FY 2015-2017



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CITY MANAGER TRANSMITTAL LETTER

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THE CITY OF BENICIA CALIFORNIA

Office of the
City Manager

June 30, 2015
TO: Mayor & City Council and the Citizens of Benicia:

We are pleased to present the FY 2015-2017 Adopted Operating Budget of the City of Benicia. The budget is presented in several chapters to provide both a summary and detail view of City finances. The first chapter introduces the budget and economic factors that support the City. The second chapter presents the budget by fund, allowing the reader to see incoming revenues, outgoing expenditures, and the changes to fund reserves. The third chapter provides the department narratives. The reader will find that this section provides prior budget accomplishments, expected goals, and performance measures by department. The revenues and expenditures represent the incoming and outgoing resources that directly support these departments. The final chapters are further in depth chapters covering: approved staffing and their related costs; debt service costs and the timing of payments; and City Council priority projects for the next two years. Ultimately, our goal is to clearly demonstrate the City's objectives for managing public assets and implementing Council's priorities to meet citizens and businesses' needs.

I want to take this opportunity to thank the City Council and the community for your overwhelming support of Measure C in the November 2014 election. The need for Measure C grew out of the impacts of the great recession, a major shift in the City's traditional revenue streams and the continued desire of our residents to maintain our quality of life. Since 2008, the City of Benicia has been weathering the effects of the Great Recession, taking the necessary measures to preserve, as best as possible, both the quality and quantity of desired City services. The City has been working diligently to structurally reset the City's General Fund and Enterprise Fund operating budgets in order to provide a sustainable future for City operations and ensure continued service delivery to the community.

The passage of Measure C was hugely important in taking the needed steps to retain the current level of City services that our residents enjoy and will help to address many pressing infrastructure needs. This clearly shows how important maintaining Benicia's quality of life is to our citizens. The General Fund FY 2015-2017 biennial budget will allow the City to continue providing existing services and is the first budget since the recession that departments were not recommending reductions in order to maintain the City's General Fund reserve policy of 20% over the course of the two-year budget cycle.

Going forward into the FY 2015-2017 two-year budget cycle, we will also continue our efforts to stabilize our budget and create a sustainable organization. The goal is to provide the level of services desired by our community in the most cost effective and efficient manner. This includes having an extensive discussion with our citizens and business owners on what services they desire and what the cost is to provide those services. The passage of Measure C was a big step in that process, but as I have said, the purpose of the measure was to maintain our current service levels and address some badly needed infrastructure improvements; it is not the solution to all our fiscal challenges. There is much more work that needs to be done if we are going to achieve the proper balance between the types of services we provide and the cost of those services. This includes the City focusing on enhancing our fiscal management

capabilities through investment in technology and proactively pursuing economic development initiatives that help grow our local economy, which contributes to increased revenues to pay for services.

To that end, the City will make a concerted effort to invest resources to revitalize the Benicia Industrial Park, the largest single industrial park in Solano County and the source of over 65% of the City's sales tax revenue. In the coming year, the City will develop a marketing plan for the industrial park, highlighting vacant parcels and targeting key businesses and related clusters to relocate in Benicia. In addition, the City continues to work to build a broadband fiber network throughout the industrial park to make the park more competitive. With these efforts along with a recent renewed energy from developers, the City is optimistic that the industrial park can once again see economic growth, securing the necessary revenue to support City Services.

Financial Highlights of FY 2015-17 Budget

- Citywide revenues total $63.4 million and $60.8 million for FY 2015-2015 and FY 2016-17, respectively. The decrease between the two years is related to the Internal Service Funds reduction in pension obligation bond allocations to all funds. (This same decrease is evident in expenditures in FY 2016-2017)
    - General Fund Revenues are increased by $3.7 million, primarily from Measure C Sales Tax increase
    - Special Revenue Funds decrease due to decreased drawdowns from the Valero GNSC account and a one-time grant from Solano County for the Streets and Transportation fund for the bus hub
    - Wastewater Fund revenues increase $400,000 due to rate increase to be in effect July 1, 2015
    - Water Fund revenues decreased $600,000, primarily impacted by customer water conservation efforts

- Citywide expenditures total $66.78 million and $62.6 for FY 2015-2016 and FY 2016-17, respectively. The decreases year-over-year are related to the pension obligation bonds decrease mentioned above, and the grant funding from Valero and Solano County that occur only in FY 2015-2016.
    - General Fund expenditures are increased by $2 million, primarily from Measure C Sales Tax approved capital projects
    - Special Revenue Funds decrease due to decreased drawdowns in reserves and completion on one-time capital projects
    - Water Fund expenditures decreased $400,000, delaying deferred maintenance projects until revenues are increased to sustain fund reserves

- Citywide net balances decrease $3.3 during FY 2015-2016 and decrease $1.8 million during FY2016-2017. The primary use of reserves is to fund deferred maintenance such as street resurfacing and traffic improvements. However, the Water and Wastewater funds revenues are still not sufficient to fund any capital or deferred maintenance; in fact, the Water fund has been so severely impacted by the drought costs and conservation efforts, it must utilize reserves to pay for operations and debt out of reserves during the next two-year budget.

Summary of All Funds

(in thousands)

Revenues	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17
GENERAL FUND	32,080	35,754	35,715
GENERAL FD ASSIGNED	66	54	54
SPECIAL REVENUE	4,763	3,780	1,885
SPECIAL REVENUE-ASSESSMENT DISTRICT	429	442	443
DEBT	680	680	680
INTERNAL SERVICES	5,826	5,868	4,818
MARINA	375	377	377
WASTEWATER	8,289	8,603	8,944
WASTEWATER CAPACITY	113	70	70
WATER	8,335	7,738	7,753
WATER CAPACITY	49	34	34
Revenue Total	61,005	63,400	60,773

Expenses	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17
GENERAL FUND	33,510	35,168	33,975
GENERAL FD ASSIGNED	338	918	327
SPECIAL REVENUE	6,027	4,454	3,120
SPECIAL REVENUE-ASSESSMENT DISTRICT	626	608	600
DEBT	674	676	673
INTERNAL SERVICES	5,586	5,666	5,269
MARINA	588	619	619
WASTEWATER	8,440	8,448	8,571
WASTEWATER CAPACITY	1,364	428	360
WATER	9,833	8,431	8,362
WATER CAPACITY	1,794	1,307	692
Expenses Total	68,780	66,723	62,568
Net Income	(7,775)	(3,323)	(1,795)

Maintaining Benicia's financial viability as a full-service city and protecting our small town quality of life is the primary goal of City Council and City staff. What sums it up best for me as to just how special we are as a community, and as an organization, is the feedback we received from the community survey conducted last summer. The survey evaluated our citizens' perceptions on quality of life issues in Benicia, attitudes towards city services, and customer satisfaction levels. The survey found that Benicia residents are overwhelmingly satisfied (95%) with the quality of life in Benicia and with the performance of City of Benicia staff. The firm conducting the survey said that these were the highest satisfaction levels they had ever seen for a City. Of course, this came as no surprise to me. I have observed firsthand the hard work and dedication of City staff in the performance of their duties. The Mission Statement of the City of Benicia's Strategic Plan is EXCELLENT SERVICE and our staff embodies that mission.

In reviewing the departments' list of accomplishments over the prior budget cycle, you can see the variety of programs and activities provided by our Library and Parks & Community Services staff, the excellent service provided by our Police and Fire Departments, and the hard work of our parks and streets crews, along with our sewer and water staff. The staff continues year-over-year to make sure that our community is receiving the core services it needs. In addition, in spite of our fiscal challenges and staff shortages, we were also able to adopt a new Housing Element and a Master Plan for the Waterfront Park, construct the Western Intermodal Facility, successfully pass a revenue measure, conduct a 218 process to enact a drought surcharge, and keep our two State parks open, among many other noteworthy accomplishments. The City's response to the drought and our fiscal challenges are examples of how our community continues to rise difficulties we face. When we put our collective minds and resources together, it seems as if there is nothing we cannot achieve.

Long term, the City is committed to creating sustainable service levels. The City is currently in the midst of working on a Sustainable Community Services Strategy (SCSS), which is a significant effort to review the operations and financial outlook of the organization and identify strategies for creating a more fiscally sustainable entity. That process will involve community engagement and a comprehensive strategic planning process. In June 2014, as part of the SCSS process, the City commissioned a customer satisfaction survey that asked residents to express their priorities related to City serives. A community survey of 400 gave the City a very high job and customer satisfaction ratings for the quality of life services it provides, including the small town quality of life services the community expects. More than two-thirds of respondents indicated their strong feelings about protecting Benicia's status as a full-service city; such as, improving public safety and city streets, maintaining parks, trimming trees, supporting the historic downtown and community events, attracting new businesses, and creating jobs.

Over the next year, in preparation for the next Strategic Planning process, the City will be holding a series of community engagements to allow citizens, businesses, and staff an opportunity to discuss the City's long-term fiscal outlook, the findings of the organizational scan, as well as the delivery of core services and how to maintain a desireable quality of life.

To our City staff, I say, keep up the great work. We have much to do in the next two years and the citizens and businesses of Benicia are counting on us.

Sincerely,

Brad Kilger
City Manager

CITY OVERVIEW

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Benicia, a San Francisco Bay waterfront city of approximately 28,000 is known for its small town charm and quality of life. The City of Benicia is nestled on the east bay shoreline in southeast Solano County. The City encompasses 13 square miles and is located 35 miles northeast of San Francisco, and 57 southwest of Sacramento. The City of Benicia is a community with a high level of pride and interest in preserving their quality of life. Benicia's three economic areas reflect the balance of family life, tourism, and industry in this small town set in a large metropolitan region.

Benicia has a rich history in California. Founded in 1847, it was the third California city to incorporate and served as the third State Capitol in 1853 and 1854. The City has more than 200 fully restored historic sites, including the Benicia Capitol State Historic Park, Benicia Arsenal, the original site of Mills College, and the first Protestant Church and Masonic Temple in California.

The City of Benicia offers a full range of services to its residents and businesses. This includes police, fire, street and facilities maintenance, library, parks and community services, as well as, general administration. The City of Benicia is also unique in that it owns and operates two utilities, Water and Wastewater. The utilities service a customer base of approximately 9000 residential, multi-residential, and commercial that has remained relatively unchanged in more than a decade.

Residential and Visitor Information

Citizens and visitors enjoy low crime, good schools, affordable housing, culture, and a wide range of recreational opportunities. Benicia was among Money Magazine's "Best Places to Live 2005" and Solano Magazine called Water's End and Downtown two of its "Best Neighborhoods" (2008). Homes here are competitive with Bay Area housing prices. More recently, Benicia was named one of the 50 Safest Cities in California by SafeWise based on Federal Bureau of Investigation Crime Report Data in 2015; and Nerdwallet.com listed Benicia in their top 20 "Best Cities for Young Families in Northern California" in 2014.

Benicia was one of the earliest communities in California to establish a public education system and the first public school was opened in 1849. Today, the Benicia Unified School District includes four elementary schools, one middle school, one comprehensive senior high school, one continuation high school, and a pre-school program. Student population for grades K-12 is approximately 5,000 for the 2013-14 school year. (source: BUSD website)

Recreation is a big part of the Benicia lifestyle. The area features uninterrupted miles of public shoreline, a marina and boat launches for fishing and sailing, and the Benicia State Recreation Area. The City has a beautiful 50-acre multi-use community park and oversees an additional 156 acres of city parks. Benicia is the home to many internationally known artists and acclaimed glass and art studios; events and activities are held in Benicia throughout the year, which are enjoyed by residents and visitors, individuals and families. Benicia also has Northern California's largest port-oriented industrial park, an expanding business park, and serves as a primary Bay Area center for auto imports.

The Benicia Marina, located on the waterfront between East Second and East Fifth streets, is a full-service marina offering a fuel dock, pump-out station, launch ramp, general store, restrooms and showers, laundry facilities and secured gates. The City Marina is a great stop for boaters who want to visit for the day or stay overnight with its easy walk to the shopping, dining, spas, nightlife and visitor centers on First Street.

Commercial Information

Benicia's three distinct economic areas — Industrial Park and Port, Commercial Area, and Downtown Commercial — each appeal to a different type of business.

Located near the junction of I-680 and I-780, Benicia Industrial Park (BIP) provides easy access to most of the San Francisco Bay Area. It is directly across the bridge from Contra Costa and East Bay markets. The deep-water port, on the Carquinez Strait, is 24 miles from the Golden Gate Bridge, providing worldwide access. Benicia Industrial Park is home to over 450 businesses and 6,500 employees. Its diverse anchors include Valero Refinery, Dunlop Manufacturing, and Schoenstein & Co. Pipe Organs, the oldest and most successful pipe organ manufacturer in the Western United States. The Port of Benicia, operated by AMPORTS, encompasses 640 acres and 140,000 square feet of buildings. The Port's 2,400 foot deep-water pier can berth three vessels, with a dockside water depth of 38 feet. Rail service is provided by Union Pacific. The Port specializes in handling bulk products such as agricultural goods and motor vehicles.

Downtown is the heart of the community and closely linked to Benicia's identity. The downtown commercial district runs along First Street from Military East, south to the pier on the peninsula. It is a special place, full of historic buildings, waterfront views, and bustling shops and restaurants. The Arsenal, at the eastern edge of town, is a historic military facility converted to an artist colony with a growing retail element, including clothing, furniture, and consignment stores.

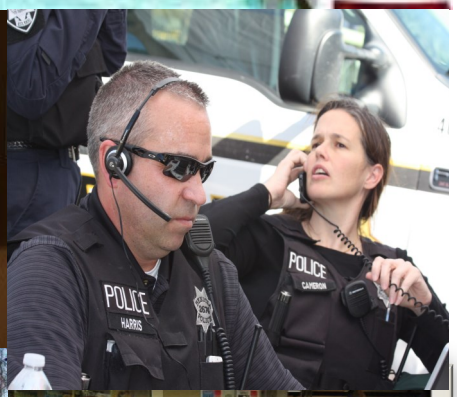
Benicia's four largest shopping centers are Southampton, Solano Square, Rose Center, and Parkway Plaza. They range in size from 30,000 sq. ft. to 160,000 sq. ft.

City of Benicia

Chapter 2-

Fund Level Budgets

FY 2015-2017



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CITYWIDE FUNDS

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The City of Benicia offers a full range of services to its residents and businesses. This includes police, fire, street and facilities maintenance, library, parks and community services, as well as, general administration. Although primarily funded out of the General Fund, some additional department support comes from Special Revenues, such as Gas Tax and Traffic Mitigation, which support street resurfacing and traffic calming measures. In addition, Benicia has always been active in seeking Grants and State entitlement funds. These funds help the departments maintain the City's quality of life.

As the FY 2015-2017 budget process began, staff prepared a ten-year forecast of the City's General Fund. Staff presented the report to the City Council and Finance Committee at a Special Joint City Council meeting on February 3, 2015. The forecast provided an opportunity to look at the important economic trends facing the City and how they might impact the City's resources. A long term forecast looks beyond the immediate budget needs to future needs and challenges. The General Fund has a list of unmet staffing, capital, and improvements needs. In addition, the City has had a past practice of deferring facility and equipment needs until they are critical. A ten-year forecast model allows the City to have the discussion of these future costs and their related policy and funding needs.

The forecast itself is only a part of the larger Sustainable Community Services Strategy (SCSS) process that is currently underway and, further, it underlines the need to pursue a sustainable strategy given the City's ongoing struggle with balancing resources and service levels. Although important initial steps have been made, as this is the first year since the recession that departments are not reducing budgets in order to maintain the General Fund 20% reserve levels.

The efforts to achieve this goal have not been easy or without sacrifice. Over the last six years, the City has implemented employee salary and benefit concessions, with employees agreeing to 10% reductions in compensation, including contributing considerably more toward health care and retirement costs. The City has also downsized, including employee lay-offs and freezing positions. Over the last five years, since 2010, the City has decreased employee related expenditures by approximately $11.2 million and reduced City's full time workforce by 12%.

In addition to reducing employee costs, the City has also delayed internal service needs and postponed capital improvement projects, including improvements to utilities, streets, parks, and facilities. Over the same period, the City has maximized revenue potential of City real estate, implementing park user fees and increasing lease income by 275%, generating over $65,000 per month. Notwithstanding these efforts, the City still has significant unfunded needs including over $150 million in unfunded capital needs; such as: over $50 million in utilities infrastructure maintenance and replacement costs; over $50 million in streets and transportation needs; over $20 million in storm drain improvements, and over $30 million in parks and facilities, including the library and swimming pool.

To exacerbate matters, the effect of the Great Recession was more than a temporary period of economic contraction, but an event that reshaped Benicia's fiscal landscape. While Benicia's property tax base is returning to prerecession levels, approximately $1.0 billion, representing 20% of the City's property tax base, is at risk due to outstanding appeals. Additionally, Benicia's most prominent source of sales tax, the Benicia Industrial Park, is seeing a major shift away from sales tax producing business, resulting in annual declines in sales tax revenue for the City. Compounding this loss of local revenue is reductions of State funding, in particular funds needed to maintain local streets. When considering these impacts, City's General Fund total revenues are growing at just over 1%. Conversely, Benicia, like many other California

cities, still faces escalation in operating costs outside of their control, which are outpacing the City's estimated revenue growth. This makes it a challenge to continue existing funding levels for critical services to the community. The strain of which was clearly highlighted when staff presented a ten-year forecast study of the General Fund in May 2014. The projections indicated an average annual operating loss of approximately $1.5 million over the ten-year period despite the cost reduction measures already taken and an unsustainably, low level of capital investment.

In response to the City's financial situation and the citizen's desire to maintain its quality of life, the City Council placed on the ballot Measure C, a 1-cent on the dollar sales tax increase that goes directly to the City of Benicia and cannot be appropriated by county or state government. Measure C went into effect on April 1, 2015 and is projected to generate $3.7 million annually. As part of their actions to authorize the public vote on Measure C, the City Council adopted an allocation plan to provide the community the assurance that the revenue would be used as intended. In addition to allocating sufficient revenue to sustain current service levels, the City Council dedicated more than half of the estimated revenue to be collected in the first two years ($4 million) to address badly needed infrastructure improvements such as playground equipment replacement, road maintenance, including pothole repair, sidewalk repair, equipment for Fire and Police operations and pool repairs.

Furthermore, constituents expressed concern about the fact that many of our streets and pathways have cracked or buckled sidewalks, or no sidewalks at all, potholes, and other precarious driving conditions. Additional funding is needed to fix these hazardous road conditions and maintain 94 miles of city streets and roads so motorists, pedestrians, buses, cyclists, and safety vehicles may commute safely. Providing funding to maintain the City's 31 local parks was also identified as a priority by 70% of respondents.

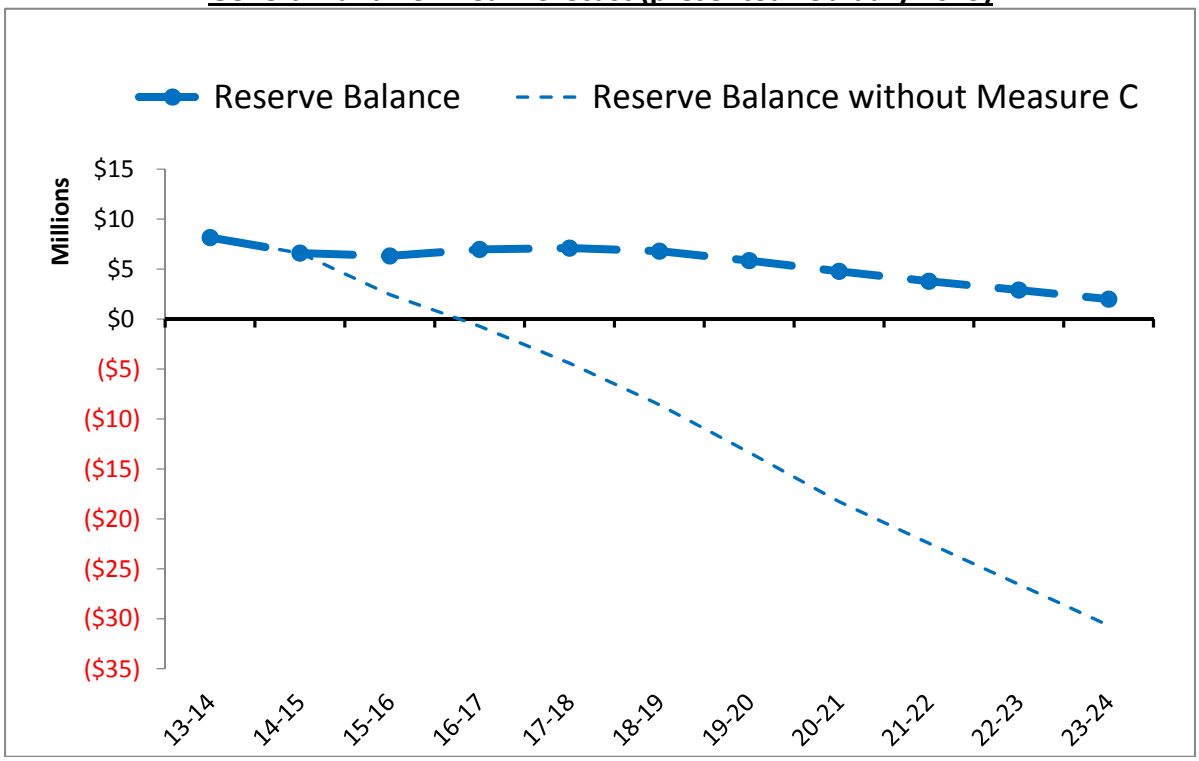
An updated General Fund ten-year forecast, presented February 2015, showed the positive impact Measure C revenues had on reversing the budget deficit. In addition, the Measure C Sales Tax had added much need capital funding for the General Fund. Given the City's constrained fiscal status and the ongoing SCSS effort, staff prepared a status quo budget, i.e., in general, no significant enhancements or reductions to existing programs and services. The static budget includes meeting existing core services and/or enhancements consistent with several of the City Council's top priorities:

- Enhancing Technology
- Efficient financial reporting and accountability
- Economic Development

The recent update to the ten-year forecast of the General Fund demonstrated that this is a prudent approach, with revenues generally remaining flat, but expenditures continuing to rise. With the addition of Measure C revenues, the City will be able to initiate a limited number of key projects during the next two budget cycle, with the remaining Measure C funds have been applied to the $1.7 million dollar structural deficit in order to maintain current services.

The graph below shows the February 2015 forecasted General Fund reserves over ten-years. For contrast, the ten-year forecast without Measure C revenues as forecasted May 2014.

General Fund Ten-Year Forecast (presented February 2015)



As shown in the graph, General Fund reserve levels will deplete in the long-term, because revenues continue to be outpaced by expenditures. In the short-term, we can maintain a status quo budget. This is defined as maintaining current service levels, i.e., departments presented their budgets so as to continue core services and only proposed changes when required by contract or when the core services would be negatively impacted without increases.

The City of Benicia is also unique in that it owns and operates two utilities, Water and Wastewater. The utilities service a customer base of approximately 9000 residential, multi-residential, and commercial that has remained relatively unchanged in more than a decade. The City is currently in year three of a five year rate increase, adopted in 2012. The rates had remained unchanged for six years prior to the current rate increase. As a result, with the moderate rate increase approved in 2012, both utilities are now only sufficient to cover operations and debt service payments. Any deferred maintenance or capital improvements to the utilities must be funded from reserves.

The Water fund has also been negatively impacted by to the statewide drought crisis and customers' conservation efforts. The Water fund costs from purchasing water have increased while conservation efforts have decreased revenues collected. The California drought has reminded everyone that water is a commodity that becomes more expensive when in short supply. The City was in the position where it had to purchase water at a higher cost than was budgeted, causing an increase in its variable costs that had no reductions offset in the utility's fixed costs. Conversely, the citywide effort to conserve water resulted in a 15-20% reduction in consumption, most of which is believed to be a permanent change in

usages; for example, many residents are reducing their water demand, because they have made significant changes to their landscaping. The second impact on rates was that majority of the residential users have reduced enough water so as to step out of the higher tiered rates. The City passed a drought surcharge to mitigate some of these losses, but the long-term effects of the water conservation will require a review of the current rate structures to ability to sustain operations, debt, and other working capital needs.

Summary of All Funds

(in thousands)					
Revenues	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
GENERAL FUND	32,080	35,754	35,715	36,651	37,839
GENERAL FD ASSIGNED	66	54	54	54	55
SPECIAL REVENUE	4,763	3,780	1,885	1,877	1,893
SPECIAL REVENUE-ASSESSMENT DISTRICT	429	442	443	443	443
DEBT	680	680	680	680	680
INTERNAL SERVICES	5,826	5,868	4,818	4,908	4,998
MARINA	379	410	410	410	410
WASTEWATER	8,289	8,603	8,944	9,078	9,214
WASTEWATER CAPACITY	113	70	70	71	72
WATER	8,335	7,738	7,753	7,869	7,987
WATER CAPACITY	49	34	34	34	35
Grand Total	61,009	63,433	60,806	62,075	63,626
Expenses	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
GENERAL FUND	33,510	35,168	33,975	34,445	34,880
GENERAL FD ASSIGNED	338	928	338	428	888
SPECIAL REVENUE	6,027	4,476	3,143	2,332	2,350
SPECIAL REVENUE-ASSESSMENT DISTRICT	626	608	600	606	612
DEBT	674	676	673	679	338
INTERNAL SERVICES	5,586	5,666	5,269	4,271	4,317
MARINA	588	619	619	619	619
WASTEWATER	8,440	8,448	8,571	8,455	8,514
WASTEWATER CAPACITY	1,364	428	360	-	-
WATER	9,833	8,431	8,362	8,641	7,707
WATER CAPACITY	1,794	1,307	692	-	-
Expenses Total	68,780	66,755	62,602	60,476	60,225
Net Income	(7,771)	(3,322)	(1,796)	1,599	3,401

GENERAL FUND

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The General Fund is the primary operating fund of the City. The fund accounts for all revenues, expenditures, transfers, and other activity not accounted for in other City funds.

The City continues to experience flattening or declining revenues coupled with rising employee retirement benefit and workers' compensation costs. In the past, these challenges were met through employee contract negotiations, cost-containment measures, inter-fund loans, and drawdowns of reserve balances. Despite these measures, without additional action, budgeted General Fund reserves will fall below the key levels set in the City's Reserve Policy in future budgets. As stated in the General Fund's ten-year forecast, the City reserve levels will remain at or close to the 20% reserve policy for the next five years. Past five years, as expenditures continue to outpace revenues, the City will need to address this structural deficit; by reducing expenditures and/or seeing increased revenues. City management intends to work with the Council in the ensuing months to discuss long-term budget stabilization measures to restore fund reserves, eliminate operating deficits, and deliver services efficiently and effectively to the citizens of Benicia in a sustainable manner.

It should be emphasized that despite the anticipated long-term structural deficit, balancing measures utilized thus far have achieved notable results. The General Fund FY 2015-2017 proposed budget will allow the City to continue providing existing services and is the first budget since the recession that departments were not recommending reductions in order to maintain the City's General Fund reserve policy of 20% over the course of the two-year budget cycle. The following section discusses the major General Fund revenues and expenditures. For a more detailed discussion of the General Fund revenues and expenditures, refer to the General Fund Forecast.

Summary of General Fund Revenues, Expenditures and Changes to Fund Balance (Reserves)

	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17
Revenue Total	32,145,536	35,808,230	35,769,190
Expenditure Total	33,847,846	36,095,575	34,312,190
Net Income	-1,702,310	-287,345	1,457,000
Net Transfers In/(Out)	-344,025	-426,435	-426,435
Change in Fund Balance (Reserves)	**-2,046,335**	**-713,780**	**1,030,565**
Beginning Fund Balance (Reserves)	9,576,004	7,529,669	6,815,889
Ending Fund Balance (Reserves)	7,529,669	6,815,889	7,846,454

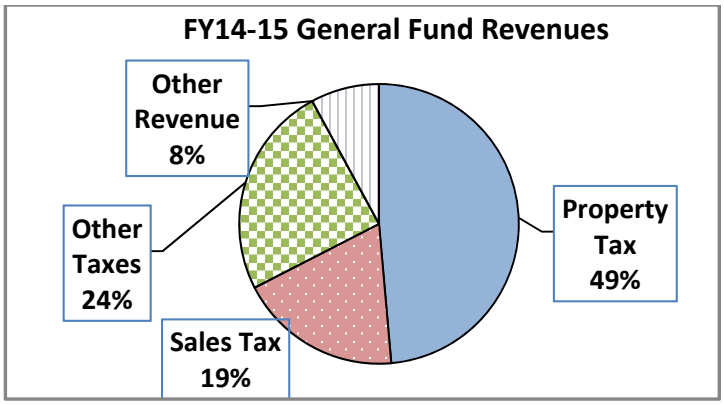
Percentage of Reserves to Operating Revenues	***23.42%***	***19.03%***	***21.94%***

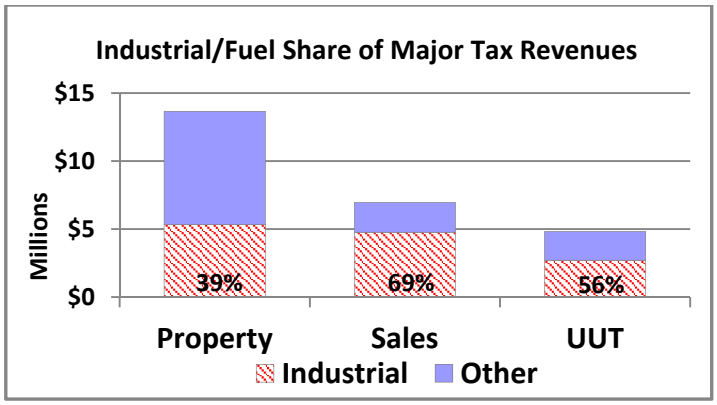
REVENUES

The City's General Fund revenues are dominated by Property Tax (along with Vehicle License Fee) at 49% and Other Taxes (Sales Tax, Utility User Tax, Business License Tax and Franchise fee) at 43%. All other revenues are less than 15% of the City's General Fund resources. Thus, the City has direct control of less than eighty-five percent of its incoming revenues. Property Tax and Vehicle License fee are capped at Proposition 13 up to 2% growth. All other Property Tax growth is market driven, meaning the City's revenue growth can only occur if a property sells above the County's assessed value. Other Taxes are also predominantly outside of the direct control of the City. Sales Tax was recently increased by the voters with the Measure C 1% sales tax, but its volatility is based on market concentration and cyclical recessions. Business License Tax is also established by the voters, but has a direct correlation to Sales tax volatility and the cyclical highs and lows. Similarly tied and similarly volatile is Utility User Tax and Franchise Fees. These two revenues are showing the most decline year-over-year as customers respond to changes in technology and consumer habits change. These compounded losses have a mounting impact on the General Fund as expenditures, most of which are outside the City's control, increase exponentially.

Benicia finds that its market and revenue sources are concentrated in its Industrial Park. In Sales Tax last year, the City's Sales tax generators were concentrated in *Business and Industry Services*, and *Fuel and Service Stations* by nearly 70% (source HdL Fourth Quarter 2013). Almost $4.4 million of $6.3 million in Sales Tax revenue was concentrated in these two economic areas. That's nearly 15% of the City's General Fund revenues alone. When this concentration in Utility User Tax and Business Licenses are combined with Sales Tax, the revenue reaches almost $8 million, or more than 25%. A similar concentration exists in Property Tax, although not as high. The categories of *Industrial*, *Unsecured*, and *Commercial* are almost 40% of total General Fund Property Tax. (source HdL FY 2013/2014 Property Tax Assessment Report).

General Fund Revenue Sources





Property Tax

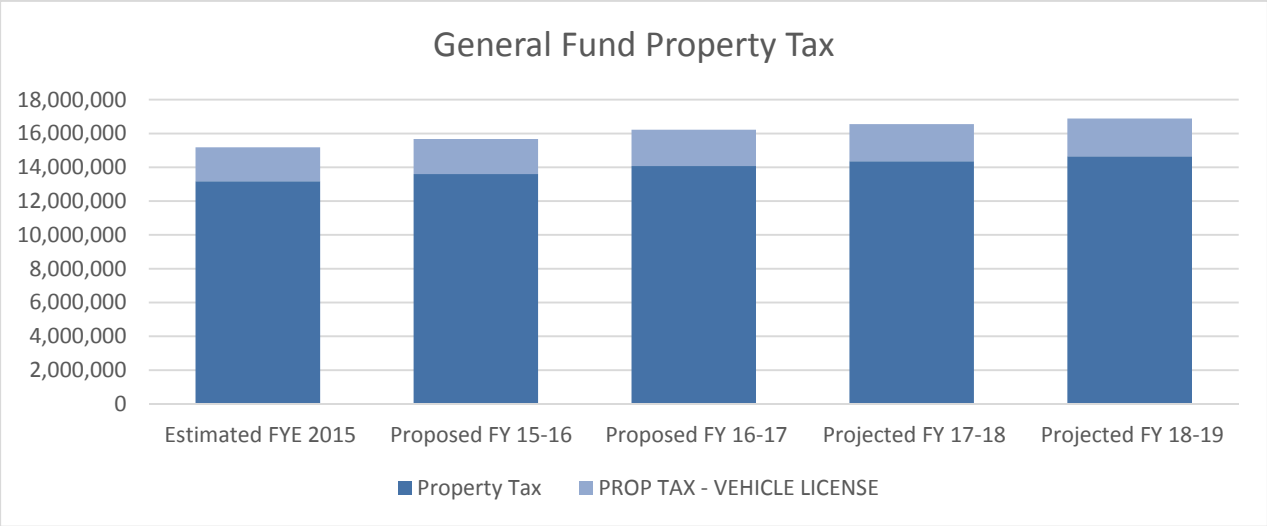
The property tax is an ad valorem tax imposed on real and tangible personal property. Beginning in 1978, Article XIIIA of the California Constitution (Proposition 13), limits the tax to 1% of assessed value, excluding certain voter-approved rates to finance general obligation bonds. In general, the assessed value of property is based upon the 1975 value with subsequent increases annually limited to the California Consumer Price Index. This annual increase is further capped at a maximum allowable limit of 2% per year. Property which changes ownership, substantial property alterations, newly-constructed property, and personal property are assessed at the full market value in the first year, and subject to the two percent cap, thereafter.

In 1978, voters approved Proposition 8, whereby a temporary reduction in assessed value is allowed a "decline-in-value". If it is agreed that the market value of a property is lower than the value on the January 01 lien date, the property is granted a temporary decline in assessment value. This decline is in effect until the County Assessor determines that the market value of the property is once again equal to the assessed value allowed under Proposition 13.

During the Great Recession, the State assessment reached the maximum 2% Proposition 13 cap only two times in the last eight years. In addition, the County and City experienced a steep increase in Proposition 8 re-assessments. Combined, this cap greatly represses property tax assessed values.

As the economy is slowly climbing out of the Great Recession, the City is beginning to see improvements in property values. Housing is still below the market high of 2005-2007; however, the values are improving enough for the City to forecast a 3.5% year-over-year increase for this budget period. Long-term it is more conservative to forecast at the Proposition 13 2% cap.

Revenues	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Property Tax	13,177,400	13,600,010	14,078,810	14,360,389	14,647,600
PROP TAX - VEHICLE LICENSE	2,006,904	2,076,690	2,148,920	2,191,834	2,235,605
Grand Total	**15,184,304**	**15,676,700**	**16,227,730**	**16,552,223**	**16,883,205**



Sales and Use Tax

The Sales Tax is an excise tax imposed on retailers upon the sale of defined tangible personal property. The Use Tax is an excise tax imposed on a person for the storage, use, or consumption of tangible personal property purchased from a retailer. Sales and use tax apply to all persons regardless of income level. Major items are exempt from the tax code, such as services, groceries, housing, and medicine. In total, the City receives 1% of eligible point-of-sale transactions within its jurisdiction.

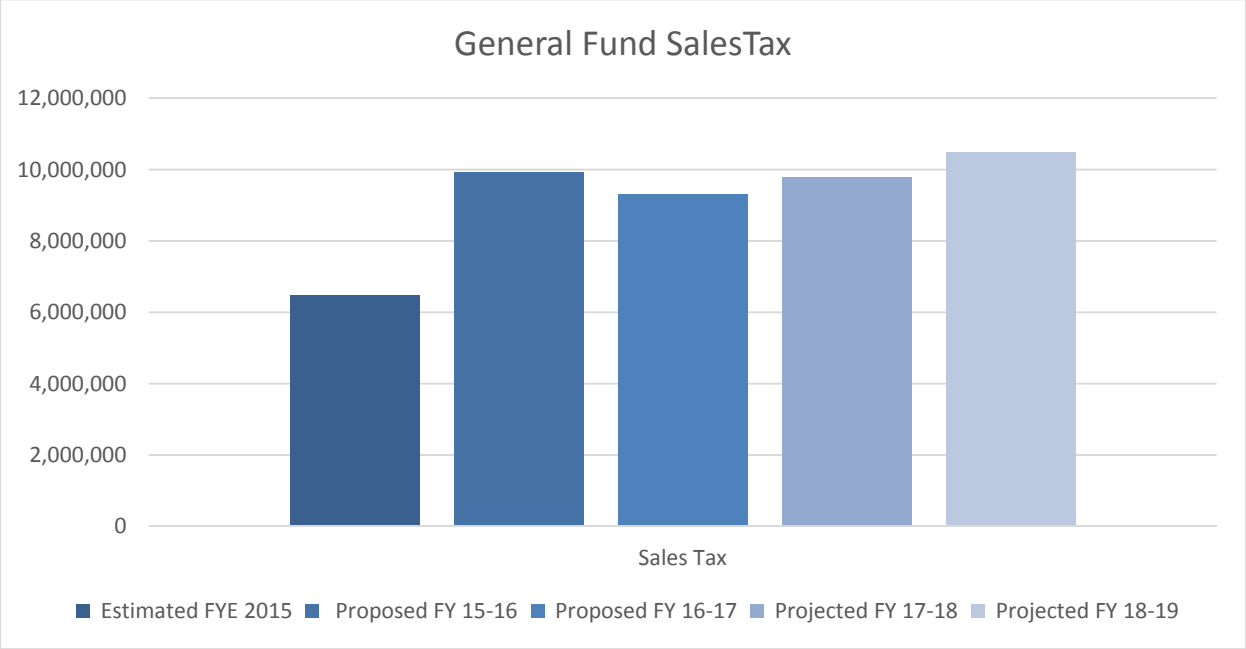
The City's historical look at Sales Tax is not unlike most cities looking back at the last recession. The City saw steep declines from 2008-2012 and the economy has slowly recovered; however, tax collection has not fully returned to prerecession levels. The City's primary sales tax producers are located in the industrial park. "The City has experienced nearly a 20% drop in business sales tax generated by the Benicia Industrial Park (BIP) from its high point, and a 14% drop quarter to quarter 2013 to 2014." (Chabin Concepts, Market Demand Study:2014) Slowly there has been a shift in the industrial park from less business to business sales to more warehousing usage. The City FY 2014-2015 Sales Tax is projected to be 3.6% lower than FY 2013-2014 (source HdL Sales Tax report Second Quarter 2014); but this is the net drop. The County pool, the shared sales tax from Solano County, is mitigating Benicia's losses. "Most receipts from use tax and some transactions where the points of sale are difficult to track are placed in a county or state allocation pool and distributed back to local jurisdictions on a pro rata basis." (HdL). As a result, the City's direct Sales Tax loss was over 8% while the Solano County collection grew 5%.

Despite the overall recession recovery, it is expected that Benicia's Sales Tax, aside from Measure C tax (as discussed below), will continue to decline. In the short term, the direct Sales Tax will continue to shrink as the shift in BIP continues to gravitate toward warehousing and away from sales tax generating businesses. The City's revenue base is too concentrated in this area to suggest a different outcome, unless the City can attract more Sales Tax generating businesses.

Sales Tax and Measure C- The voters approved an additional 1% Sales Tax initiative in November 2014. It is currently estimated that this will produce additional revenue of $3.7 million for the General Fund. The industries generating sales for this revenue are over-the-counter sales at grocery stores, general retail stores, service stations, lumber and building material stores, and restaurants. Other types of sales which usually involve sales to customers outside the City are *not* eligible for the local sales tax and are thus excluded. Conversely, with sales outside of Benicia that are expected to be used within the City, such as auto sales, the local tax is collected and will remitted to Benicia.

Unfortunately, until the tax begins to be collected and reported, the estimates cannot be accurately adjusted up or down. It is unknown how much of the Sales Tax from Measure C will change over the course of the forecast, because the data is not available today. For conservative reasons, the revenue is assumed to be flat, staying at $3.7 million each year. The impact of cyclical patterns of growth and contraction predicted to influence Sales Tax cannot be anticipated without more information as to their industry source. This item will continue to be monitored and updated in the forecast as new information is available.

Revenues	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Sales Tax	6,472,600	9,932,600	9,318,670	9,781,188	10,487,375

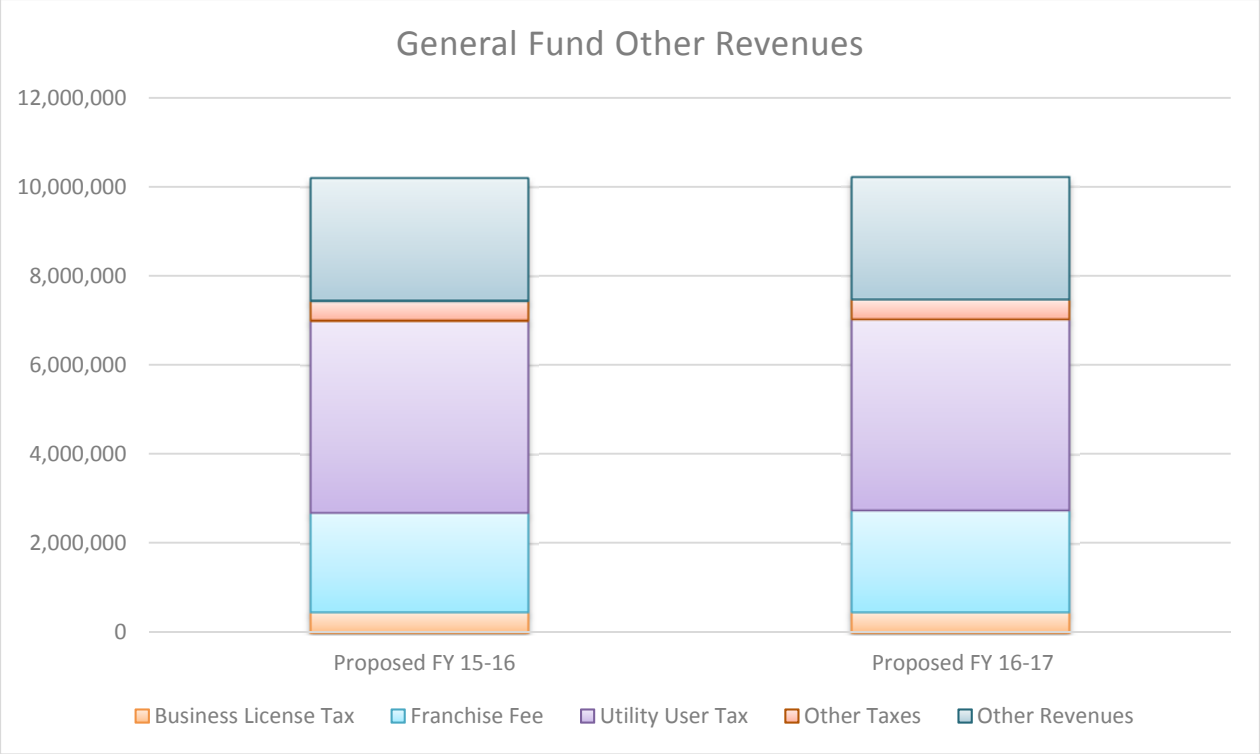


Business License, Franchise Fees, Utility User Tax, and Other Revenues-

Historically, these four revenues have constituted almost 24% of the General Fund resources. Of that total, Utility User Tax (UUT) is 15% and Franchise Fees is 5%. Business License Tax follows the same cyclical pattern of Sales Tax; but at less than 2% of the General Fund, the impacts of variations from this revenue source are minimal.

The trends in UUT and Franchise Fees are notable, because of two outside economic trends. First, legislative policies are segregating out previously taxable utilities, such as solar. Similarly, utilities' accounting of previously bundled utilities are now more distinct. The utilities' improvements in billing enable them to separate services subject to UUT, such as cell phone and internet plans. This is driving collections down in telecommunication based UUT and is unlikely to rebound. The second factor is consumer spending habits. The consumer is attracted to alternative energy options; they are moving away from land based telephone lines; and they are accessing more video options via the internet. These changes in legislation, technology advancements, and consumer preferences are driving down UUT collections. Directly correlated to UUT cost drivers is Franchise Fee cost drivers. Past this first year of the forecast, revenue is expected to hold to a historical escalation of about 1 %.

Revenues	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Business License Tax	460,000	460,000	460,000	466,900	473,904
Franchise Fee	2,190,872	2,233,600	2,288,600	2,322,929	2,357,775
Utility User Tax	4,353,278	4,308,850	4,272,710	4,336,803	4,401,856
Other Taxes	502,000	445,000	445,000	451,675	458,451
Other Revenues	2,982,482	2,751,480	2,756,480	2,793,749	2,831,599
Grand Total	**10,488,632**	**10,198,930**	**10,222,790**	**10,372,056**	**10,523,585**

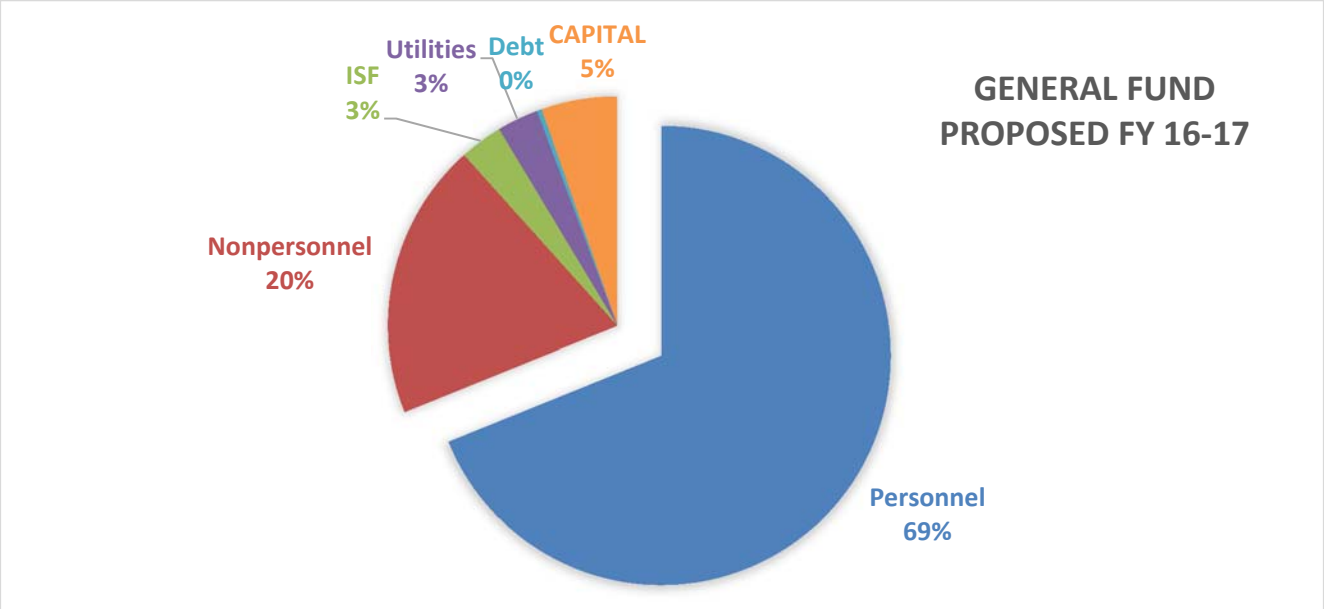


EXPENDITURES

The General Fund expenditures are presented as a "status quo" budget. This is defined as maintaining current service levels. Department's presented their expenses so as to continue core services and only proposed changes when required by contract or when the core services would be negatively impacted without increases. For example, the Information Technology department renegotiated expired service contracts for fiber and will require $50,000 to continue providing internet services to all locations. The Library must update their catalog services with Solano County and this will require $40,000 over two years. These contracts maintain the City's existing core services. The total expenditures are increasing at approximately 1.7% annually. Personnel costs (salary and benefits) comprise nearly 70% of the City's General Fund expenditures, for a total of $23.6 million in FY 2016-2017. Please refer to the Personnel section of this document for details in staffing levels and costs. Nonpersonnel costs include Purchased Supplies and Services. Debt service payments will reduce by $276,680 in FY 2016-2017, due to the repayment of the City's master lease (capital improvements to Police facilities and certain storm water improvements). The capital expenses in FY 2015-2016 and FY 2016-2017 are the projects approved for Measure C.

General Fund Expenses by Category

Expense Categories	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Personnel	23,301,011	24,157,800	23,635,850	24,041,848	24,454,975
Nonpersonnel	6,807,645	6,621,410	6,679,650	6,655,520	6,565,650
Internal Service Funds (ISF)	1,291,850	1,163,560	1,038,555	1,059,275	1,080,514
Utilities	1,001,075	1,001,815	1,001,815	1,001,815	1,001,815
Debt	396,265	390,990	114,320	114,310	114,310
Capital	1,050,000	2,760,000	1,842,000	2,000,000	2,550,000
Grand Total	**33,847,846**	**36,095,575**	**34,312,190**	**34,872,768**	**35,767,264**



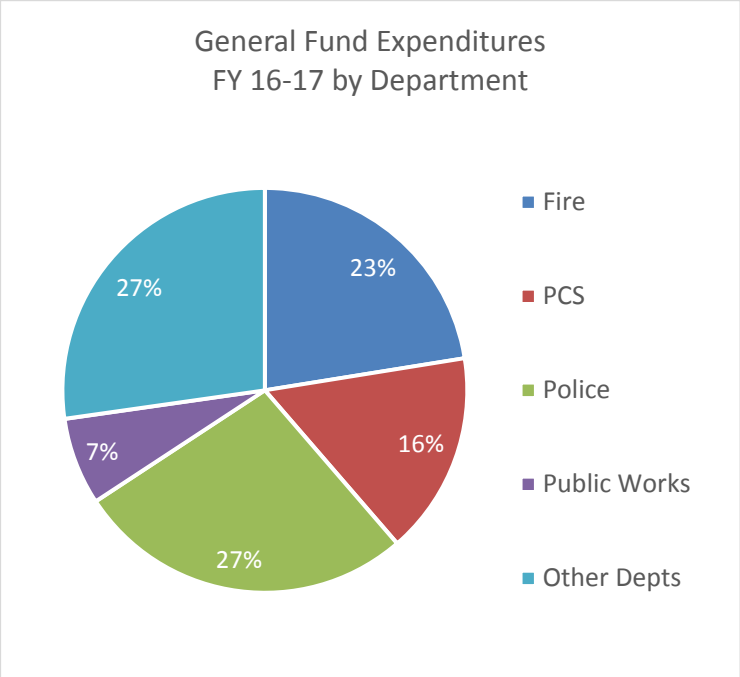
GENERAL FUND

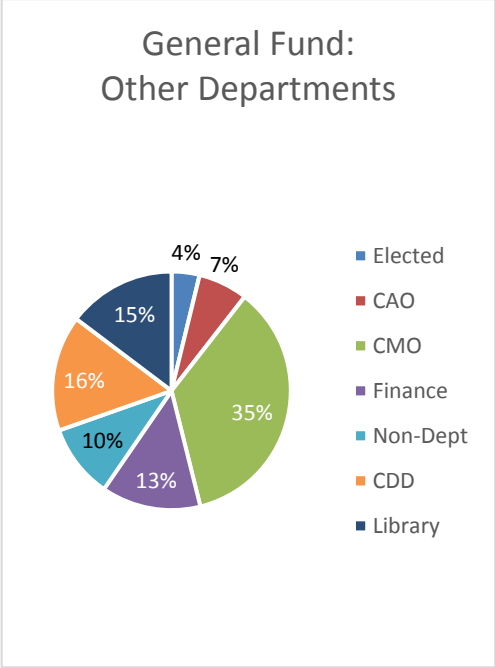
FY 2015-2017 Adopted Budget

General Fund Expenses by Department

Dept Name	Estimated FY 2014-2015	Proposed Budget 15-16	Proposed Budget 16-17
Elected	332,686	339,195	334,795
City Attorney Office	647,790	624,860	593,285
City Manager	2,852,370	3,072,725	3,137,595
Finance	1,226,410	1,262,875	1,187,605
Non-Dept	1,177,465	1,010,205	885,205
Community Dev Dept	1,272,565	1,394,355	1,383,680
Fire	7,271,060	7,344,790	7,267,105
Library	1,285,770	1,361,905	1,295,860
Parks and Community Services	5,270,680	5,282,390	5,242,725
Police	8,807,705	8,952,310	8,762,965
Public Works	2,257,080	2,298,975	2,265,050
Operating Total	**32,401,581**	**32,944,585**	**32,355,870**
DEBT	396,265	390,990	114,320
CAPITAL	1,050,000	2,760,000	1,842,000
Expenditure Total	**33,847,846**	**36,095,575**	**34,312,190**

Transfers In/Out	Estimated FY 2014-2015	Proposed Budget 15-16	Proposed Budget 16-17
TRANSFERS IN	223,395	263,070	263,070
TRANSFES OUT	-567,420	-689,505	-689,505
Net Transfers In/(Out)	**-344,025**	**-426,435**	**-426,435**





Notable changes to Total General Fund Expenditures (see department level budgets for further detail):

- Increase in Personnel: Community Development and Public Works departments include the funding of frozen positions of the Senior Planner and Assistant Public Works Director, respectively. These positions were approved by the City Council during Second Quarter FY 2014-2015.
- Increase in Retirement: CalPERs safety increased by approximately 6% and non-safety increased by approximately 2%. These cost increases are offset in FY 2016-17 as the Pension Bond Obligation payments are structured to decrease.
- Increase in City Manager's Office budget:
    - Increase of $100,000 in the Information Technology Division for contracts and equipment budget.
    - Increase of $150,000 in the Economic Development Division to implement Phase II of the Business Development Action plan. Staff is recommending that the anticipated Billboard revenues be apportioned to this department to fund this increase.
- Decrease in Non-departmental budget: Capturing the Cost Allocations from Water and Wastewater funds.
- Capital budget: The Capital budget includes the Level 1 items noted in this staff report (funded in FY 2014-15); Measure C projects approved by the City Council (funded in FY 2015-16 and FY 2016-17); and estimated costs for Benicia Industrial Park broadband (funded FY 2015-16).

These noted changes to the static budget are a result of meeting existing core services and/or are enhancements consistent with several of the City Council's top priorities:

- Enhancing Technology
- Efficient financial reporting and accountability
- Economic Development

CITY OF BENICIA
GENERAL FUND 2014-15

account type	GENERAL FUND	Arts & Culture Commission Fund	CAPITAL LICENSE	CENTURY CABLE	DEVELOPER BOOK FUND	Economic Development Activities Fund	HUMAN SERVICES	GENERAL FUND MEASURE C CAPITAL	**Grand Total**
Revenues									
Property Tax	13,177,400	-	-	-	-	-	-	-	**13,177,400**
PROP TAX - VEHICLE LICENSE	6,472,600	-	-	-	-	-	-	-	**6,472,600**
Sales Tax	4,353,278	-	-	-	-	-	-	-	**4,353,278**
UUT	460,000	-	-	-	-	-	-	-	**460,000**
BUSINESS LICENSE TAX	2,190,872	-	-	-	-	-	-	-	**2,190,872**
Franchise Fee	502,000	-	-	-	-	-	-	-	**502,000**
Other Taxes	357,000	-	20,000	-	500	-	-	-	**377,500**
Licenses and Permits	84,830	-	-	-	-	-	-	-	**84,830**
Fines and Forfeitures	34,600	-	2,000	145	-	-	-	-	**36,745**
Use of Money	2,006,904	-	-	-	-	2,500	800	-	**2,010,204**
Revenue from Other Agency	82,632	-	-	-	-	-	-	-	**82,632**
Charges for Services	2,300,326	-	-	-	-	-	-	-	**2,300,326**
Other Revenues	57,314	800	-	6,000	-	-	33,035	-	**97,149**
Revenue Total	32,079,756	800	22,000	6,145	500	2,500	33,835	-	**32,145,536**
Expenditures									
Elected	332,686	-	-	-	-	-	-	-	**332,686**
City Attorney's Office	647,790	-	-	-	-	-	-	-	**647,790**
City Manager's Office	2,580,980	-	-	24,600	-	69,455	177,335	-	**2,852,370**
Finance	1,226,410	-	-	-	-	-	-	-	**1,226,410**
NonDept	1,177,465	-	-	-	-	-	-	-	**1,177,465**
Community Development	1,272,565	-	-	-	-	-	-	-	**1,272,565**
Fire	7,271,060	-	-	-	-	-	-	-	**7,271,060**
Library	1,218,975	66,295	-	-	500	-	-	-	**1,285,770**
Parks and Community Services	5,270,680	-	-	-	-	-	-	-	**5,270,680**
Police	8,807,705	-	-	-	-	-	-	-	**8,807,705**
Public Works	2,257,080	-	-	-	-	-	-	-	**2,257,080**
Operating Total	32,063,396	66,295	-	24,600	500	69,455	177,335	-	**32,401,581**
Debt	396,265	-	-	-	-	-	-	-	**396,265**
CAPITAL	1,050,000	-	-	-	-	-	-	-	**1,050,000**
Expenditure Total	33,509,661	66,295	-	24,600	500	69,455	177,335	-	**33,847,846**
Net Income	(1,429,905)	(65,495)	22,000	(18,455)	-	(66,955)	(143,500)	-	**(1,702,310)**
Transfers In/(Out)									
TRANSFERS IN	-	61,540	-	11,855	-	-	150,000	-	**223,395**
TRANSFES OUT	(567,420)	-	-	-	-	-	-	-	**(567,420)**
Net Transfers In/(Out)	(567,420)	61,540	-	11,855	-	-	150,000	-	**(344,025)**
Change in Fund Balance	**(1,997,325)**	**(3,955)**	**22,000**	**(6,600)**	**-**	**(66,955)**	**6,500**	**-**	**(2,046,335)**
Beginning Fund Balance	8,564,536	4,034	80,138	90,993	480	814,228	176,296	-	**9,730,705**
Ending Fund Balance	6,567,211	79	102,138	84,393	480	747,273	182,796	-	**7,684,370**
									23.90%

CITY OF BENICIA
GENERAL FUND 2015-16

account type	GENERAL FUND	Arts & Culture Commission Fund	CAPITAL LICENSE	CENTURY CABLE	DEVELOPER BOOK FUND	Economic Development Activities Fund	HUMAN SERVICES	GENERAL FUND MEASURE C CAPITAL	**Grand Total**
Revenues									
Property Tax	13,600,010	-	-	-	-	-	-	-	**13,600,010**
Sales Tax	7,932,600	-	-	-	-	-	-	-	**7,932,600**
UUT	4,308,850	-	-	-	-	-	-	2,000,000	**6,308,850**
BUSINESS LICENSE TAX	460,000	-	-	-	-	-	-	-	**460,000**
Franchise Fee	2,233,600	-	-	-	-	-	-	-	**2,233,600**
Other Taxes	445,000	-	-	-	-	-	-	-	**445,000**
Licenses and Permits	360,000	-	10,000	-	500	-	-	-	**370,500**
Fines and Forfeitures	79,500	-	-	-	-	-	-	-	**79,500**
Use of Money	32,600	-	2,000	145	-	-	-	-	**34,745**
PROP TAX - VEHICLE LICENSE	2,076,690	-	-	-	-	500	800	-	**2,077,990**
Revenue from Other Agency	30,000	-	-	-	-	-	-	-	**30,000**
Charges for Services	2,132,000	-	-	-	-	-	-	-	**2,132,000**
Other Revenues	63,600	800	-	6,000	-	-	33,035	-	**103,435**
Revenue Total	33,754,450	800	12,000	6,145	500	500	33,835	2,000,000	**35,808,230**
Expenditures									
Elected	339,195	-	-	-	-	-	-	-	**339,195**
City Attorney's Office	624,860	-	-	-	-	-	-	-	**624,860**
City Manager's Office	2,784,330	-	-	24,000	-	69,455	194,940	-	**3,072,725**
Finance	1,262,875	-	-	-	-	-	-	-	**1,262,875**
NonDept	1,010,205	-	-	-	-	-	-	-	**1,010,205**
Community Development	1,394,355	-	-	-	-	-	-	-	**1,394,355**
Fire	7,344,790	-	-	-	-	-	-	-	**7,344,790**
Library	1,272,255	89,310	-	-	340	-	-	-	**1,361,905**
Parks and Community Services	5,282,390	-	-	-	-	-	-	-	**5,282,390**
Police	8,952,310	-	-	-	-	-	-	-	**8,952,310**
Public Works	2,298,975	-	-	-	-	-	-	-	**2,298,975**
Operating Total	32,566,540	89,310	-	24,000	340	69,455	194,940	-	**32,944,585**
Debt	390,990	-	-	-	-	-	-	-	**390,990**
CAPITAL	-	-	-	-	-	550,000	-	2,210,000	**2,760,000**
Expenditure Total	32,957,530	89,310	-	24,000	340	619,455	194,940	2,210,000	**36,095,575**
Net Income	796,920	(88,510)	12,000	(17,855)	160	(618,955)	(161,105)	(210,000)	**(287,345)**
Transfers In/(Out)									
TRANSFERS IN	-	88,510	-	11,855	-	-	162,705	-	**263,070**
TRANSFES OUT	(689,505)	-	-	-	-	-	-	-	**(689,505)**
Net Transfers In/(Out)	(689,505)	88,510	-	11,855	-	-	162,705	-	**(426,435)**
Change in Fund Balance	**107,415**	**-**	**12,000**	**(6,000)**	**160**	**(618,955)**	**1,600**	**(210,000)**	**(713,780)**
Beginning Fund Balance	6,567,211	79	102,138	84,393	480	747,273	182,796	-	**7,684,370**
Ending Fund Balance	6,674,626	79	114,138	78,393	640	128,318	184,396	(210,000)	**6,970,590**
									19.5%

CITY OF BENICIA
GENERAL FUND 2016-17

account type	GENERAL FUND	Arts & Culture Commission Fund	CAPITAL LICENSE	CENTURY CABLE	DEVELOPER BOOK FUND	Economic Development Activities Fund	HUMAN SERVICES	GENERAL FUND MEASURE C CAPITAL	Grand Total
Revenues									
Property Tax	14,078,810	-	-	-	-	-	-	-	**14,078,810**
Sales Tax	7,318,670	-	-	-	-	-	-	-	**7,318,670**
UUT	4,272,710	-	-	-	-	-	-	2,000,000	**6,272,710**
BUSINESS LICENSE TAX	460,000	-	-	-	-	-	-	-	**460,000**
Franchise Fee	2,288,600	-	-	-	-	-	-	-	**2,288,600**
Other Taxes	445,000	-	-	-	-	-	-	-	**445,000**
Licenses and Permits	360,000	-	10,000	-	500	-	-	-	**370,500**
Fines and Forfeitures	79,500	-	-	-	-	-	-	-	**79,500**
Use of Money	32,600	-	2,000	145	-	-	-	-	**34,745**
PROP TAX - VEHICLE LICENSE	2,148,920	-	-	-	-	500	800	-	**2,150,220**
Revenue from Other Agency	30,000	-	-	-	-	-	-	-	**30,000**
Charges for Services	2,137,000	-	-	-	-	-	-	-	**2,137,000**
Other Revenues	63,600	800	-	6,000	-	-	33,035	-	**103,435**
Revenue Total	33,715,410	800	12,000	6,145	500	500	33,835	2,000,000	**35,769,190**
Expenditures									
Elected	334,795	-	-	-	-	-	-	-	**334,795**
City Attorney's Office	593,285	-	-	-	-	-	-	-	**593,285**
City Manager's Office	2,889,580	-	-	24,000	-	29,075	194,940	-	**3,137,595**
Finance	1,187,605	-	-	-	-	-	-	-	**1,187,605**
NonDept	885,205	-	-	-	-	-	-	-	**885,205**
Community Development	1,383,680	-	-	-	-	-	-	-	**1,383,680**
Fire	7,267,105	-	-	-	-	-	-	-	**7,267,105**
Library	1,206,210	89,310	-	-	340	-	-	-	**1,295,860**
Parks and Community Services	5,242,725	-	-	-	-	-	-	-	**5,242,725**
Police	8,762,965	-	-	-	-	-	-	-	**8,762,965**
Public Works	2,265,050	-	-	-	-	-	-	-	**2,265,050**
Operating Total	32,018,205	89,310	-	24,000	340	29,075	194,940	-	**32,355,870**
Debt	114,320	-	-	-	-	-	-	-	**114,320**
CAPITAL	-	-	-	-	-	-	-	1,842,000	**1,842,000**
Expenditure Total	32,132,525	89,310	-	24,000	340	29,075	194,940	1,842,000	**34,312,190**
Net Income	1,582,885	(88,510)	12,000	(17,855)	160	(28,575)	(161,105)	158,000	**1,457,000**
Transfers In/(Out)									
TRANSFERS IN	-	88,510	-	11,855	-	-	162,705	-	**263,070**
TRANSFES OUT	(689,505)	-	-	-	-	-	-	-	**(689,505)**
Net Transfers In/(Out)	(689,505)	88,510	-	11,855	-	-	162,705	-	**(426,435)**
Change in Fund Balance	**893,380**	**-**	**12,000**	**(6,000)**	**160**	**(28,575)**	**1,600**	**158,000**	**1,030,565**
Beginning Fund Balance	6,674,626	79	114,138	78,393	640	128,318	184,396	(210,000)	**6,970,590**
Ending Fund Balance	7,568,006	79	126,138	72,393	800	99,743	185,996	(52,000)	**8,001,155**
									22.4%

SPECIAL REVENUE FUNDS

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Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted or committed to expenditures for specified purposes, other than major capital projects or debt service. GASB 54 clarifies that the *proceeds of specific a revenue source*, whether legal or administrative, is the foundation for classification of a Special Revenue Fund.

Community Services Program

The Community Services Program Fund accounts for two sub-fund activities:

> Tree Maintenance Program - This program is funded through Valero Good Neighbor Steering Committee (Valero GNSC) Fund, and tree fees and fines utilized to provide funding for maintenance of existing trees and planting new trees.
>
> Cemetery Improvements Program – This program is funded through cemetery burial fees utilized for cemetery road and landscape improvements, and burial vault purchases.

Local Grants

The Local Grants Funds account for all other local grant activity not accounted for in separate funds. This includes activity for the California Integrated Waste Management programs for waste oil and beverage container recycling.

Gas Tax

The State Gas Tax Fund is required by State law to account for California State gasoline taxes. This tax is primarily distributed to cities based on population and proportion of registered vehicles. Gas tax funds must be spent on public street-related maintenance and capital expenditures. Beginning in 2010, the State combined the Excise Tax Rate (Proposition 42) and Gas Sales and Use Tax, known as the "fuel tax swap". During 2014, the Board of Equalization was completing its "true-up" process and recalculated the Proposition 42 revenues. (See excerpt taken for Board of Equalization below.) This resulted in a 30-35% reduction Statewide in Gas Tax revenues, or about $200,000 loss in Benicia.

It is unknown if this revenue reduction is permanent or temporary. At present, the City is assuming that this reduction would be in place for the next five years. To maintain the current programs funded by Gas Tax, the City will be using the reserve levels in the fund. By the end of FY 2015-2017 budget, the Gas Tax will have used $830,000 in reserves. After two years, however, the City street resurfacing program will need to be reduced by $300,000 in order to match expenditures to projected revenues.

> *The fuel tax swap annually requires Board of Equalization (BOE) to set an excise tax rate per gallon of gasoline that provides the same amount of revenue as would the state sales and use tax, which was eliminated and replaced by the excise tax under the fuel tax swap legislation enacted in 2010. The Legislature intended that the revenues collected under the fuel tax swap stay at the same level as they would have been had the Sales and Use Tax on fuel stayed in place. In other words, the legislation was intended to ensure revenue neutrality over time.*

To accomplish revenue neutrality, the BOE is required to adjust the excise tax rate annually. As part of this adjustment, the BOE compares the difference between the revenues it forecasted the sales and use tax would have yielded in Fiscal Year 2012-13 without the excise tax, and the actual excise tax revenues generated ("true-up"). The difference between the two must be neutralized to remain even by adjusting the excise tax rate up or down. The BOE, in cooperation with the Department of Finance, forecasts the amount of revenue that would have been received under the sales and use tax law for fiscal year (2014-15). The BOE adjusts the excise tax rate up or down to ensure revenues collected in this year are consistent with this forecast

*The excise tax rate is imposed as a flat rate per gallon, while the sales and use tax rate is imposed as a percentage of the gasoline price. Thus, calculating the true-up for Fiscal Year 2012-13 and generating the forecast for Fiscal Year 2014-15, requires analyzing the amount that taxpayers actually consumed, as well as the amount they are predicted to consume and multiplying that number by the average price for each relevant time period. (*Coleman, Michael. *CaliforniaCityFinance.com.* HUTAupdate150225.pdf*)*

The following link provides more information:

http://www.boe.ca.gov/meetings/pdf/022514_P1_1_Fuel_Tax_Swap_Memo.pdf

Rehabilitation Program (Community Development Block Grant)

The Community Development Block Grant Fund (CDBG) accounts for revolving loans from Federal housing rehabilitation grants. The loan program is regulated by Federal and State agencies. The City is currently drafting a program and seeking concurrence with Federal and State agencies. Once approved, the City will begin to draw down on existing reserves and may qualify for additional funding.

Southern Pacific Depot

The SP (Southern Pacific) Depot fund accounts for activity related to the Southern Pacific Depot building. The revenue earned from building lease and rental activity is committed for on-going repair and maintenance costs related to this historic transportation treasure.

Streets and Transportation Grants

The Benicia Industrial Park Bus Hub Project is a one acre park and ride lot west of Industrial Way and south of Park Road. This Project is served by the Fairfield - Suisun Transit Route 40 and includes 46 parking spaces, bus pull outs, bus shelters, food vendor areas, restrooms, landscaping and lighting. The planning, property acquisition, design and construction are funded with $1.25 million in Regional Measure 2 funds and $860,000 in Regional Traffic Impact Fees. There is a financing plan with various funding sources, and construction is scheduled for the summer and fall of 2015.

Traffic Impact Mitigation Funds

Traffic mitigation fund is comprised of revenues collected from Traffic Impact Fees (TIF), State grants, development fees, investment earnings and interfund transfers for transportation improvements identified in the adopted 2014 Citywide Traffic Impact Fee Update. The TIF Update identifies citywide traffic improvements necessitated from future development in Benicia. There are 8 roadway improvements and 7 intersection improvements identified in the 2014 Update. In FY 2015-2016, the design of Columbus Parkway street-widening for a right turn lane to eastbound Rose Drive will be completed with improvements beginning in the summer 2016. In 2016-2017, Rose Drive sidewalk and ADA ramps near Columbus Parkway will be completed as identified in the TIF.

The City has had moderate development in the last decade, especially since the Great Recession. The majority of the working capital reserves are from earlier developments. The balances in these funds are finite as the City is essentially built out. The proposed projects are exhausting the current reserves in this fund and future projects listed in the 2014 TIF update will need to be deferred until reserves are built up sufficiently to fund these projects.

Tourtelot Mitigation

The Tourtelot Mitigation Fund accounts for developer fees received from the Tourtelot project site. These funds are restricted for mitigation of various costs through 2025, including clean-up costs incurred through the State Department of Toxic Substances.

Valero GNSC

The Valero GNSC Fund accounts for proceeds from the Valero Good Neighbor Steering Committee Agreement, whereby a total of $14 million in settlement proceeds are allocated for various water and energy conservation programs and projects ($10.6 million), and also other projects identified under the Agreement ($3.4 million).

Library Programs

Library Programs consist of the following funds:

County Sales Tax Measure

The Library County Sales Tax Fund accounts for a Solano countywide retail Transactions and Use Tax at the rate of 1/8 of one percent. This 1998 voter-approved tax is restricted for supplementing, continuing, and expanding local library services in Solano County. This tax was set to expire in 2014; however, in June of 2012 the voters in Solano County overwhelmingly passed a new measure extending the tax for an additional sixteen years through 2030.

The program is used to provide additional staffing and library support.

Donations and Bequests: Library Programs

The Library Programs Funds account for programs funded through the Friends of the Benicia Public Library.

Interlibrary Loans:

The funds also include program activity related to funds remaining from the State Interlibrary Loan program, and also restricted fund raising and grant monies.

Literacy Programs

The Literacy Programs fund accounts for activity related to the Families for Literacy grant program, English as a Second Language (ESL), and Adult Literacy programs.

Landscape and Lighting Assessment Districts (LLAD)

The City maintains the five LLAD zones. Assessments collected account for salary and benefits costs, utility costs, and minor landscape improvement costs incurred in the maintenance of the Districts. The five assessment zones consist of: 1) Residential; 2) Fleetside Industrial Park; 3) Goodyear Road; 4) East 2nd Street; and, 5) Columbus Parkway. Over the years, the expenses of the LLAD programs have begun to outpace assessment revenues. The Residential District is at risk of utilizing all fund reserves during the two-year budget period. Once fund reserves are fully utilized, the General Fund must transfer funds to cover any future operating deficits.

Public Safety Programs

Public Safety Programs consist of the following funds:

Drug Preventions (Asset Forfeiture)

The Asset Forfeiture Fund accounts for assets seized and allocated to local jurisdictions following successful drug-related convictions. Such funds are restricted to law enforcement expenditures. Of the funds received, 15% are legally mandated for set-aside and programming at the County coalition level.

State Law Enforcement Grants (COPS)

The State Law Enforcement Grants Fund primarily accounts for the State Citizens Option for Public Safety (COPS) Supplemental Law Enforcement Services grants. Grants received from this program are restricted to fund frontline municipal police services and may not be used to supplant any existing funding for law enforcement services. The fund also accounts for the Vest Program and other minor grants.

Restricted Grants Non-Federal

The County Programs Fund accounts for Family Resource Center program, which provides information and referral services and oversees funding for basic emergency needs to families through the Solano Youth Connection Fund.

Restricted Grants Federal

The Restricted Grants Fund accounts for two programs:

Alcohol, Tobacco, Other Drugs – Provides restricted program funds for a Youth Action Coalition Coordinator, Second Step program, compliancy checks, and parent education.

Youth Action Coalition – Provides General Fund program funds for crises intervention, Second Step, and other prevention programs aimed at reducing the rate of alcohol, tobacco, and drug use

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SPECIAL REVENUE FUNDS

FY 2015-2017 Adopted Budget

Summary of All Special Revenue Funds (in thousands)

Revenues	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
COMMUNITY SERVICE PROGRAMS	45	45	45	45	46
COPS SUPP LAW ENF GRANT	100	100	100	102	103
DRUG PREVENTION	2	2	2	2	2
LOCAL GRANT	16	8	8	8	8
GAS TAX	813	604	604	613	623
STREET AND TRANSPORTATION	1,656	1,457	-	-	-
L&L - COLUMBUS PKWY	16	16	16	16	16
L&L - EAST 2ND ST	28	28	28	28	28
L&L - FLEETSIDE	80	84	84	84	84
L&L - GOODYEAR ROAD	4	4	4	4	4
L&L - RESIDENTIAL	300	310	310	310	310
LIBRARY - DONATIONS & BEQUESTS	98	78	78	80	81
LIBRARY - INTERLIBRARY LOAN	5	-	-	-	-
LIBRARY - LITERACY FUND	21	24	25	26	26
LIBRARY-CNTY SALES TAX MEASURE	702	747	747	722	723
MISC GRANT	269	-	-	-	-
PARK DEDICATION	91	5	5	5	5
POLICE GRANTS - FEDERAL	83	96	96	98	99
REHABILITATION PROGRAM (CDBG)	18	18	18	18	19
RESTRICTED POLICE- NON-FEDERAL	60	78	78	80	81
SP DEPOT	3	3	3	3	3
TOURTELOT MITIGATION FUND	2	2	2	2	2
TRAFFIC MITIGATION	33	20	20	20	21
Valero - GNSC	748	493	54	54	54
Revenue Total	5,193	4,222	2,327	2,320	2,338
Expenses					
COMMUNITY SERVICE PROGRAMS	101	12	82	82	82
COPS SUPP LAW ENF GRANT	138	100	100	100	100
DRUG PREVENTION	8	8	8	8	8
LOCAL GRANT	23	15	15	15	15
GAS TAX	916	966	970	610	610
STREET AND TRANSPORTATION	1,653	1,457	-	-	-
L&L - COLUMBUS PKWY	29	24	22	22	23
L&L - EAST 2ND ST	40	40	39	40	40
L&L - FLEETSIDE	133	127	125	126	128
L&L - GOODYEAR ROAD	9	7	7	8	8
L&L - RESIDENTIAL	416	410	406	410	414
LIBRARY - DONATIONS & BEQUESTS	172	138	126	127	127
LIBRARY - INTERLIBRARY LOAN	10	10	10	10	10
LIBRARY - LITERACY FUND	62	81	81	82	83
LIBRARY-CNTY SALES TAX MEASURE	901	919	905	919	933
MISC GRANT	269	-	-	-	-
PARK DEDICATION	39	5	5	5	5
POLICE GRANTS - FEDERAL	85	96	96	99	100
REHABILITATION PROGRAM (CDBG)	-	-	-	-	-
RESTRICTED POLICE- NON-FEDERAL	153	152	152	128	128
SP DEPOT	25	25	25	25	25
TOURTELOT MITIGATION FUND	20	20	20	20	20
TRAFFIC MITIGATION	142	404	503	59	59
Valero - GNSC	1,313	68	45	45	45
Expenses Total	6,657	5,084	3,742	2,940	2,963
Net Income	**(1,464)**	**(862)**	**(1,415)**	**(620)**	**(625)**

CITY OF BENICIA
SPECIAL REVENUE 2014-15

Revenues	COMMUNITY SERVICE PROGRAMS	COPS SUPP LAW ENF GRANT	DRUG PREVENTION	LOCAL GRANT	GAS TAX	STREET AND TRANSPORTATION	MISC GRANT	PARK DEDICATION
Property Tax	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	16,747
Use of Money	1,200	125	50	462	3,670	700	-	534
Revenue from Other Agency	-	100,000	-	15,265	809,295	1,654,973	268,973	73,226
Charges for Services	43,000	-	1,550	-	-	-	-	-
Other Revenues	500	-	-	-	-	-	-	-
Revenue Total	44,700	100,125	1,600	15,727	812,965	1,655,673	268,973	90,507
Expenditures								
City Attorney's Office	-	-	-	-	-	-	-	-
City Manager's Office	-	-	-	22,765	-	-	-	-
NonDept	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	149,875	-
Fire	-	-	-	-	-	-	119,098	-
Library	-	-	-	-	-	-	-	-
Parks and Community Services	100,640	-	-	-	-	-	-	38,745
Police	-	137,550	7,500	-	-	-	-	-
Public Works	-	-	-	-	624,495	-	-	-
Operating Total	100,640	137,550	7,500	22,765	624,495	-	268,973	38,745
CAPITAL	-	-	-	-	291,090	1,653,245	-	-
Expenditure Total	100,640	137,550	7,500	22,765	915,585	1,653,245	268,973	38,745
Net Income	(55,940)	(37,425)	(5,900)	(7,038)	(102,620)	2,428	-	51,762
Transfers In/(Out)								
Transfers In	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Net Transfers In/(Out)	-	-	-	-	-	-	-	-
Change in Fund Balance	**(55,940)**	**(37,425)**	**(5,900)**	**(7,038)**	**(102,620)**	**2,428**	**-**	**51,762**
Beginning Fund Balance	268,759	85,124	27,292	22,568	929,013	23,477	565	(805)
Ending Fund Balance	212,819	47,699	21,392	15,530	826,393	25,905	565	50,957

CITY OF BENICIA
SPECIAL REVENUE 2014-15

Revenues	POLICE GRANTS - FEDERAL	RESTRICTED POLICE- NON-FEDERAL	SP DEPOT	TOURTELOT MITIGATION FUND	TRAFFIC MITIGATION	Valero - GNSC	REHABILITATION PROGRAM (CDBG)	L&L - RESIDENTIAL
Property Tax	-	-	-	-	-	-	-	299,885
Sales Tax	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	25,000	-	-	-
Use of Money	50	175	675	2,240	8,000	1,060	18,035	-
Revenue from Other Agency	82,845	25,000	-	-	-	-	-	-
Charges for Services	-	35,000	1,825	-	-	-	-	-
Other Revenues	-	-	-	-	-	746,481	-	-
Revenue Total	82,895	60,175	2,500	2,240	33,000	747,541	18,035	299,885
Expenditures								
City Attorney's Office	-	-	-	20,000	-	-	-	-
City Manager's Office	-	-	-	-	-	300,000	-	-
NonDept	-	-	-	-	-	503,840	-	-
Community Development	-	-	-	-	-	276,765	-	-
Fire	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-
Parks and Community Services	-	-	25,000	-	-	232,600	-	415,605
Police	84,515	153,425	-	-	-	-	-	-
Public Works	-	-	-	-	98,730	-	-	-
Operating Total	84,515	153,425	25,000	20,000	98,730	1,313,205	-	415,605
CAPITAL	-	-	-	-	43,000	-	-	-
Expenditure Total	84,515	153,425	25,000	20,000	141,730	1,313,205	-	415,605
Net Income	(1,620)	(93,250)	(22,500)	(17,760)	(108,730)	(565,664)	18,035	(115,720)
Transfers In/(Out)								
Transfers In	-	48,105	-	-	-	-	-	86,645
Transfers Out	-	-	-	-	-	-	-	-
Net Transfers In/(Out)	-	48,105	-	-	-	-	-	86,645
Change in Fund Balance	**(1,620)**	**(45,145)**	**(22,500)**	**(17,760)**	**(108,730)**	**(565,664)**	**18,035**	**(29,075)**
Beginning Fund Balance	30,010	61,111	127,546	476,840	999,076	320,488	440,865	47,568
Ending Fund Balance	28,390	15,966	105,046	459,080	890,346	(245,176)	458,900	18,493

CITY OF BENICIA
SPECIAL REVENUE 2014-15

Revenues	L&L - FLEETSIDE	L&L - COLUMBUS PKWY	L&L - EAST 2ND ST	L&L - GOODYEAR ROAD	LIBRARY-CNTY SALES TAX MEASURE	LIBRARY - DONATIONS & BEQUESTS	LIBRARY - INTERLIBRARY LOAN	LIBRARY - LITERACY FUND	**TOTAL SPECIAL REVENUE FUNDS**
Property Tax	79,975	15,800	28,000	4,000	-	-	-	-	**427,660**
Sales Tax	-	-	-	-	700,000	-	-	-	**700,000**
Licenses and Permits	-	-	-	-	-	-	-	-	**41,747**
Use of Money	475	510	40	25	2,460	1,245	100	450	**42,281**
Revenue from Other Agency	-	-	-	-	-	6,635	-	20,220	**3,056,432**
Charges for Services	-	-	-	-	-	-	5,027	-	**86,402**
Other Revenues	-	-	-	-	-	90,000	-	-	**836,981**
Revenue Total	80,450	16,310	28,040	4,025	702,460	97,880	5,127	20,670	**5,191,503**
Expenditures									
City Attorney's Office	-	-	-	-	-	-	-	-	**20,000**
City Manager's Office	-	-	-	-	-	-	-	-	**322,765**
NonDept	-	-	-	-	-	-	-	-	**503,840**
Community Development	-	-	-	-	-	-	-	-	**426,640**
Fire	-	-	-	-	-	-	-	-	**119,098**
Library	-	-	-	-	901,240	171,555	10,000	61,730	**1,144,525**
Parks and Community Services	132,650	28,775	39,715	8,875	-	-	-	-	**1,022,605**
Police	-	-	-	-	-	-	-	-	**382,990**
Public Works	-	-	-	-	-	-	-	-	**723,225**
Operating Total	132,650	28,775	39,715	8,875	901,240	171,555	10,000	61,730	**4,665,688**
CAPITAL	-	-	-	-	-	-	-	-	**1,987,335**
Expenditure Total	132,650	28,775	39,715	8,875	901,240	171,555	10,000	61,730	**6,653,023**
Net Income	(52,200)	(12,465)	(11,675)	(4,850)	(198,780)	(73,675)	(4,873)	(41,060)	**(1,461,520)**
Transfers In/(Out)									
Transfers In	-	-	-	-	-	-	-	-	**134,750**
Transfers Out	-	-	-	-	-	-	-	-	**-**
Net Transfers In/(Out)	-	-	-	-	-	-	-	-	**134,750**
Change in Fund Balance	**(52,200)**	**(12,465)**	**(11,675)**	**(4,850)**	**(198,780)**	**(73,675)**	**(4,873)**	**(41,060)**	**(1,326,770)**
Beginning Fund Balance	136,762	111,279	46,062	40,648	652,431	181,971	32,528	112,170	**5,173,348**
Ending Fund Balance	84,562	98,814	34,387	35,798	453,651	108,296	27,655	71,110	**3,846,578**

CITY OF BENICIA
SPECIAL REVENUE 2015-16

Revenues	COMMUNITY SERVICE PROGRAMS	COPS SUPP LAW ENF GRANT	DRUG PREVENTION	LOCAL GRANT	GAS TAX	STREET AND TRANSPORTATION	MISC GRANT	PARK DEDICATION
Property Tax	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	5,000
Use of Money	1,200	125	50	25	3,670	-	-	-
Revenue from Other Agency	-	100,000	-	7,500	600,590	1,456,700	-	-
Charges for Services	43,000	-	1,550	-	-	-	-	-
Other Revenues	500	-	-	-	-	-	-	-
Revenue Total	44,700	100,125	1,600	7,525	604,260	1,456,700	-	5,000
Expenditures								
City Attorney's Office	-	-	-	-	-	-	-	-
City Manager's Office	-	-	-	15,290	-	-	-	-
NonDept	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-
Parks and Community Services	11,500	-	-	-	-	-	-	4,835
Police	-	100,000	7,500	-	-	-	-	-
Public Works	-	-	-	-	573,095	-	-	-
Operating Total	11,500	100,000	7,500	15,290	573,095	-	-	4,835
CAPITAL	-	-	-	-	393,300	1,456,700	-	-
Expenditure Total	11,500	100,000	7,500	15,290	966,395	1,456,700	-	4,835
Net Income	33,200	125	(5,900)	(7,765)	(362,135)	-	-	165
Transfers In/(Out)								
Transfers In	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Net Transfers In/(Out)	-	-	-	-	-	-	-	-
Change in Fund Balance	**33,200**	**125**	**(5,900)**	**(7,765)**	**(362,135)**	**-**	**-**	**165**
Beginning Fund Balance	212,819	47,699	21,392	15,530	826,393	25,905	565	50,957
Ending Fund Balance	246,019	47,824	15,492	7,765	464,258	25,905	565	51,122

CITY OF BENICIA
SPECIAL REVENUE 2015-16

Revenues	POLICE GRANTS - FEDERAL	RESTRICTED POLICE- NON-FEDERAL	SP DEPOT	TOURTELOT MITIGATION FUND	TRAFFIC MITIGATION	Valero - GNSC	REHABILITATION PROGRAM (CDBG)	L&L - RESIDENTIAL
Property Tax	-	-	-	-	-	-	-	309,885
Sales Tax	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	12,000	-	-	-
Use of Money	50	-	675	2,240	8,000	3,600	18,035	-
Revenue from Other Agency	96,070	25,000	-	-	-	-	-	-
Charges for Services	-	53,400	1,825	-	-	-	-	-
Other Revenues	-	-	-	-	-	489,390	-	-
Revenue Total	96,120	78,400	2,500	2,240	20,000	492,990	18,035	309,885
Expenditures								
City Attorney's Office	-	-	-	20,000	-	-	-	-
City Manager's Office	-	-	-	-	-	-	-	-
NonDept	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-
Parks and Community Services	-	-	25,000	-	-	67,790	-	409,995
Police	96,070	152,400	-	-	-	-	-	-
Public Works	-	-	-	-	104,375	-	-	-
Operating Total	96,070	152,400	25,000	20,000	104,375	67,790	-	409,995
CAPITAL	-	-	-	-	300,000	-	-	-
Expenditure Total	96,070	152,400	25,000	20,000	404,375	67,790	-	409,995
Net Income	50	(74,000)	(22,500)	(17,760)	(384,375)	425,200	18,035	(100,110)
Transfers In/(Out)								
Transfers In	-	74,000	-	-	-	-	-	96,645
Transfers Out	-	-	-	-	-	-	-	-
Net Transfers In/(Out)	-	74,000	-	-	-	-	-	96,645
Change in Fund Balance	**50**	**-**	**(22,500)**	**(17,760)**	**(384,375)**	**425,200**	**18,035**	**(3,465)**
Beginning Fund Balance	28,390	15,966	105,046	459,080	890,346	(245,176)	458,900	18,493
Ending Fund Balance	28,440	15,966	82,546	441,320	505,971	180,024	476,935	15,028

CITY OF BENICIA
SPECIAL REVENUE 2015-16

Revenues	L&L - FLEETSIDE	L&L - COLUMBUS PKWY	L&L - EAST 2ND ST	L&L - GOODYEAR ROAD	LIBRARY-CNTY SALES TAX MEASURE	LIBRARY - DONATIONS & BEQUESTS	LIBRARY - INTERLIBRARY LOAN	LIBRARY - LITERACY FUND	TOTAL SPECIAL REVENUE FUNDS
Property Tax	83,475	15,800	28,000	4,000	-	-	-	-	**441,160**
Sales Tax	-	-	-	-	745,000	-	-	-	**745,000**
Licenses and Permits	-	-	-	-	-	-	-	-	**17,000**
Use of Money	475	510	40	25	2,460	990	-	670	**42,840**
Revenue from Other Agency	-	-	-	-	-	-	-	15,000	**2,300,860**
Charges for Services	-	-	-	-	-	-	-	-	**99,775**
Other Revenues	-	-	-	-	-	77,500	-	8,000	**575,390**
Revenue Total	83,950	16,310	28,040	4,025	747,460	78,490	-	23,670	**4,222,025**
Expenditures									
City Attorney's Office	-	-	-	-	-	-	-	-	**20,000**
City Manager's Office	-	-	-	-	-	-	-	-	**15,290**
NonDept	-	-	-	-	-	-	-	-	**-**
Community Development	-	-	-	-	-	-	-	-	**-**
Fire	-	-	-	-	-	-	-	-	**-**
Library	-	-	-	-	919,295	138,350	10,000	80,980	**1,148,625**
Parks and Community Services	127,490	23,900	39,645	7,395	-	-	-	-	**717,550**
Police	-	-	-	-	-	-	-	-	**355,970**
Public Works	-	-	-	-	-	-	-	-	**677,470**
Operating Total	127,490	23,900	39,645	7,395	919,295	138,350	10,000	80,980	**2,934,905**
CAPITAL	-	-	-	-	-	-	-	-	**2,150,000**
Expenditure Total	127,490	23,900	39,645	7,395	919,295	138,350	10,000	80,980	**5,084,905**
Net Income	(43,540)	(7,590)	(11,605)	(3,370)	(171,835)	(59,860)	(10,000)	(57,310)	**(862,880)**
Transfers In/(Out)									
Transfers In	-	-	-	-	-	-	-	-	**170,645**
Transfers Out	-	-	-	-	-	-	-	-	**-**
Net Transfers In/(Out)	-	-	-	-	-	-	-	-	**170,645**
Change in Fund Balance	**(43,540)**	**(7,590)**	**(11,605)**	**(3,370)**	**(171,835)**	**(59,860)**	**(10,000)**	**(57,310)**	**(692,235)**
Beginning Fund Balance	84,562	98,814	34,387	35,798	453,651	108,296	27,655	71,110	3,846,578
Ending Fund Balance	41,022	91,224	22,782	32,428	281,816	48,436	17,655	13,800	3,154,343

CITY OF BENICIA
SPECIAL REVENUE 2016-17

Revenues	COMMUNITY SERVICE PROGRAMS	COPS SUPP LAW ENF GRANT	DRUG PREVENTION	LOCAL GRANT	GAS TAX	STREET AND TRANSPORTATION	MISC GRANT	PARK DEDICATION
Property Tax	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	5,000
Use of Money	1,200	125	50	25	3,670	-	-	-
Revenue from Other Agency	-	100,000	-	7,500	600,590	-	-	-
Charges for Services	43,000	-	1,550	-	-	-	-	-
Other Revenues	500	-	-	-	-	-	-	-
Revenue Total	44,700	100,125	1,600	7,525	604,260	-	-	5,000
Expenditures		-	-	-	-			
City Attorney's Office	-	-	-	-	-	-	-	-
City Manager's Office	-	-	-	15,290	-	-	-	-
NonDept	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-
Parks and Community Services	81,500	-	-	-	-	-	-	4,835
Police	-	100,000	7,500	-	-	-	-	-
Public Works	-	-	-	-	577,030	-	-	-
Operating Total	81,500	100,000	7,500	15,290	577,030	-	-	4,835
CAPITAL	-	-	-	-	393,300	-	-	-
Expenditure Total	81,500	100,000	7,500	15,290	970,330	-	-	4,835
Net Income	(36,800)	(100,000)	(7,500)	(15,290)	(970,330)	-	-	165
Transfers In/(Out)								
Transfers In	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Net Transfers In/(Out)	-	-	-	-	-	-	-	-
Change in Fund Balance	**(36,800)**	**(100,000)**	**(7,500)**	**(15,290)**	**(970,330)**	**-**	**-**	**165**
Beginning Fund Balance	246,019	47,824	15,492	7,765	464,258	25,905	565	51,122
Ending Fund Balance	209,219	(52,176)	7,992	(7,525)	(506,072)	25,905	565	51,287

CITY OF BENICIA
SPECIAL REVENUE 2016-17

Revenues	POLICE GRANTS - FEDERAL	RESTRICTED POLICE- NON-FEDERAL	SP DEPOT	TOURTELOT MITIGATION FUND	TRAFFIC MITIGATION	Valero - GNSC	REHABILITATION PROGRAM (CDBG)	L&L - RESIDENTIAL
Property Tax	-	-	-	-	-	-	-	309,885
Sales Tax	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	12,000	-	-	-
Use of Money	50	-	675	2,240	8,000	3,600	18,035	-
Revenue from Other Agency	96,070	25,000	-	-	-	-	-	-
Charges for Services	-	53,400	1,825	-	-	-	-	-
Other Revenues	-	-	-	-	-	50,000	-	-
Revenue Total	96,120	78,400	2,500	2,240	20,000	53,600	18,035	309,885
Expenditures								
City Attorney's Office	-	-	-	20,000	-	-	-	-
City Manager's Office	-	-	-	-	-	-	-	-
NonDept	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-
Parks and Community Services	-	-	25,000	-	-	45,000	-	405,875
Police	96,070	152,400	-	-	-	-	-	-
Public Works	-	-	-	-	303,080	-	-	-
Operating Total	96,070	152,400	25,000	20,000	303,080	45,000	-	405,875
CAPITAL	-	-	-	-	200,000	-	-	-
Expenditure Total	96,070	152,400	25,000	20,000	503,080	45,000	-	405,875
Net Income	50	(74,000)	(22,500)	(17,760)	(483,080)	8,600	18,035	(95,990)
Transfers In/(Out)								
Transfers In	-	74,000	-	-	-	-	-	96,645
Transfers Out	-	-	-	-	-	-	-	-
Net Transfers In/(Out)	-	74,000	-	-	-	-	-	96,645
Change in Fund Balance	**50**	**-**	**(22,500)**	**(17,760)**	**(483,080)**	**8,600**	**18,035**	**655**
Beginning Fund Balance	28,440	15,966	82,546	441,320	505,971	180,024	476,935	15,028
Ending Fund Balance	28,490	15,966	60,046	423,560	22,891	188,624	494,970	15,683

CITY OF BENICIA
SPECIAL REVENUE 2016-17

Revenues	L&L - FLEETSIDE	L&L - COLUMBUS PKWY	L&L - EAST 2ND ST	L&L - GOODYEAR ROAD	LIBRARY-CNTY SALES TAX MEASURE	LIBRARY - DONATIONS & BEQUESTS	LIBRARY - INTERLIBRARY LOAN	LIBRARY - LITERACY FUND	TOTAL SPECIAL REVENUE FUNDS
Property Tax	83,715	15,800	28,000	4,110	-	-	-	-	**441,510**
Sales Tax	-	-	-	-	745,000	-	-	-	**745,000**
Licenses and Permits	-	-	-	-	-	-	-	-	**17,000**
Use of Money	475	510	40	25	2,460	990	-	670	**42,840**
Revenue from Other Agency	-	-	-	-	-	-	-	15,000	**844,160**
Charges for Services	-	-	-	-	-	-	-	-	**99,775**
Other Revenues	-	-	-	-	-	77,500	-	9,550	**137,550**
Revenue Total	84,190	16,310	28,040	4,135	747,460	78,490	-	25,220	**2,327,835**
Expenditures									
City Attorney's Office	-	-	-	-	-	-	-	-	**20,000**
City Manager's Office	-	-	-	-	-	-	-	-	**15,290**
NonDept	-	-	-	-	-	-	-	-	**-**
Community Development	-	-	-	-	-	-	-	-	**-**
Fire	-	-	-	-	-	-	-	-	**-**
Library	-	-	-	-	904,640	126,350	10,000	80,980	**1,121,970**
Parks and Community Services	125,210	22,200	39,395	7,435	-	-	-	-	**756,450**
Police	-	-	-	-	-	-	-	-	**355,970**
Public Works	-	-	-	-	-	-	-	-	**880,110**
Operating Total	125,210	22,200	39,395	7,435	904,640	126,350	10,000	80,980	**3,149,790**
CAPITAL	-	-	-	-	-	-	-	-	**593,300**
Expenditure Total	125,210	22,200	39,395	7,435	904,640	126,350	10,000	80,980	**3,743,090**
Net Income	(41,020)	(5,890)	(11,355)	(3,300)	(157,180)	(47,860)	(10,000)	(55,760)	**(1,415,255)**
Transfers In/(Out)									
Transfers In	-	-	-	-	-	-	-	-	**170,645**
Transfers Out	-	-	-	-	-	-	-	-	**-**
Net Transfers In/(Out)	-	-	-	-	-	-	-	-	**170,645**
Change in Fund Balance	**(41,020)**	**(5,890)**	**(11,355)**	**(3,300)**	**(157,180)**	**(47,860)**	**(10,000)**	**(55,760)**	**(1,244,610)**
Beginning Fund Balance	41,022	91,224	22,782	32,428	281,816	48,436	17,655	13,800	3,154,343
Ending Fund Balance	2	85,334	11,427	29,128	124,636	576	7,655	(41,960)	1,909,733

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ENTERPRISE FUNDS

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Enterprise Funds account for City operations financed and operated in a manner similar to a private business enterprise. Government-run enterprises often charge user-fees to support the service or product provided. These activities are typically self-supporting; as in the case of the City's two utilities or it may rely on general government subsidies to fully fund operations, such as the Marina Fund.

Marina Fund

The Marina property was obtained by the City in 1975 via a land swap for property in the Arsenal, including the port. The balance of the land acquired by the City at that time included the current residential properties south of East E Street between East Second and East Fifth Streets, as well as the First Street Green and Peninsula Pier. To develop the property, in 1976 Benicia entered into a loan agreement with what is now the Division of Boating and Waterways (Cal Boating) of the California Department of Parks and Recreation. This agreement was amended four times between 1977 and 1979, increasing the total size of the loan to $5.2 million, through 2027.

Since 1990, the City has had lease agreements with Benicia Harbor Corporation and Marina condominiums (Butterfield and Portside). The lease payments are used to pay the debt service payments and City costs related to maintenance and dredging of the Marina. In FY 2000-2001, the City's dredging costs had more than doubled without any supporting increase in revenues. As a result, the City's Marina fund reserves were depleted. By FY 2003-2004, the City had begun covering the Marina fund's cash shortfall with General Fund transfers beginning at $184,000. The General Fund annual subsidy to the Marina fund is $209,275 during FY 2015-2017.

Wastewater Funds

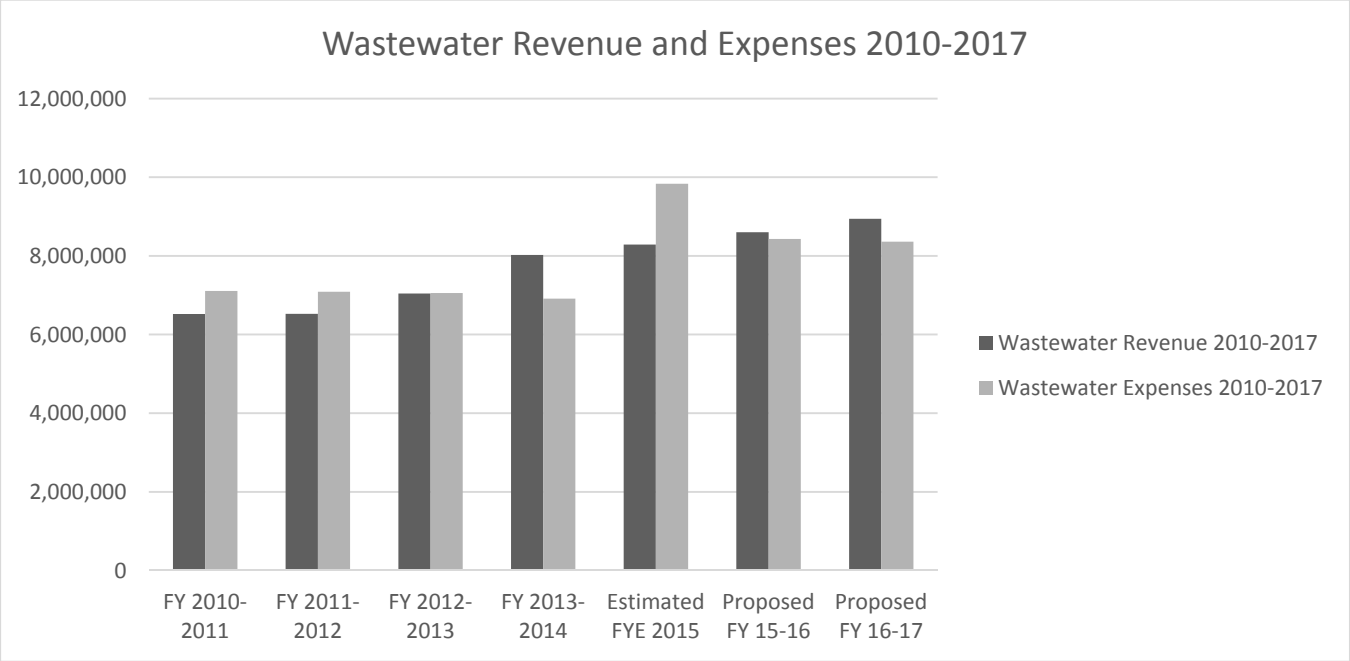
The Wastewater System collects sewer discharges from homes and businesses from within Benicia through the City owned treatment plant at the bottom of East 5th Street. The Wastewater treatment plant collects and treats sewer waste which is discharged to the Carquinez Strait while ensuring public health, public safety, and the natural environment of the strait are protected. The Wastewater Funds account for the operating revenues, expenses, debt service, and capital improvement costs related to providing the safe and reliable removal of wastewater generated within the City. Wastewater rates also pay for some non-point source pollution prevention and other Federal and State environmental programs related to water discharge treatment systems.

In 2012, the City Council adopted rate increases for the utility operations and debt service payments. The fees in the Wastewater utility are a fixed bimonthly services charge for residential and a mix of flat service charge and per unit charge (based upon water consumption usage) on the commercial customers. The Wastewater revenues will increase two more times under the existing rate increases, 4% on July 1, 2015 and 4% on July 1, 2016.

Prior to the current rates, the Wastewater fees had not been increased since 2006 and expenses had exceeded revenues. In order to keep rates down, the City chose to defer all but the most critically needed capital maintenance and replacement costs during the five year rate period. In addition, whenever

possible, the department has soft-frozen positions (meaning to leave position vacancies unfilled for extended periods to achieve department savings) in order to maintain working capital reserves.

The FY 2015-2017 Wastewater budget also has a minimal capital maintenance budget of $75,000 which is equal to only 4% of annual depreciation. During FY 2014-2015, the City conducted a needs assessment based upon the Sewer Master Plan adopted 2010 for capital improvements. It is estimated that the Wastewater fund capital needs are $19.1 million ($12.4 million for the Wastewater Treatment Plant and $6.7 million for the Wastewater Collection System) over the next 10 years and will grow to $37.5 million ($26.5 million for the Wastewater Treatment Plant and $11 million for the Wastewater Collection System) over the next 20 years, at which time the current rates are not sufficient to fund any portion of these costs. The City will need to consider another rate increase in order to add any of these costs into the budget. Otherwise revenues will remain only sufficient to cover operations and debt service payments.



Wastewater Capacity Fund:

The Wastewater Capacity fund is used to increase the capacity needs of the City utilities as defined by demand growth from development. The fee is expected to pay for all or a portion of the costs of providing public services to the new development. The City has had moderate development in the last decade, especially since the Great Recession. The majority of the working capital reserves are from earlier developments. The balances in these funds are finite as the City is essentially built out. Several key Wastewater capital improvements were identified as eligible for improved capacity at the treatment plant or supporting infrastructure. FY 2015-2017 has $662,500 in capital improvements; dropping reserves to $7.6 million by the close of FY 2016-2017. Selection of these projects was done with great care based upon the Sewer Master Plan.

Water Funds

The Water Treatment System treats raw water from three sources and distributes that drinking water to the homes and businesses in Benicia. The Water Funds account for the operating revenues, expenses, debt service, and capital improvement costs related to the utility. Operating activity includes costs for water supply contracts, storage, and the negotiation and management of untreated water supply to Valero Refining Company, and costs related to Federal and State water quality and environmental mandates.

In 2012, the City Council adopted rate increases for the utility operations, debt service, and capital improvements. Like Wastewater, six years had passed since the prior rate increases leaving the revenues lagging behind expenses. Also, like the Wastewater fund, only the most critical capital had been included in the budget in order to keep rates low. The rates are structured with a fixed service charge (varies by meter size) and per unit (748 gallons) consumption charge. In addition, the consumption rates are tiered so that the higher demand users pay a higher per unit charge than lower consumption users. The costs of the fund were covered under the assumption of 60% fixed revenue and 40% variable revenues. In comparison, the Water fund costs including operations and debt service charges are more than 90% fixed, meaning they cannot be reduced without negatively impacting Water treatment and distribution operations or other contractual obligations. The Water fund estimates include two more increases from the existing rate increases, 7% on January 1, 2016 and 4% on January 1, 2017.

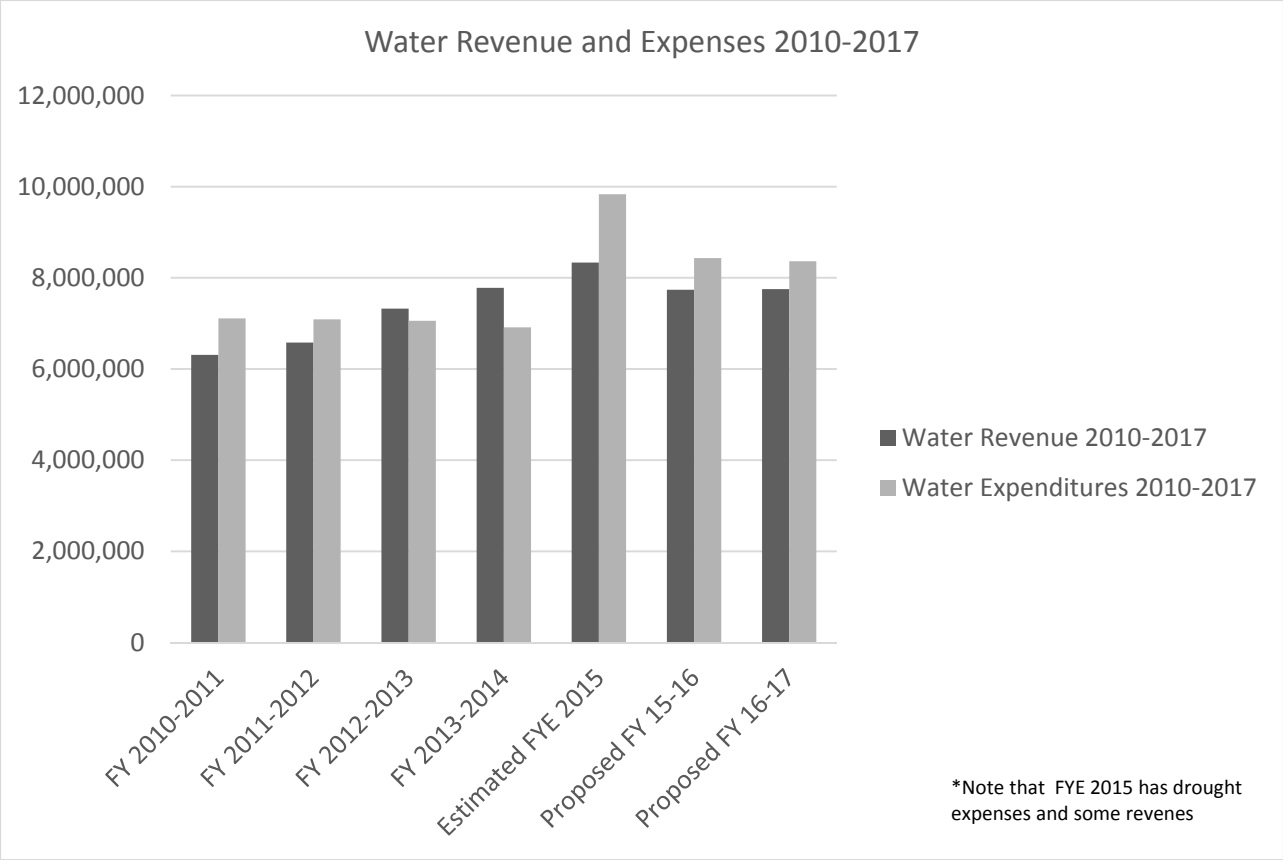
The California drought and related citywide conservation efforts have therefore had a significant impact on both costs increases and revenue decreases in the Water fund. The California drought has reminded everyone that water is a commodity that becomes more expensive when in short supply. The City was in the position where it had to purchase water in 2014 at a higher cost than was budgeted causing an increase in its variable costs that had no reductions offset in the utility's fixed costs. The Citywide effort to conserve water resulted in a 15-20% reduction in consumption, most of which is believed to be a permanent change in usages; for example, many residents are reducing their water demand, because they have made significant changes to their landscaping. The second impact on rates was that majority of the residential users have reduced enough water so as to step out of the higher tiered rates. While the consumption is equal to 15-20% reduction, the revenue impact is greater by 5% or more with revenues down 20-25%.

In October 2014, the City adopted a drought surcharge to offset both the increased costs related to the drought and the anticipated loss in revenues due to conservation efforts. The surcharge was meant to be a temporary, assuming that the drought would end and revenues would rebound, as users returned to past consumption patterns. However, as the 2014 winter did not improve drought conditions and more residents are becoming accustomed to their current usage patterns, it is unlikely that Water revenues will be sufficient going forward, even with the existing surcharge.

Over the next two years, the Water fund is exhausting its reserves at a rate of approximately 6-8% per year. At the end of FY 2014-2015, working capital reserves are 30% of revenues, FY 2015-2016 this drops to 24% and FY 2016-2017 the reserves drop below 16%. Staff is currently working on factoring in a

proposed rate increase for the City Council to consider. It is expected to be presented after the budget is adopted. Efforts have been made to reduce the operational and capital costs in the Water fund in FY 2015-2016 and FY 2016-2017 by deferring equipment replacement and system improvements. During FY 2013-2015 budget, in an effort to reduce operational costs, the Water fund has eliminated a Field, Utilities and Streets Worker and delayed filling vacancies when possible. The City also continues to participate in the North Bay Agency Chemical Pool for the joint purchase of chemicals which is at a significantly lower rate.

The FY 2015-2017 Water budget also has a minimal capital maintenance budget of $79,000 which is equal to only 6% of annual depreciation. During FY 2014-2015, the City conducted an assessment based upon the Water Master Plan from 2012 for capital improvements. It is estimated that the Wastewater fund capital needs are $7.8 million over the next 10 years and will grow to $17.5 million over the next 20 years, at which time the current rates are not sufficient to fund any portion of these costs. The City will need to consider another rate increase in order to add any of these costs into the budget. Otherwise revenues will remain insufficient to cover operations and debt service payments.



Water Capacity Fund:

The Water Capacity fund is used to increase the capacity needs of the City utilities as defined by demand growth from development. The fee is expected to pay for all or a portion of the costs of providing public services to the new development. The City has had moderate development in the last decade, especially since the Great Recession. The majority of the working capital reserves are from earlier developments.

The reserve balances in these funds are finite as the City is essentially built out. Several key Water capital improvements were identified as eligible for improved capacity at the treatment plant or supporting infrastructure. At the end of FY 2014-2015, the working capital reserves will be $2.8 million. FY 2015-2017 has $1.9 million in capital improvements; dropping reserves below $1 million by the close of FY 2016-2017. Selection of these projects was done with great care based upon the Water Master Plan.

CITY OF BENICIA
WATER ESTIMATED FY 2014-15

Revenues	WATER CAPACITY	WATER OPERATIONS	Water Equipment/Vehicle Replacement	Water Filter Replacement	Water System Replacement	Major Water Capital	TOTAL WATER
Use of Money	18,800	14,000	1,509	400	1,500	1,600	**19,009**
Revenue from Other Agency	-	91,780	-	-	-	-	**91,780**
Charges for Services	30,000	8,215,242	-	-	-	-	**8,215,242**
Other Revenues	-	9,200	-	-	-	-	**9,200**
Revenue Total	48,800	8,330,222	1,509	400	1,500	1,600	**8,335,231**
Expenditures							
Personnel	-	2,478,180	-	-	-	-	**2,478,180**
Nonpersonnel	-	3,459,450	-	96,200	159,425	350,000	**4,065,075**
ISF	-	1,015,435	-	-	-	-	**1,015,435**
Utilities	-	564,700	-	-	-	-	**564,700**
Operating Total	-	7,517,765	-	96,200	159,425	350,000	**8,123,390**
Debt	-	1,709,270	-	-	-	-	**1,709,270**
CAPITAL	1,794,155	-	-	-	-	-	**-**
Expenditure Total	1,794,155	9,227,035	-	96,200	159,425	350,000	**9,832,660**
Net Income	(1,745,355)	(896,813)	1,509	(95,800)	(157,925)	(348,400)	**(1,497,429)**
Transfers In/(Out)							
Transfers In	-	-	80,000	85,000	50,000	175,000	**390,000**
Transfers Out	-	(390,000)	-	-	-	-	**(390,000)**
Net Transfers In/(Out)	-	(390,000)	80,000	85,000	50,000	175,000	**-**
Change in Fund Balance	**1,794,155**	**(1,286,813)**	**81,509**	**(10,800)**	**(107,925)**	**(173,400)**	**(1,497,429)**
Beginning Fund Balance	4,622,307	2,474,086	445,076	162,602	448,800	544,022	**4,074,586**
Ending Fund Balance	6,416,462	1,187,273	526,585	151,802	340,875	370,622	2,577,157
							30.9%

CITY OF BENICIA
WATER CAPACITY AND WATER FUNDS
WATER PROPOSED FY 2015-16

Revenues	WATER CAPACITY	WATER OPERATIONS	Water Equipment/Vehicle Replacement	Water Filter Replacement	Water System Replacement	Major Water Capital	TOTAL WATER
Use of Money	18,800	5,400	-	-	-	-	**5,400**
Revenue from Other Agency	-	-	-	-	-	-	**-**
Charges for Services	15,000	7,725,805	-	-	-	-	**7,725,805**
Other Revenues	-	7,000	-	-	-	-	**7,000**
Revenue Total	33,800	7,738,205	-	-	-	-	7,738,205
Expenditures							
Personnel	-	2,601,325	-	-	-	-	**2,601,325**
Nonpersonnel	-	2,268,960	-	-	100,000	-	**2,368,960**
ISF	-	1,111,600	-	-	-	-	**1,111,600**
Utilities	-	564,700	-	-	-	-	**564,700**
Operating Total	-	6,546,585	-	-	100,000	-	**6,646,585**
Debt	-	1,705,790	-	-	-	-	**1,705,790**
CAPITAL	1,307,000	79,000	-	-	-	-	**79,000**
Expenditure Total	1,307,000	8,331,375	-	-	100,000	-	**8,431,375**
Net Income	(1,273,200)	(593,170)	-	-	(100,000)	-	**(693,170)**
Transfers In/(Out)							
Transfers In	-	-	-	-	-	-	**-**
Transfers Out	-	-	-	-	-	-	**-**
Net Transfers In/(Out)	-	-	-	-	-	-	**-**
Change in Fund Balance	**(1,273,200)**	**(593,170)**	**-**	**-**	**(100,000)**	**-**	**(693,170)**
Beginning Fund Balance	6,416,462	1,187,273	526,585	151,802	340,875	370,622	**2,577,157**
Ending Fund Balance	5,143,262	594,103	526,585	151,802	240,875	370,622	**1,883,987**
							24.3%

CITY OF BENICIA
WATER PROPOSED FY 2016-17

Revenues	WATER CAPACITY	WATER OPERATIONS	Water Equipment/Vehicle Replacement	Water Filter Replacement	Water System Replacement	Major Water Capital	TOTAL WATER
Use of Money	18,800	5,400	-	-	-	-	**5,400**
Revenue from Other Agency	-	-	-	-	-	-	**-**
Charges for Services	15,000	7,740,255	-	-	-	-	**7,740,255**
Other Revenues	-	7,000	-	-	-	-	**7,000**
Revenue Total	33,800	7,752,655	-	-	-	-	**7,752,655**
Expenditures							
Personnel	-	2,559,045	-	-	-	-	**2,559,045**
Nonpersonnel	-	2,257,840	-	-	100,000	-	**2,357,840**
ISF	-	1,194,100	-	-	-	-	**1,194,100**
Utilities	-	564,860	-	-	-	-	**564,860**
Operating Total	-	6,575,845	-	-	100,000	-	**6,675,845**
Debt	-	1,685,925	-	-	-	-	**1,685,925**
CAPITAL	691,635	-	-	-	-	-	**-**
Expenditure Total	691,635	8,261,770	-	-	100,000	-	**8,361,770**
Net Income	(657,835)	(509,115)	-	-	(100,000)	-	**(609,115)**
Transfers In/(Out)							
Transfers In	-	-	-	-	-	-	**-**
Transfers Out	-	-	-	-	-	-	**-**
Net Transfers In/(Out)	-	-	-	-	-	-	**-**
Change in Fund Balance	**(657,835)**	**(509,115)**	**-**	**-**	**(100,000)**	**-**	**(609,115)**
Beginning Fund Balance	5,143,262	594,103	526,585	151,802	240,875	370,622	**1,883,987**
Ending Fund Balance	4,485,427	84,988	526,585	151,802	140,875	370,622	**1,274,872**
							16.4%

CITY OF BENICIA
WASTEWATER FUNDS 2014-15

Revenues	WASTEWATER CAPACITY	WASTEWATER OPERATIONS	Wastewater Equipment/Vehicle Replacement	Wastewater System Replacement	Major Wastewater Capital Project	**TOTAL WASTEWATER**
Use of Money	47,500	9,000	750	200	800	**10,750**
Charges for Services	65,000	8,273,373	-	-	-	**8,273,373**
Other Revenues	-	4,965	-	-	-	**4,965**
Revenue Total	112,500	8,287,338	750	200	800	**8,289,088**
Expenditures						
Personnel	-	2,445,085	-	-	-	**2,445,085**
Nonpersonnel	-	1,816,535	-	75,000	1,690	**1,893,225**
ISF	-	1,061,945	-	-	-	**1,061,945**
Utilities	-	483,500	-	-	-	**483,500**
Operating Total	-	5,807,065	-	75,000	1,690	**5,883,755**
Debt	-	2,359,581	-	-	-	**2,359,581**
CAPITAL	1,364,000	196,675	-	-	-	**196,675**
Expenditure Total	1,364,000	8,363,321	-	75,000	1,690	**8,440,011**
Net Income	(1,251,500)	(75,983)	750	(74,800)	(890)	**(150,923)**
Transfers In/(Out)						
Transfers In	-	-	-	-	75,000	**75,000**
Transfers Out	-	(75,000)	-	-	-	**(75,000)**
Net Transfers In/(Out)	-	(75,000)	-	-	75,000	**-**
Change in Fund Balance	**(1,251,500)**	**(150,983)**	**750**	**(74,800)**	**74,110**	**(150,923)**
Beginning Fund Balance	9,508,435	1,630,082	237,510	716,159	183,096	**2,766,847**
Ending Fund Balance	8,256,935	1,479,099	238,260	641,359	257,206	**2,615,924**
						32%

CITY OF BENICIA
WASTEWATER FUNDS 2015-16

Revenues	WASTEWATER CAPACITY	WASTEWATER OPERATIONS	Wastewater Equipment/Vehicle Replacement	Wastewater System Replacement	Major Wastewater Capital Project	**TOTAL WASTEWATER**
Use of Money	40,300	9,000	-	-	-	**9,000**
Charges for Services	30,000	8,594,470	-	-	-	**8,594,470**
Other Revenues	-	-	-	-	-	**-**
Revenue Total	70,300	8,603,470	-	-	-	**8,603,470**
Expenditures						
Personnel	-	2,550,985	-	-	-	**2,550,985**
Nonpersonnel	40,000	1,785,155	21,000	75,000	20,000	**1,901,155**
ISF	-	1,133,175	-	-	-	**1,133,175**
Utilities	-	505,380	-	-	-	**505,380**
Operating Total	40,000	5,974,695	21,000	75,000	20,000	**6,090,695**
Debt	-	2,357,340	-	-	-	**2,357,340**
CAPITAL	387,500	-	-	-	-	**-**
Expenditure Total	427,500	8,332,035	21,000	75,000	20,000	**8,448,035**
Net Income	(357,200)	271,435	(21,000)	(75,000)	(20,000)	**155,435**
Transfers In/(Out)						
Transfers In	-	-	-	-	-	**-**
Transfers Out	-	-	-	-	-	**-**
Net Transfers In/(Out)	-	-	-	-	-	**-**
Change in Fund Balance	**(357,200)**	**271,435**	**(21,000)**	**(75,000)**	**(20,000)**	**155,435**
Beginning Fund Balance	8,256,935	1,479,099	238,260	641,359	257,206	**2,615,924**
Ending Fund Balance	7,899,735	1,750,534	217,260	566,359	237,206	2,771,359
						32%

CITY OF BENICIA
WASTEWATER FUNDS 2016-17

Revenues	WASTEWATER CAPACITY	WASTEWATER OPERATIONS	Wastewater Equipment/Vehicle Replacement	Wastewater System Replacement	Major Wastewater Capital Project	**TOTAL WASTEWATER**
Use of Money	40,300	9,000	-	-	-	**9,000**
Charges for Services	30,000	8,934,650	-	-	-	**8,934,650**
Other Revenues	-	-	-	-	-	**-**
Revenue Total	70,300	8,943,650	-	-	-	**8,943,650**
Expenditures						
Personnel	-	2,507,700	-	-		**2,507,700**
Nonpersonnel	85,000	1,726,375	23,000	75,000	-	**1,824,375**
ISF	-	1,190,675	-	-	170,000	**1,360,675**
Utilities	-	519,030	-	-	-	**519,030**
Operating Total	85,000	5,943,780	23,000	75,000	170,000	**6,211,780**
Debt	-	2,359,415	-	-	-	**2,359,415**
CAPITAL	275,000	-	-	-	-	**-**
Expenditure Total	360,000	8,303,195	23,000	75,000	170,000	**8,571,195**
Net Income	(289,700)	640,455	(23,000)	(75,000)	(170,000)	**(8,571,195)**
Transfers In/(Out)						
Transfers In	-	-	-	-	-	**-**
Transfers Out	-	-	-	-	-	**-**
Net Transfers In/(Out)	-	-	-	-	-	**-**
Change in Fund Balance	**(289,700)**	**640,455**	**(23,000)**	**(75,000)**	**(170,000)**	**372,455**
Beginning Fund Balance	7,899,735	1,750,534	217,260	566,359	237,206	**2,771,359**
Ending Fund Balance	7,610,035	2,390,989	194,260	491,359	67,206	**3,143,814**
						35%

CITY OF BENICIA
Marina Funds

	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Revenues					
Property Tax	64,000	64,000	64,000	64,000	64,000
Other Taxes	6,960	38,000	38,000	38,000	38,000
Charges for Services	307,720	307,720	307,720	307,720	307,720
Revenue Total	378,680	409,720	409,720	409,720	409,720
Expenditures					
Purchased Services	43,960	40,000	40,000	40,000	40,000
Purchased Supplies	216,620	251,620	251,620	251,620	251,620
ISF	16,075	16,075	16,075	16,075	16,075
Operating Total	276,655	307,695	307,695	307,695	307,695
Debt	311,300	311,300	311,300	311,300	311,300
Expenditure Total	587,955	618,995	618,995	618,995	618,995
Transfers In/(Out)					
Transfers In	209,275	209,275	209,275	209,275	209,275
Transfers Out	-	-	-	-	-
Net Transfers In/(Out)	209,275	209,275	209,275	209,275	209,275
Change in Fund Balance	**-**	**-**	**-**	**-**	**-**
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-

INTERNAL SERVICE FUNDS

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INTERNAL SERVICES FUNDS

FY 2015-2017 Adopted Budget

Internal Service Funds are utilized to account for financing goods, services, and costs within the City organization. These funds typically operate on a cost-reimbursement basis and such funds have an integral role in accumulating and managing City resources for fund-related activity.

Administrative Services Fund

The Administrative Services Fund accounts for expenses related to direct Finance division costs incurred to support of the City's Wastewater and Water utility billing operations. Expenses include salary and benefits costs for employees that are responsible for the billing and collections of utility accounts, as well as other direct supplies and services for this division. Beginning in FY 2014-2015 all indirect costs of Finance, Human Resources and Information Technology are now billed through the General Fund cost allocations per the Cost Allocation Plan adopted in May 2014. These expenses were previously captured in the Administrative Services Fund.

Energy Conservation Fund

The Energy Conservation fund accounts for the solar assets constructed with the proceeds of the 2011 Certificates of Participation (COPs) issued through the City's Public Municipal Financing Corporation. Construction of the solar assets was completed in FY2012-13. The fund operates as an internal electricity-provider to various sites within the City where the solar arrays were constructed. Under the intention of the financing, the City charges user-funds a utility rate, plus an annual energy inflation index. These charges, along with project energy rebates, are collected and used to transfer funds to the Public Municipal Financing Corporation for obligations related to the COPs debt lease payments. Funds remaining in excess of the debt lease payments will be utilized to pay for asset repair and maintenance and provide funds for future asset replacement or new energy conservation assets.

Equipment Replacement Fund

The Equipment Replacement Fund accounts for the accumulation of resources to replace identified operating equipment within the General Fund departments. Currently, Water and Wastewater fund separate vehicle and equipment replacement funds. Funding for equipment replacement is achieved through charging rates intended to recover the cost of equipment utilized in government operations. Since the recession, the City has deferred all but only the most critical equipment and has deferred the replacement of several assets. Over the next budget cycle, the City will be considering a comprehensive, long-term policy and funding for all of its major assets, including key areas of technology, generators, and infrastructure support.

Facility Maintenance Fund

The Facility Maintenance Fund accounts for maintenance and remodeling of City-owned or leased buildings and facilities including City Hall, Community and Parks Facilities, Fire and Police Facilities, the Library and Water and Wastewater Administration Facilities. Historically, the City has not accumulated a

significant balance to fund major repair and maintenance costs, but rather, has utilized the fund as a relatively short-term mechanism for limited scope projects, such as building siding, heating-ventilation-air conditioning (HVAC) systems, and roof repairs. At the end of FY 2014-2015, working capital is equal to 5% of annual depreciation. Over the next budget cycle, the City will be considering a comprehensive, long-term policy and funding for all of its major assets, including key areas of deferred maintenance planning as well as appropriate reserve levels to meet future capital needs.

Fleet and Equipment Services Fund

The Fleet and Equipment Services Fund accounts for expenses related to the preparation, maintenance, and repair of mechanical equipment and vehicles for other City departments. Costs are fully reimbursed annually by charges to the General Fund, and the Wastewater and Water Funds.

Retirement Stabilization Fund

The Retirement Stabilization Fund accounts for activity related to the issuance of the 2006 Pension Obligation Bonds (POBs), including rate surcharges on employee pension costs to provide a fund for annual debt payment related to the bonds. The bond proceeds were used to fund the unfunded actuarial accrued liability of the Miscellaneous and Safety pension plans through the California Public Employees' Retirement System (CalPERS).

Annual debt service on the POBs varies dramatically over the repayment period, from approximately $1.6 million in FY 2016-2017 to $0.53 million in FY 2017-2018. The dramatic decrease in debt service payments will allow the City to absorb additional CalPERS rate increases and provides for some fiscal relief during the second year of the budget cycle, particularly in the City's General Fund.

Vehicle Replacement Fund

The Vehicle Replacement Fund accounts for the City's vehicle fleet. Funding for vehicle replacement is achieved through charge rates intended to recover the cost of the replacement vehicles utilized in governmental operations including Fire trucks, Police patrol vehicles, and Parks maintenance vehicles. Currently, Water and Wastewater fund separate vehicle and equipment replacement funds.

Since inception, the City has not implemented rates adequate to fund the cost recovery of asset replacement. It is recognized these amounts are not sufficient to fully fund asset replacement costs long-term. Over the next budget cycle, the City will be considering a comprehensive, long-term policy and funding for all of its major assets, including key areas of vehicle replacement, department allocations, and establishing appropriate reserve levels to meet future capital needs.

Workers' Compensation Fund

The Workers' Compensation Fund accounts for the expenses related to management of the workers' compensation program. Such costs include program employee salary and benefits, insurance premiums,

medical and disability claims, claims administration, and certain employee health and prevention programs. This program is funded through a rate calculated by determining the amount of benefit to be accrued and dividing that amount by salaries within Industrial Class code. City experience modification is applied equally to all industrial classes.

Summary of Internal Services Funds (in thousands)

Revenues	Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
ADMINSTRATIVE SERVICES	465	510	525	550	575
ENERGY CONSERVATION	1,297	1,297	1,297	1,317	1,336
EQUIPMENT REPLACEMENT	195	195	195	198	201
EQUIPMENT SERVICE	540	537	537	545	553
FACILITY MAINTENANCE	291	291	291	295	299
INSURANCE	1,002	1,002	1,002	1,017	1,033
RETIREMENT STABLIZATION	1,612	1,612	547	555	563
VEHICLE REPLACEMENT	424	424	424	431	437
Revenue Total	5,826	5,868	4,818	4,908	4,997
Expenses					
ADMINSTRATIVE SERVICES	465	509	506	510	514
ENERGY CONSERVATION	1,256	1,331	898	928	962
EQUIPMENT REPLACEMENT	307	211	211	214	216
EQUIPMENT SERVICE	540	537	533	537	542
FACILITY MAINTENANCE	351	351	351	351	351
INSURANCE	1,003	1,007	1,006	1,029	1,053
RETIREMENT STABLIZATION	1,490	1,545	1,590	525	545
VEHICLE REPLACEMENT	175	175	175	177	134
Expenses Total	5,587	5,666	5,270	4,271	4,317
Net Income	239	202	(452)	637	680

CITY OF BENICIA
INTERNAL SERVICES 2014-15

Revenues	ADMINSTRATIVE SERVICES	Energy Conservation	EQUIPMENT REPLACEMENT	EQUIPMENT SERVICE	FACILITY MAINTENANCE	INSURANCE	RETIREMENT STABLIZATION	VEHICLE REPLACEMENT	**TOTAL INTERNAL SERVICES FUNDS**
Use of Money	-	3,900	3,800	-	5,500	2,400	1,800	-	**17,400**
Revenue from Other Agency	-	-	-	-	-	-	-	-	**-**
Charges for Services	464,600	843,155	191,510	539,825	285,005	999,020	1,610,000	423,825	**5,356,940**
Other Revenues	-	450,000	-	-	-	980	-	500	**451,480**
Operating Revenue Total	464,600	1,297,055	195,310	539,825	290,505	1,002,400	1,611,800	424,325	**5,825,820**
Expenditures									
City Manager's Office	-	-	-	-	-	-	-	-	**-**
Finance	464,600	-	-	-	-	-	-	-	**464,600**
NonDept	-	109,985	73,655	-	-	1,003,230	-	-	**1,186,870**
Community Development	-	-	-	-	-	-	-	-	**-**
Fire	-	-	80,455	-	-	-	-	-	**80,455**
Parks and Community Services	-	-	64,000	-	350,930	-	-	20,560	**435,490**
Police	-	-	45,740	-	-	-	-	109,725	**155,465**
Public Works	-	-	42,810	539,825	-	-	-	-	**582,635**
Operating Expenditures Total	464,600	109,985	306,660	539,825	350,930	1,003,230	-	130,285	**2,905,515**
Debt	-	1,146,065	-	-	-	-	1,489,915	44,395	**2,680,375**
Expenditure Total	464,600	1,256,050	306,660	539,825	350,930	1,003,230	1,489,915	174,680	**5,585,890**
Net Income	-	41,005	(111,350)	-	(60,425)	(830)	121,885	249,645	**239,930**
Transfers In/(Out)									
Transfers In	-	-	-	-	46,515	-	-	-	**46,515**
Transfers Out	-	-	-	-	-	-	-	-	**-**
Net Transfers In/(Out)	-	-	-	-	46,515	-	-	-	**46,515**
Change in Fund Balance	**-**	**41,005**	**(111,350)**	**-**	**(13,910)**	**(830)**	**121,885**	**249,645**	**286,445**
Beginning Fund Balance	15,928	2,610	835,989	-	225,582	1,281,016	1,494,358	759,106	**4,614,589**
Ending Fund Balance	15,928	43,615	724,639	-	211,672	1,280,186	1,616,243	1,008,751	**4,901,034**

CITY OF BENICIA
INTERNAL SERVICES 2015-16

Revenues	ADMINSTRATIVE SERVICES	Energy Conservation	EQUIPMENT REPLACEMENT	EQUIPMENT SERVICE	FACILITY MAINTENANCE	INSURANCE	RETIREMENT STABLIZATION	VEHICLE REPLACEMENT	**TOTAL INTERNAL SERVICES FUNDS**
Use of Money	-	3,900	3,800	-	5,500	2,400	1,800	-	**17,400**
Revenue from Other Agency	-	-	-	-	-	-	-	-	**-**
Charges for Services	510,000	843,155	191,510	536,710	285,005	999,020	1,610,000	423,825	**5,399,225**
Other Revenues	-	450,000	-	-	-	980	-	500	**451,480**
Operating Revenues Total	510,000	1,297,055	195,310	536,710	290,505	1,002,400	1,611,800	424,325	**5,868,105**
Expenditures									
City Manager's Office	-	-	-	-	-	-	-	-	**-**
Finance	508,730	-	-	-	-	-	-	-	**508,730**
Community Development	-	-	-	-	-	-	-	-	**-**
Fire	-	-	37,340	-	-	-	-	-	**37,340**
Parks and Community Services	-	-	39,725	-	350,930	-	-	20,560	**411,215**
Police	-	-	37,345	-	-	-	-	109,725	**147,070**
Public Works	-	-	42,810	536,710	-	-	-	-	**579,520**
NonDept	-	129,985	54,000	-	-	1,007,180	-	-	**1,191,165**
Operating Expenditures Total	508,730	129,985	211,220	536,710	350,930	1,007,180	-	130,285	**2,875,040**
Debt	-	1,201,420	-	-	-	-	1,544,915	44,395	**2,790,730**
Expenditure Total	508,730	1,331,405	211,220	536,710	350,930	1,007,180	1,544,915	174,680	**5,665,770**
Net Income	1,270	(34,350)	(15,910)	-	(60,425)	(4,780)	66,885	249,645	**202,335**
Transfers In/(Out)									
Transfers In	-	-	-	-	46,515	-	-	-	**-**
Transfers Out	-	-	-	-	-	-	-	-	**46,515**
Net Transfers In/(Out)	-	-	-	-	46,515	-	-	-	**46,515**
Change in Fund Balance	**1,270**	**(34,350)**	**(15,910)**	**-**	**(13,910)**	**(4,780)**	**66,885**	**249,645**	**248,850**
Beginning Fund Balance	15,928	43,615	724,639	-	211,672	1,280,186	1,616,243	1,008,751	**4,901,034**
Ending Fund Balance	17,198	9,265	708,729	-	197,762	1,275,406	1,683,128	1,258,396	**5,149,884**

CITY OF BENICIA
INTERNAL SERVICES 2016-17

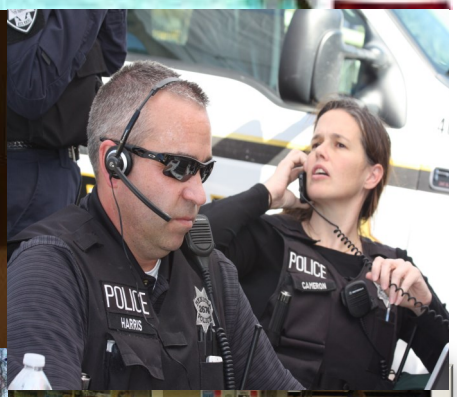
Revenues	ADMINSTRATIVE SERVICES	Energy Conservation	EQUIPMENT REPLACEMENT	EQUIPMENT SERVICE	FACILITY MAINTENANCE	INSURANCE	RETIREMENT STABLIZATION	VEHICLE REPLACEMENT	**TOTAL INTERNAL SERVICES FUNDS**
Use of Money	-	3,900	3,800	-	5,500	2,400	1,800	-	**17,400**
Revenue from Other Agency	-	-	-	-	-	-	-	-	**-**
Charges for Services	525,000	843,155	191,510	536,710	285,005	999,020	545,000	423,825	**4,349,225**
Other Revenues	-	450,000	-	-	-	980	-	500	**451,480**
Operating Revenues Total	525,000	1,297,055	195,310	536,710	290,505	1,002,400	546,800	424,325	**4,818,105**
Expenditures									
City Manager's Office	506,185	-	-	-	-	-	-	-	**506,185**
Finance	-	-	-	-	-	-	-	-	**-**
Community Development	-	-	37,340	-	-	-	-	-	**37,340**
Fire	-	-	39,725	-	350,930	-	-	20,560	**411,215**
Parks and Community Services	-	-	37,345	-	-	-	-	109,725	**147,070**
Police	-	-	42,810	532,710	-	-	-	-	**575,520**
Public Works	-	129,985	54,000	-	-	1,005,670	-	-	**1,189,655**
NonDept	506,185	129,985	211,220	532,710	350,930	1,005,670	-	130,285	**2,866,985**
Operating Expenditures Total									
Debt	-	767,695	-	-	-	-	1,590,310	44,395	**2,402,400**
Expenditure Total	506,185	897,680	211,220	532,710	350,930	1,005,670	1,590,310	174,680	**5,269,385**
Net Income	18,815	399,375	(15,910)	4,000	(60,425)	(3,270)	(1,043,510)	249,645	**(451,280)**
Transfers In/(Out)									
Transfers In	-	-	-	-	46,515	-	-	-	**-**
Transfers Out	-	-	-	-	-	-	-	-	**46,515**
Net Transfers In/(Out)	-	-	-	-	46,515	-	-	-	**46,515**
Change in Fund Balance	**18,815**	**399,375**	**(15,910)**	**4,000**	**(13,910)**	**(3,270)**	**(1,043,510)**	**249,645**	**(404,765)**
Beginning Fund Balance	17,198	9,265	708,729	-	197,762	1,275,406	1,683,128	1,258,396	**5,149,884**
Ending Fund Balance	36,013	408,640	692,819	4,000	183,852	1,272,136	639,618	1,508,041	**4,745,119**

City of Benicia

Chapter 3-

Department Level Budgets

FY 2015-2017



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DEPARTMENT BUDGETS

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CITY ATTORNEY

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CITY ATTORNEY

FY 2015-2017 Adopted Budget

Department Overview:

The City Attorney's Office provides legal services and risk managment for the City. Legal services include litigation, code enforcement advice, training and office managment. The City Attorney manages the City's litigation and appears on behalf of the City as necessary. Typically, most cases are handled by outside counsel with oversight and direction by the City Attorney. Code enforcement involves providing advice and drafting appropriate letters, documents and ordinances. To support the City Council in its policy making role, the City Attorney prepares opinions, drafts or reviews agreements and other legal documents and prepares or reviews ordinances and resolutions as part of the advice services. Since the City is a full service city providing water, wastewater, police, fire, parks and community services, the City Attorney provides advice on a wide range of topics. The City Attorney also trains each board and commission on a yearly basis on the City's Open Government prinicipals and provides other training as needed. The City Attorney's Office is responsible for all legal work and for risk management. All employees of the department assist with both functions.

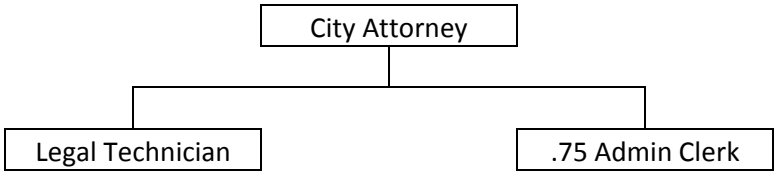
Risk management functions include staffing the City's safety committee and ABAG Plan's Board of Directors. The office also sets the insurance and indemnification standards and reviews insurance and contracts for compliance. The City Attorney also reviews claims and potential claims to mitigate damages and to improve conditions where possible.

At this time, the City Attorney is also the primary staff person for the Lower Arsenal Clean Up Project.

Boards/Committee Liaison:

Open Government Commission

Department Org Chart:



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

Accomplishments/Milestones Fiscal Years 2013-2015:

- To provide sufficient support so that other departments can meet their priorities
- Continue to focus time on the following items which should help the continuity of information
    - Use technology and management innovation to improve delivery of service to clients
    - Improve electronic document storage and retrieval and public access
    - Continue to develop customer guides to help the public with City processes
    - Continue community activities to promote the city
- 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

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

- 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
- Use technology and management innovation to improve delivery of service to clients
- Improve electronic document storage and retrieval and public access
- Continue to develop customer guides to help the public with City processes
- Continue community activities to promote the city

CITY OF BENICIA
CITY ATTORNEY OFFICE DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	CAO

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
City Attorney	**GENERAL FUND**	Other Revenues	0	0	0	0	0
	GENERAL FUND Total		**0**	**0**	**0**	**0**	**0**
City Attorney Total			**0**	**0**	**0**	**0**	**0**
Tourtelot Mitigation Fund	**SPECIAL REVENUE**	Use of Money	2,240	2,240	2,240	2,274	2,309
	SPECIAL REVENUE Total		**2,240**	**2,240**	**2,240**	**2,274**	**2,309**
Tourtelot Mitigation Fund Total			**2,240**	**2,240**	**2,240**	**2,274**	**2,309**
Grand Total			**2,240**	**2,240**	**2,240**	**2,274**	**2,309**

EXPENDITURES

OBJ CAT	(Multiple Items)
Dept Name	CAO

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
City Attorney	**GENERAL FUND**	Personnel	460,610	437,680	406,105	413,101	420,222
		Purchased Services	157,400	157,400	157,400	157,400	157,400
		Purchased Supplies	7,575	7,575	7,575	7,575	7,575
		ISF	22,005	22,005	22,005	22,315	22,632
		Utilities	200	200	200	200	200
	GENERAL FUND Total		**647,790**	**624,860**	**593,285**	**600,591**	**608,029**
City Attorney Total			**647,790**	**624,860**	**593,285**	**600,591**	**608,029**
Tourtelot Mitigation Fund	**SPECIAL REVENUE**	Purchased Services	20,000	20,000	20,000	20,000	20,000
		Purchased Supplies	0	0	0	0	0
		TRANSFES OUT	0	0	0	0	0
	SPECIAL REVENUE Total		**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Tourtelot Mitigation Fund Total			**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Grand Total			**667,790**	**644,860**	**613,285**	**620,591**	**628,029**

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CITY MANAGER

-Economic Development
-Human Resources
-Information Technology
-Human Services Board

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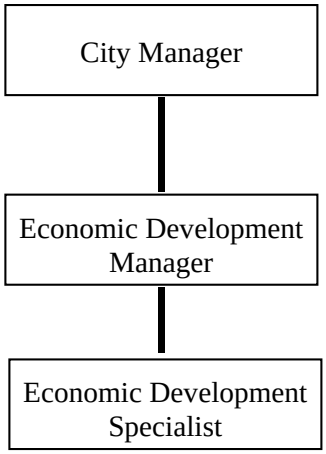
CITY MANAGER
ECONOMIC DEVELOPMENT DIVISION
FY 2015-2017 Adopted Budget

Department Overview:

- Staff the Economic Development Board
- Manage the tourism program
- Manage communications efforts
- Staff the Tourism Committee
- Staff Business Resource Expansion and Attraction Committee
- Serve as City staff liaison to Downtown Business Alliance Board of Directors
- Serve as City staff liaison to Benicia Main Street Board of Directors
- Serve as City staff liaison to Solano Economic Development Corporation
- Serve as Board Member to the Solano Workforce Investment Board
- Serve as City staff liaison to East Bay Economic Development Alliance
- 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 and manage City owned real estate
- Implement Business Resource Incentive Program
- Implement Business Development Action Plan (2012)

Division Organizational Chart:



Mission:

To encourage the entrepreneurial spirit, facilitate rugged individualism and promote organized economic growth that results in job creation, business retention, expansion, attraction, and improves the quality of life in our community.

CITY MANAGER
ECONOMIC DEVELOPMENT DIVISION
FY 2015-2017 Adopted Budget

Vision:

Economic prosperity is derived from the dreams of individuals who combine ingenuity and hard work; our work helps the community to see those dreams become reality.

Values:

People come to City Hall to build a business not pull a permit. Our response shall always be "Yes, if…"

Accomplishments/Milestones Fiscal Years 2013 – 2015

- Adoption of Industrial Park Marketing Plan
- Continued implementation of the Strategic Tourism Marketing Plan
- Participated in Sunset Celebration Weekend five consecutive years
- Secured land use approval and developed lease agreement with CBS Outdoor to replace existing Nationwide I-680 Freeway sign
- Implemented the Business Resource Incentive Program
- Staff re-appointed as Chair of the Solano EDC Economic Development Task Force Committee
- Received the League of CA Cities Helen Putnam Award for the Business Resource Incentive Program.
- Developed and implemented strategy and information campaign for successful passage of Measure C
- Hosted Broker's Luncheon
- Hosted Small Business Development Center (SBDC) Training
- Coordinate and sponsor co-op advertising in *VIA Magazine* and *Diablo Magazine*
- Increased Communications Efforts
    - City Manager's Report
    - City Manager's Message page in Benicia Guide
    - Tourism information page in Benicia Guide
    - Emergency information training and preparation
    - Visit Benicia website, Facebook, Twitter, Pinterest, YouTube
    - City of Benicia website, Facebook and Twitter
    - Economic Development website and Facebook
    - Joined and administer Nextdoor.com as City
    - Contracted with Certified Folder Display for distribution of tourism brochures
- Hosted Press Familiarization Tour
- Updated Community Video Tour Book on City website

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

Department Goals:

- Continue tourism brand promotion and marketing (e.g., tourism website, Facebook)
- Formulate BIP Marketing program
- Continue to approve and implement road resurfacing projects
- Continue to Implement Business Development Action Plan
- Continue and expand business support tools and policies that balance sustainability with economic vitality

- Continue to collaborate with the Benicia Unified School District (BUSD) to support quality education (B3 Program and Summer Internship Program)
- Plan for investment in the Arsenal including hazard remediation
- Continue planning for an intermodal transportation station in vicinity of Benicia Industrial Park and proposed Benicia Business Park
- Pursue outside funds for Downtown improvements (streetscape, parking and traffic calming enhancements)
- Review mixed use and other alternatives for the City's E Street lot Retention and Attraction of Business:
- Continue business support with outreach, business incentive programs, education, and promotions, through partnerships with
    - Benicia Main Street, Chamber of Commerce
    - Downtown Benicia Alliance
    - Regional groups, with a special focus on the Downtown
    - Benicia Industrial Park
    - Commercial Centers
- Completion of the Industrial Park Broadband Project, initiating Industrial Park Market Study Phase II
    - 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 estate
    - Work with developers to develop infill parcels in accordance with City policies and plans

Performance Measures:

	2013	***2014***	***Projected 2015***	***Projected 2016***
Business Licenses	1678	*1664*	*1675*	*1700*
Downtown Sales Tax Revenue	$203,324	$209,244	$210,000	$213,000
Business costs savings/avoidance (annual) produced by Business Resource Incentive Program (BRIP)	$72,000	*$76,500*	*$90,000*	*$90,000*

- Number of business licenses denotes business retention/growth efforts (measurement supplied by Finance Department).
- Downtown sales tax revenue is an indication of success related to the City's Tourism campaign.
- Cost savings or avoidance is a key goal of the BRIP. To date, 29 businesses have received BRIP grants/loans enabling those businesses to avoid higher energy costs.

Significant Budget Changes:

- In an effort to better implement the adopted 2012 Business Development Action Plan and the January 2015 Benicia Industrial Park Market Study, the Economic Development Budget has been enhanced by an additional allocation of $150,000 per year. This new allocation is to initiate the industrial park Market Study Phase II, including exploration of an enhanced Infrastructure Financing District plus the development of an industrial park recruitment campaign.

Staffing Changes:

- The General Fund Administrative Secretary position is being reclassified as Economic Development Specialist; fiscal impacts are expected to be de minimis.

Economic Development Specialist:
Attached to this staff report is the job description and other materials that recently went to the Civil Service Commission for review on May 26, 2015. The Commission recommends approval of this new job specification by the City Council. Approval of the job specification and allocation of this new position to the Economic Development Division is recommended as part of the budget adoption.

Division Overview:

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.

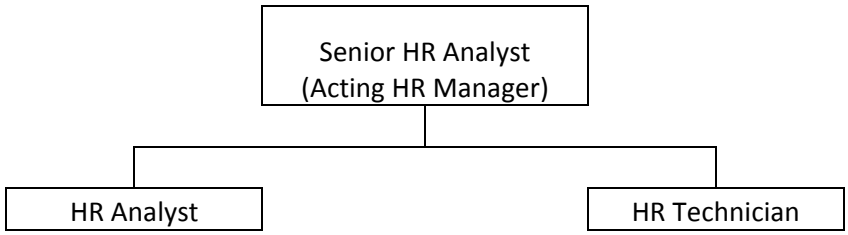
HR coordinates citywide employee/employer relations activities, including contract negotiation and administration. HR works with all departments to implement positive employee relations programs, to manage and resolve problems, and to impose discipline as necessary. HR coordinates the handling of employee 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).

Board/Commission/Committee Liaison:

- Civil Service Commission

Division Organizational Chart



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 services 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.

Accomplishments/Milestones Fiscal Years 2013 – 2015:

- Participated in successor Memorandum of Understanding (MOU) negotiations and finalized contract extensions with all bargaining units for either two-year or three-year contracts.
- Reviewed, on average, four (4) hiring authorization requests per month, resulting in numerous recruitments for approved positions.
- Conducted supervisory training on Anti-Harassment pursuant to the requirements of AB1825.
- Worked to update the City's health care options for City employees.
- Worked with departments and bargaining units on a variety of employee relations issues.
- Coordinated resolution of a number of complex grievances, workers compensation claims, and disciplinary issues.

Division Goals:

Workforce Planning
- Review recruitment & selection processes
- Review classification & compensation
- 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
- Develop measurable desirable outcomes and performance measures for the HR Division

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 Fiscal Years 2015-2017:

- Timely recruitments for departments
- Complete compensation survey
- Provide mandated training and work to expand other training options
- Work with Finance and IT to implement the Enterprise Resource Program (ERP)
- Effective implement mandated benefit changes such as AB 1522 (paid sick leave for part-time employees)
- Work with departments to train and effectively manage workers compensation and other leave programs

CITY MANAGER
INFORMATION TECHNOLOGY DIVISION
FY 2015-2017 Adopted Budget

Division Overview:

The Information Technology Division (ITD) has the responsibility for supporting and maintaining network connectivity, all ITD 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 to home directories. ITD responsibility is to ensure that all electronic transactions of the City are carried out in most efficient and secure manner. ITD's core services include:

Network Systems
- Network file servers
- Network infrastructure
- Telephone system
- Email system

Infrastructure
- Cisco LAN (Local Area Network) switches
- Cisco Firewalls
- Cisco Wireless access points
- Cisco Routers for connectivity between sites
- Fiber network connectivity between sites
- Intrusion detection and web sense firewalls (Palo Alto Network Appliance)

Client Systems
- Desktop computers
- Business application suite
- Other desktop applications

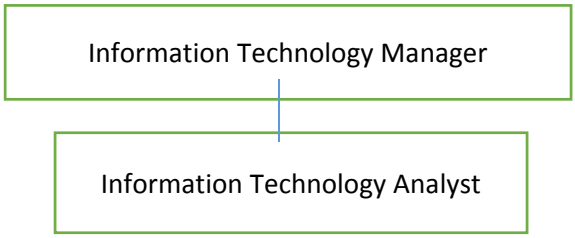
Data Systems
- Financial Management Information System
- Public Safety Computer Aided Dispatch System (CAD)
- Public Safety Records Management Systems
- Citywide Geographic Information System (GIS)
- Citywide document imaging system (DISCIMAGE)
- Development process permitting system (Accela)
- Other departmental systems applications

Customer Interface Systems
- City Intranet and WEB site: design and maintenance
- Video streaming of Council and other civic meetings
- Cable-casting of Council and other civic meetings
- Council Chamber technology

Security
- PCI-DSS compliance (Payment Card Industry Data Security Standards)

- Security assessment
- Network vulnerability scans
- Protection from virus, malware, and SPAM.
- Windows desktop and server patch management

Organizational Chart



Mission:
The Information Technology Division (ITD) will provide City technology services, which can be sustained and accessible by all City Departments. ITD will provide timely "help desk" response to emergency, normal, and other technology needs. ITD will continue to control and track costs and report information to management decision makers. ITD helps support the City'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". ITD will provide access to and support of technology resources, for both information and communication, which is timely, accurate, reliable, and secure.

The ITD operation will provide the City the ability to:
- Prioritize, coordinate and implement technology Citywide consistent with the strategic goals and resources of organization
- Evaluate and identify strategies to implement new initiatives that respond to the ever-changing needs for City services
- Recognize the unique daily operational needs of the different departments
- Provide leadership to the organization relative to emerging technologies

In addition to the above, ITD will continue to provide a comprehensive management information system for all City departments and their computer applications, and provide maintenance and support to all the City's computer systems. ITD will also install, manage and maintain the City's Local and Wide Area Networks, network users, and provide technical advice to City departments regarding specialized data processing, telecommunication, and information management systems' needs.

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

Accomplishments/Milestones Fiscal Years 2013-15:

- **Help Desk System:** In order to improve IT service delivery, a new help desk was installed. The ticketing based system allows staff to submit a help ticket via email. The tickets are routed to an available IT staff. This process improvement made sure all computer issues are addressed in a timely manner. The users no longer have to track down the IT staff to have their computer issues addressed. This improvement, greatly increased IT responsiveness to the computer issues.
- **Air conditioning unit in Fire Station 11:** IT was able to spec, procure, and install a new air conditioning unit in the computer data room at Fire Station 11 (150 Military West). This room contains several key emergency notification equipment. The lack of air conditioning made this room run very hot, which led the fire personnel to have the room always open with multiple fans running to cool the computer equipment. With the new air conditioning unit, the room is adequately cooled, and by closing the doors, we are ensuring physical computer equipment and data are well protected. In the future, this room will also serve as the disaster recovery backup site to the City hall, housing several additional computer equipment.
- **Data Center Migration:** The City data center (server room) was located in the Human Resources trailer. This location was not ideal for a data center housing all of the City data. In the winter of 2013, due to a rainstorm a leak caused six (6) servers to short out, essentially losing our Citrix farm. After identifying few potential locations for new data center, the broadcasting room, above the council chambers was selected. IT staff procured all the necessary equipment, installed a new air conditioning unit, and installed new electric circuits to support the electric load. With two cutovers to minimize the impact on the staff, the entire data center was moved to its new location. Again, the new location provides better security, and cooler hospitable environment for the computer equipment to run properly. The new data center is a state of the art room for the City network.
- **Audio Visual Improvements:** The outdated or lack of AV equipment in several of the City conference rooms made new modes of collaboration like GOTO Meeting and WebEx difficult to conduct. To enhance and address these AV challenges several improvements were made in this area:
    - 55" TV in HR: The new room setup allows HR to communicate with prospective candidates, conduct training, and watch training webinars without the need for IT staff to setup special equipment.
    - 55" TV in Commission Room: The old 55" LCD taken from the Council Chambers was installed in the commission Room.
    - 80" LCD in the Council Chambers: A new 80" LCD TV was installed in the Council Chambers.
    - New Computer Training Room: A new training room was setup in the Youth Center (150 East K. Street). The new computer training room is equipped with 12 computers. During the Outlook training, we were able to utilize this room.
- **Library Power Transformer:** The library computer room had a power transformer, which generated heat and loud humming noise. The staff had to keep the door open and operate a loud fan to dissipate the heat in the room. Once again, not an ideal situation for a computer data room. IT procured, spec'd, and was able to hire an electrical contractor to move the transformer to the library room. A cutover to the new transformer was done in the early hours of the day to have zero impacts on the library patrons. The computer data room is much cooler in the absence of a huge power transformer. The staff is able to close the door, again providing physical security to the computer networking equipment.
- **Novell File Servers:** The City data, document management system, home base, and departmental shares were on Novell servers, which were over 15 years old. These servers were operating well beyond their normal time limit. In addition, Novell was not a competitive in the networking arena. IT staff was able to migrate all the date to new Microsoft Servers, which are virtualized. With Microsoft Windows 2008R2 and virtualization, IT

staff is able to reduce the data center footprint and provide most current technology to its users. The integrity and protection of data is further enhanced by moving to brand new latest, and faster hardware and software.

- **Multi-Function Copiers and Print Contract Consolidation:** Historically, each department with their own budgets, managed and negotiated the lease of multi-function copiers for their areas. Some departments chose to buy equipment while come chose to lease. The desktops printers were not under a contract. The toner purchases, and repairs were managed by individual departments. There were no standardization of equipment across departments. With diverse equipment and multiple vendors, the City was not getting rates in print contracts. With the support of City Manager, and Assistant City Manager, an RFP was created by IT. The goal of the RFP was to select one vendor for all the multi-function copiers and repair of desktop printers. With the RFP process, Taylor Made, a print management company based out of Concord was selected. Taylor Made applying a nationally negotiated contract provided the City with rock bottom print cost. All desktop personal printers were also placed on this contract. The toner, and the repair was negotiated in this contract. This consolidation represented cost savings for the City in many areas.
- **Air Fiber Link for the Water Plant:** The link between the water plant (100 Water Way) and the City Hall was 2 T1's (roughly about 3 MB). Due to its remote location high speed internet offerings from Comcast and AT&T are very costly. IT in a close partnership with the Water Plant was able to spec, engineer, and install a microwave link to provide faster connectivity to the City Hall. The new link provides a 500MB connection to the City Hall. Now, when a Water Treatment plant employee clicks on a word or excel file on the F drive, the file opens up instantly, in the past, it took about 3-5 minutes for a file to open on the T1 links. This much needed speed enhancement makes the water plant staff much more productive and less frustrated. In the future the costly T1 lines will be cancelled, further reducing the water plant's operating cost.
- **New Mitel Lease:** A new Mitel phone system lease was negotiated and implemented. In order to keep the City as their customer, Mitel came back with an aggressive proposal, to upgrade the City phone systems, and better lease terms. The new 60 months lease is 45% cheaper than the previous lease. All of the backend phone switches and desktop phones were upgraded.
- **Windows XP to Windows 7:** This past year, IT staff has procured and replaced over 200 (170 City and 30 Police) desktops. The end of life Windows XP and computers over 5 years old were replaced with Windows 7 operating system.
- **Virtualized Harris Water Utility Server:** The North Star Harris water utility system was on a server that was end of life. The physical server also had hardware problems that needed to be addressed immediately. A physical-to-virtual migration was performed and the entire server was moved to virtualized environment. This critical upgrade saved the City from significant problems if the physical hardware had failed.
- **Computer Closet upgrades:** In order to shore up the City network, several computer closets, and data rooms were organized and better equipment was placed. Here is a quick list:
    - Corp Yard computer closet and the data wiring.
    - New Cisco Switch in Fire Station 12
    - New Cisco Switch in PD basement.
    - New Cisco Switch in Water Plant and cleaned up the data closet. Installed battery powered backup for computer equipment.
    - New Cisco Switch in CDD/Planning area. The computer closet was properly moved to a better location.
- **GOTO Meeting:** GOTO Meeting account was provisioned for the City. This allows the City 5 seats. The staff is able to hold more online meeting with external contacts.
- **GroupWise to Office 365:** 210 email users with 2 years of data were migrated to a new email system. The new subscription based Office 365 email system has numerous collaboration features that staff will be able to use in the future

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

Division's Goals:

- Design, oversee, and/or implement the following projects:
    - 10 gigabit network between City Hall, Police Department, Library, and Fire Station 11. This network will ensure that City data is geographically located on multiple locations to reduce and minimize our risk of single point of failure.
    - Assist Economic Development Manager in implementing broadband project in the Benicia Industrial Park and possibility of creating a Citywide fiber network
    - Improve City website
    - Intranet for City employees
    - Sire agenda management upgrade
    - Develop a comprehensive 5-year IT plan for the City
    - Assist public works department with GIS (Graphical Information System) implementation in the City
    - Document Management System
    - Disaster Recovery and backup date plans
    - Enterprise Resource Planning implementation
    - 1 GB internet connection in the city Library in conjunction with Solano County
    - 100 MB internet service to the City (replacing Cogent with Comcast)
    - Feasibility of installing public Wi-Fi internet access on First Street, Down Town area
    - Telephone system audit. Migration from AT&T governmental CALNET2 contract to CALNET3
- Change Management and Project Management for completing city projects
- Address all non-emergency related help tickets from staff and citizens within 24 hours
- Maintain 99% uptime on the following system
    - Email hosted Exchange
    - Access to file servers. (City shares and home directories)
    - Remote access (VPN) to the City Resources
    - Water Utility Billing system (North Star Harris)
    - Internet connectivity for the City
- Attain 100% free virus, malware, and SPAM network
- Partnership between business units and Information Technology
- Training of end users
    - Hold at least two computer classes per quarter
- Audit vendor contracts twice per year
- Audit, review and revise computer and network policies once per year

CITY MANAGER
HUMAN SERVICES BOARD
FY 2015-2017 Adopted Budget

Board Overview:

The City Manager's Office/Finance Department acts as the liaison to the Human Services Board ("HSB"). With the adoption of the FY 2015-17 budget, the following non-profit grant recipients will be monitored by the HSB:

Human Services Grants
• Benicia Community Action Council
• Catholic Social Services
• BUSD Special Friends Program
• Families in Transition
• Children's Nurturing Project

Highlights and Accomplishments in Fiscal Years 2013-15:

- The HSB reviewed quarterly reports and made annual site visits for the five Human Services grant recipients listed above.
- Requests for Funding" (RFF) applications that were distributed to all interested groups in preparation for the 2015-2017 funding cycle.
- When the applications were received, the HSB held an additional public forum and allowed the non-profits to present their application highlights and answer specific questions posed by board members. The Human Services Forum was well attended by the public and members of the non-profit groups.
- When the public forums were complete, the board members met again and discussed the merits of each application based on criteria specified in the RFF.
- Board members submitted individual Human Services ratings at a regular meeting and utilized a pre-established scoring threshold of "75 points" in order to be recommended for funding.
- The HSB recommended the current level (i.e., FY 2014-15 level) of funding consistent with a "status quo budget", but, in light of the City's budget challenges, presented two alternate levels of funding for the Council's consideration: 1) 5% less than status quo, and 2) 10% less.
- The HSB submitted an Annual Report to the City Council that summarized the scope of work and performance of each of the various grantees for the year, as well as summarizing outreach and fundraising efforts of the Board.
- The Board's fundraising subcommittee continues to work on developing fundraising efforts and enhancing communications regarding the Human Services grantees and the services provided to the community. The Board held its first ever Oktoberfest in September of 2014, which was very successful, and they plan to hold this event as an annual fundraiser.

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

Board Goals:
The HSB is a high performing and hard-working Board that has built a foundation for its future. In the upcoming fiscal period, the HSB continues to highlight fundraising as a top priority. The Board is currently working on various fundraising activities in an effort to increase the donations to the Human Services Fund. Additionally, they will continue to work on enhancing outreach and communication efforts to the community regarding the critical services provided by the various Human Services grantees.

Significant Budget Changes:

The Board appreciates the Council's approval of an additional 5% of funding for human services grants with the adoption of the FY 2015-17 budget, as these monies will benefit our local human services agencies and those that they serve.

CITY OF BENICIA
CITY MANAGER OFFICE DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	CMO

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
City Manager	**GENERAL FUND**	Other Revenues	0	0	0	0	0
	GENERAL FUND Total		**0**	**0**	**0**	**0**	**0**
	GENERAL FD ASSIGNED	Use of Money	800	800	800	800	800
		Other Revenues	33,035	33,035	33,035	33,446	33,863
		TRANSFERS IN	150,000	162,705	162,705	162,295	161,878
	GENERAL FD ASSIGNED Total		**183,835**	**196,540**	**196,540**	**196,541**	**196,541**
	SPECIAL REVENUE	Use of Money	462	25	25	26	27
		Revenue from Other A	15,265	7,500	7,500	7,613	7,728
		TRANSFERS IN	0	0	0	0	0
	SPECIAL REVENUE Total		**15,727**	**7,525**	**7,525**	**7,639**	**7,755**
City Manager Total			**199,562**	**204,065**	**204,065**	**204,180**	**204,296**
Economic Development	**GENERAL FUND**	Other Revenues	0	0	0	0	0
		Charges for Services	110,000	150,000	150,000	150,000	150,000
	GENERAL FUND Total		**110,000**	**150,000**	**150,000**	**150,000**	**150,000**
	GENERAL FD ASSIGNED	Use of Money	2,500	500	500	508	516
		Charges for Services	0	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	GENERAL FD ASSIGNED Total		**2,500**	**500**	**500**	**508**	**516**
	SPECIAL REVENUE	Use of Money	80	0	0	0	0
		Other Revenues	50,000	50,000	50,000	50,000	50,000
	SPECIAL REVENUE Total		**50,080**	**50,000**	**50,000**	**50,000**	**50,000**
Economic Development Total			**162,580**	**200,500**	**200,500**	**200,508**	**200,516**
Human Resources	**GENERAL FUND**	Other Revenues	0	0	0	0	0
	GENERAL FUND Total		**0**	**0**	**0**	**0**	**0**
Human Resources Total			**0**	**0**	**0**	**0**	**0**
Information Systems	**GENERAL FUND**	Other Revenues	0	0	0	0	0
	GENERAL FUND Total		**0**	**0**	**0**	**0**	**0**
	GENERAL FD ASSIGNED	Use of Money	145	145	145	148	151
		Revenue from Other A	0	0	0	0	0
		Other Revenues	6,000	6,000	6,000	6,090	6,182
		TRANSFERS IN	11,855	11,855	11,855	11,855	11,855
	GENERAL FD ASSIGNED Total		**18,000**	**18,000**	**18,000**	**18,093**	**18,188**
Information Systems Total			**18,000**	**18,000**	**18,000**	**18,093**	**18,188**
Grand Total			**380,142**	**422,565**	**422,565**	**422,781**	**423,000**

CITY OF BENICIA
CITY MANAGER OFFICE DEPARTMENT BUDGETS
FY 2015-2017

EXPENDITURES

OBJ CAT	(Multiple Items)
Dept Name	CMO

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
City Manager	**GENERAL FUND**	Personnel	728,510	740,910	723,565	736,034	748,726
		Purchased Services	112,000	114,110	114,110	19,110	19,110
		Purchased Supplies	3,800	2,000	2,000	2,000	2,000
		ISF	39,365	39,365	39,365	39,807	40,261
		Utilities	400	400	400	400	400
	GENERAL FUND Total		**884,075**	**896,785**	**879,440**	**797,351**	**810,497**
	GENERAL FD ASSIGNED	Purchased Supplies	177,335	194,940	194,940	194,941	194,941
		TRANSFES OUT	0	0	0	0	0
	GENERAL FD ASSIGNED Total		**177,335**	**194,940**	**194,940**	**194,941**	**194,941**
	SPECIAL REVENUE	Purchased Supplies	22,765	15,290	15,290	15,290	15,290
		TRANSFES OUT	0	0	0	0	0
	SPECIAL REVENUE Total		**22,765**	**15,290**	**15,290**	**15,290**	**15,290**
	INTERNAL SERVICES	Personnel	0	0	0	0	0
		ISF	0	0	0	0	0
	INTERNAL SERVICES Total		**0**	**0**	**0**	**0**	**0**
City Manager Total			**1,084,175**	**1,107,015**	**1,089,670**	**1,007,582**	**1,020,728**
Economic Development	**GENERAL FUND**	Personnel	259,830	268,930	258,140	262,592	267,122
		Purchased Services	350,000	373,000	523,000	523,000	523,000
		Purchased Supplies	13,500	13,500	13,500	13,500	13,500
		ISF	13,405	13,405	13,405	13,599	13,798
		Utilities	200	200	200	200	200
		TRANSFES OUT	0	0	0	0	0
	GENERAL FUND Total		**636,935**	**669,035**	**808,245**	**812,891**	**817,620**
	GENERAL FD ASSIGNED	Personnel	40,200	40,200	0	0	0
		Purchased Services	28,315	28,315	28,135	28,135	28,135
		Purchased Supplies	0	0	0	0	0
		ISF	940	940	940	940	940
		CAPITAL	0	550,000	0		550,000
	GENERAL FD ASSIGNED Total		**69,455**	**619,455**	**29,075**	**29,075**	**579,075**
	SPECIAL REVENUE	Purchased Supplies	300,000	0	0	0	0
	SPECIAL REVENUE Total		**300,000**	**0**	**0**	**0**	**0**
Economic Development Total			**1,006,390**	**1,288,490**	**837,320**	**841,966**	**1,396,695**

CITY OF BENICIA
CITY MANAGER OFFICE DEPARTMENT BUDGETS
FY 2015-2017

OBJ CAT	(Multiple Items)
Dept Name	CMO

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
Human Resources	**GENERAL FUND**	Personnel	249,330	257,010	252,135	256,481	260,903
		Purchased Services	198,540	238,950	238,950	238,950	238,950
		Purchased Supplies	37,000	37,000	37,000	37,000	37,000
		ISF	8,975	8,975	8,975	9,100	9,228
		Utilities	200	200	200	200	200
	GENERAL FUND Total		**494,045**	**542,135**	**537,260**	**541,731**	**546,281**
	INTERNAL SERVICES	Personnel	0	0	0	0	0
		Purchased Supplies	0	0	0	0	0
		ISF	0	0	0	0	0
	INTERNAL SERVICES Total		**0**	**0**	**0**	**0**	**0**
Human Resources Total			**494,045**	**542,135**	**537,260**	**541,731**	**546,281**
Information Systems	**GENERAL FUND**	Personnel	299,820	303,940	292,200	297,248	302,385
		Purchased Services	38,810	111,750	111,750	111,750	111,750
		Purchased Supplies	157,455	190,845	190,845	190,845	190,845
		ISF	42,340	42,340	42,340	42,605	42,876
		Utilities	27,500	27,500	27,500	27,500	27,500
	GENERAL FUND Total		**565,925**	**676,375**	**664,635**	**669,948**	**675,356**
	GENERAL FD ASSIGNED	Purchased Services	24,600	24,000	24,000	24,000	24,000
		Purchased Supplies	0	0	0	89,870	0
	GENERAL FD ASSIGNED Total		**24,600**	**24,000**	**24,000**	**113,870**	**24,000**
Information Systems Total			**590,525**	**700,375**	**688,635**	**783,818**	**699,356**
Grand Total			**3,175,135**	**3,638,015**	**3,152,885**	**3,175,097**	**3,663,060**

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ELECTED

-City Council
-City Clerk
-City Treasurer

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ELECTED OFFICIALS

FY 2013-2015 Adopted Budget

Division Overview:

City Council:
The City Council is the legislative and policymaking body for the City, responsible 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/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:
    - Meetings with selected City advisory committees
    - Review and adoption of annual budget
    - Review and update of City priorities
    - Specific dates for study and action on priority policy matters

City Clerk:
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
- Record and post videos of City Council meetings on the City's website
- Keep an accurate record of all Ordinances
- Submit documents for recordation to Solano County Recorder
- 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 and special elections
- Receive petitions relating to initiative, referendum or recall

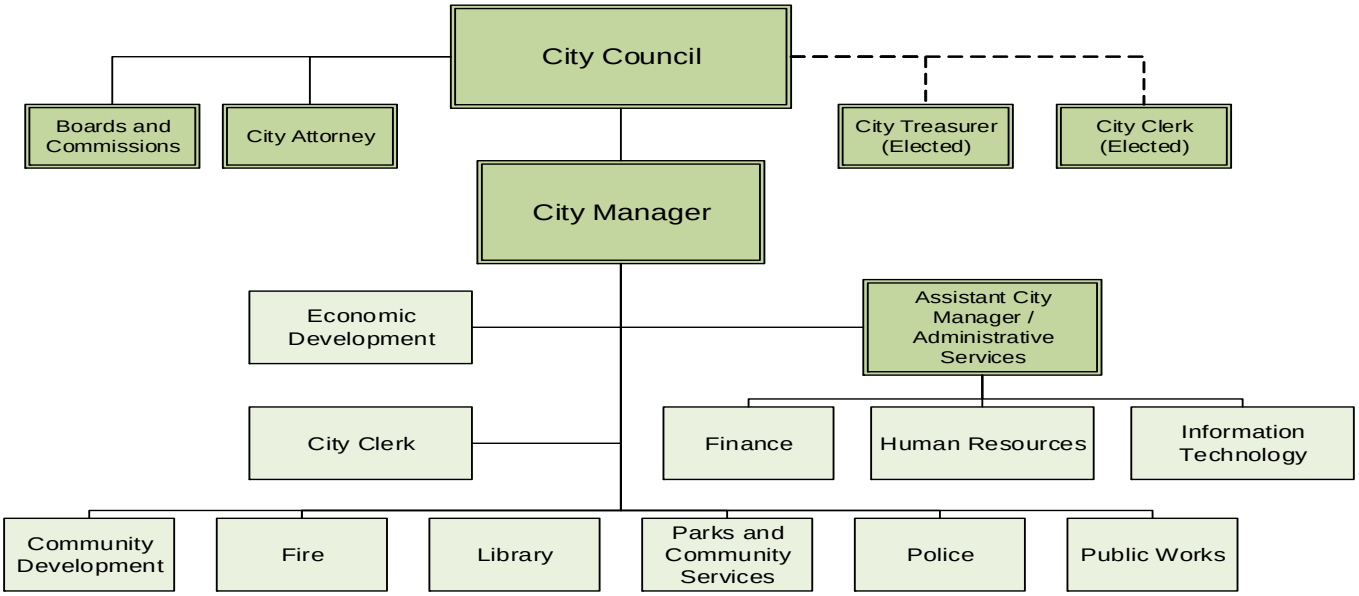
- Conduct annexation proceedings to countersign general obligation bonds of the City
- Attest to subpoenas
- File affidavits of completion
- File name change instruments for various purposes
- Perform duties concerning improvement district proceedings, street vacations, and filing claims as may be prescribed
- Perform records research requests for Council, Staff, and the public
- 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
- Perform other duties as the City Council so directs

City Treasurer:
State law requires a general law city, like City of Benicia, to have either an elected or appointed City Treasurer to receive and safely keep all money coming into the Treasury; comply with all laws governing the depositing and securing of public funds; pay money only on warrants signed by legally designated persons; submit a monthly report and accounting of receipts, disbursements and fund balances; and perform such duties relative to the collection of city taxes and license fees as are prescribed by ordinance. Over time, as the duties of City Treasurers have become increasingly specialized, many cities have handled these duties with either an appointed treasurer, or Finance department staff. The latter is the case for the City of Benicia.

Board/Commission/Committee Liaisons:

- City Council/School Board Liaison Committee
- Finance Committee

Department Org Chart



ELECTED OFFICIALS

FY 2013-2015 Adopted Budget

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

Accomplishments/Milestones Fiscal Years 2013-2015:

City Council:

- Adopted a Strategic Plan and Balanced Budget for FY 2013-15
- Conducted study sessions related to the Council's FY 2013-15 Priorities, including review of the General Fund 10-year forecast and the Sustainable Community Services Strategy – Organizational Scan
- See City Manager's Office narrative for priority project completed

City Clerk:

- 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 coordinating the organization's utilization of agenda management software and streaming video, which allows for enhanced public access to agendas, minutes and Council/Board & Commission meetings.

City Treasurer:

- Participated in review of request for proposal for the Enterprise Resource Program (ERP) for the replacement of the City's financial software applications
- Reviewed the interest allocation and investment policy updates
- Reviewed fund balance policy
- Reviewed cost allocation study and related policies and procedures
- Worked with the Finance Committee to develop the reporting procedures for Measure C

CITY OF BENICIA
ELECTED DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	L&E

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
City Council	**GENERAL FUND**	Other Revenues	0	0	0	0	0
	GENERAL FUND Total		**0**	**0**	**0**	**0**	**0**
City Council Total			**0**	**0**	**0**	**0**	**0**
City Treasurer	**GENERAL FUND**	Use of Money	0	0	0	0	0
	GENERAL FUND Total		**0**	**0**	**0**	**0**	**0**
City Treasurer Total			**0**	**0**	**0**	**0**	**0**
Grand Total			**0**	**0**	**0**	**0**	**0**

EXPENDITURES

OBJ CAT	(Multiple Items)
Dept Name	L&E

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
City Clerk	**GENERAL FUND**	Personnel	87,290	90,545	87,245	88,758	90,297
		Purchased Services	4,100	4,100	4,100	4,100	4,100
		Purchased Supplies	102,100	102,100	102,100	102,100	102,100
		ISF	4,080	4,080	4,080	4,132	4,185
	GENERAL FUND Total		**197,570**	**200,825**	**197,525**	**199,090**	**200,682**
City Clerk Total			**197,570**	**200,825**	**197,525**	**199,090**	**200,682**
City Council	**GENERAL FUND**	Personnel	74,390	77,645	76,975	78,318	79,684
		Purchased Services	11,800	11,800	11,800	11,800	11,800
		Purchased Supplies	1,500	1,500	1,500	1,500	1,500
		ISF	1,695	1,695	1,695	1,720	1,746
	GENERAL FUND Total		**89,385**	**92,640**	**91,970**	**93,338**	**94,730**
City Council Total			**89,385**	**92,640**	**91,970**	**93,338**	**94,730**
City Treasurer	**GENERAL FUND**	Personnel	15,531	15,530	15,100	15,323	15,550
		Purchased Services	30,200	30,200	30,200	30,200	30,200
		ISF	0	0	0	0	0
	GENERAL FUND Total		**45,731**	**45,730**	**45,300**	**45,523**	**45,750**
City Treasurer Total			**45,731**	**45,730**	**45,300**	**45,523**	**45,750**
Grand Total			**332,686**	**339,195**	**334,795**	**337,951**	**341,162**

FINANCE
-Nondepartmental

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FINANCE

FY 2015-2017 Adopted Budget

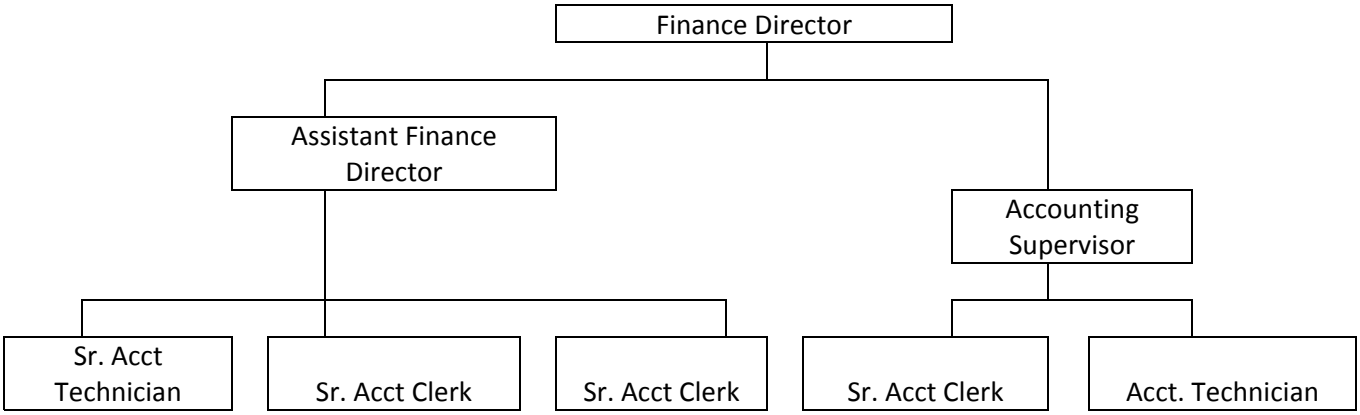
Department Overview:

The Finance Department provides financial accounting and reporting for its citizens, other agencies, and internal departments. Finance is also responsible for payroll, Water and Sewer billing, Business License compliance, billing for City services, and general customer service.

Board/Committee Liaisons:

Finance Committee – Provides staff support
Human Service Board – Provides staff support

Department Organization Chart:



Mission:

The Finance Department will provide understandable, timely, and accurate financial information to all stakeholders.

Vision:

To constantly improve the services we deliver to our customers, both internally and externally.

Values:

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

Accomplishments/Milestones Fiscal Years 2013-2015:

- Successfully recruited and hired Finance Director
- Received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for FY 2012-13 and FY 2013-14 Comprehensive Annual Financial Report (CAFR)

  - In order to receive this award, the City must publish an easily readable and efficiently organized CAFR. The report must satisfy both generally accepted accounting principles and applicable legal requirements.
- Implementation of internal access to the accounting software, Sungard 7i, for account inquiry and reporting.
- Successfully transitioned Utility User Tax and utility billing payments to lock box, significantly reducing the amount of processing time for customer payments
- Implemented electronic bill pay options for utility customers
- Completed several financial study updates:
  - Ten-year forecasts of the General Fund presented to both the Finance Committee and City council; currently completing Water and Wastewater reports
  - Solar project forecast of operations and net present value
  - Updated actuarial studies for Workers Compensation and General Liability, as well as, Other Post Employee Benefits
  - Began GASB 68 update with CalPERS to meet reporting requirements for FY 2015-16 audit
  - Completed and implemented Citywide cost allocation studies
  - Began Citywide user fee study, expected completion summer 2015
- Updated and implemented interest allocation and investment policies
- Updated payroll to include employee contract agreement changes
- Completed two year evaluation of the current accounting software and all supplemental financial applications throughout the City
- Initiated a Request for Proposal for the purchase of ERP
- Identified funding to replace existing accounting software with a new Enterprise Resource Program (ERP) system
- Refinanced $8.35M Limited Obligation Refunding Bonds for the McAllister Area Assessment District to reduce interest rate to $3.150%, achieving $2.3M savings to taxpayers

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

- Replace financial software, including Utility Billing, Building Permitting, and Business License software, with full implementation by the end of FY 2016-17
- Increase the number of electronic transaction options for customers, including
  - Payment
  - Work orders
  - Calls for Service
  - Application processing
  - Renewals
- Creation of digital financial recording, filing, retrieving, and reporting processes
- Provide continuous training to staff for efficiency and development of professional abilities
- Successful implementation of a new ERP by the end of FY 2016-17.
  - Replacement, reconfiguration and collaboration of all financial transactions throughout multiple applications and within all City departments
  - Provide continued departmental support regarding changes in information processes,
  - Develop electronic initiation, authorization and completion to improve timely recording and reconciliation of financial transactions
- Review and consider modifications to purchasing policies and related ordinances
- Assist departments in meeting grant requirements
- Assist departments in completion of budget implementation process

- Provide resources to evaluate the Sustainable Community Services Strategies key recommendations and expected outcomes
- Develop an equipment replacement and financing policy for City equipment and vehicles
- Update the existing asset control information and create a digital record
- Complete a rate study for water and wastewater funds to maintain operations, debt, capital, and reserve levels so as to maintain the sustainability of these utilities
- Continue to produce award winning audits and budgets and create avenues to communicate effectively and efficiently the financial position of the City and all of its resources

CITY OF BENICIA
FINANCE DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	Finance

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
Finance	**GENERAL FUND**	Revenue from Other A	0	0	0	0	0
	GENERAL FUND Total		**0**	**0**	**0**	**0**	**0**
	SPECIAL REVENUE	Use of Money	0	0	0	0	0
		Other Revenues	0	0	0	0	0
	SPECIAL REVENUE Total		**0**	**0**	**0**	**0**	**0**
	DEBT	Property Tax	677,710	677,710	677,710	677,710	677,710
		Use of Money	2,660	2,660	2,660	2,700	2,741
		Charges for Services	0	0	0	0	0
		Other Revenues	0	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	DEBT Total		**680,370**	**680,370**	**680,370**	**680,410**	**680,451**
	INTERNAL SERVICES	Use of Money	1,800	1,800	1,800	1,827	1,855
		Charges for Services	2,074,600	2,120,000	1,070,000	1,103,175	1,136,473
		Other Revenues	0	0	0	0	0
	INTERNAL SERVICES Total		**2,076,400**	**2,121,800**	**1,071,800**	**1,105,002**	**1,138,328**
	AGENCY FUND	Property Tax	1,175,000	1,175,000	1,175,000	1,175,000	1,175,000
		Use of Money	5,035	5,035	5,035	5,112	5,191
	AGENCY FUND Total		**1,180,035**	**1,180,035**	**1,180,035**	**1,180,112**	**1,180,191**
Finance Total			**3,936,805**	**3,982,205**	**2,932,205**	**2,965,524**	**2,998,970**
Marina	**MARINA**	Property Tax	64,000	64,000	64,000	64,000	64,000
		Other Taxes	6,960	38,000	38,000	38,000	38,000
		Use of Money	0	0	0	0	0
		Charges for Services	307,720	307,720	307,720	307,720	307,720
		Other Revenues	0	0	0	0	0
		TRANSFERS IN	209,275	209,275	209,275	209,275	209,275
	MARINA Total		**587,955**	**618,995**	**618,995**	**618,995**	**618,995**
Marina Total			**587,955**	**618,995**	**618,995**	**618,995**	**618,995**
Grand Total			**4,524,760**	**4,601,200**	**3,551,200**	**3,584,519**	**3,617,965**

CITY OF BENICIA
FINANCE DEPARTMENT BUDGETS
FY 2015-2017

EXPENDITURES

OBJ CAT	(Multiple Items)
Dept Name	Finance

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Finance	**GENERAL FUND**	Personnel	907,280	923,475	923,205	939,112	955,299
		Purchased Services	126,650	26,950	26,950	26,950	26,950
		Purchased Supplies	148,630	268,600	193,600	193,600	193,600
		ISF	43,850	43,850	43,850	44,477	45,120
		Utilities	0	0	0	0	0
		CAPITAL	800,000	0	0	0	0
	GENERAL FUND Total		**2,026,410**	**1,262,875**	**1,187,605**	**1,204,139**	**1,220,969**
	SPECIAL REVENUE	TRANSFES OUT	0	0	0	0	0
	SPECIAL REVENUE Total		**0**	**0**	**0**	**0**	**0**
	DEBT	Purchased Services	0	0	0	0	0
		TRANSFES OUT	0	0	0	0	0
		Debt	673,625	675,665	672,505	679,225	337,945
	DEBT Total		**673,625**	**675,665**	**672,505**	**679,225**	**337,945**
	INTERNAL SERVICES	Personnel	179,740	218,155	215,610	219,333	223,119
		Purchased Services	62,685	50,000	50,000	50,000	50,000
		Purchased Supplies	165,600	184,000	184,000	184,000	184,000
		ISF	56,575	56,575	56,575	56,693	56,814
		Debt	1,489,915	1,544,915	1,590,310	525,131	545,131
	INTERNAL SERVICES Total		**1,954,515**	**2,053,645**	**2,096,495**	**1,035,157**	**1,059,064**
	AGENCY FUND	Purchased Services	42,065	37,500	37,500	37,500	37,500
		Debt	996,815	1,075,250	663,830	665,236	665,257
	AGENCY FUND Total		**1,038,880**	**1,112,750**	**701,330**	**702,736**	**702,757**
Finance Total			**5,693,430**	**5,104,935**	**4,657,935**	**3,621,257**	**3,320,735**
Marina	**MARINA**	Purchased Services	43,960	40,000	40,000	40,000	40,000
		Purchased Supplies	216,620	251,620	251,620	251,620	251,620
		ISF	16,075	16,075	16,075	16,075	16,075
		Debt	311,300	311,300	311,300	311,300	311,300
	MARINA Total		**587,955**	**618,995**	**618,995**	**618,995**	**618,995**
Marina Total			**587,955**	**618,995**	**618,995**	**618,995**	**618,995**
Grand Total			**6,281,385**	**5,723,930**	**5,276,930**	**4,240,252**	**3,939,730**

CITY OF BENICIA
NONDEPT DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	NonDept

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Non-Departmental	**GENERAL FUND**	BUSINESS LICENSE TAX	460,000	460,000	460,000	466,900	473,904
		Fines and Forfeitures	0	0	0	0	0
		Franchise Fee	2,190,872	2,233,600	2,288,600	2,322,929	2,357,775
		Licenses and Permits	0	0	0	0	0
		Other Taxes	502,000	445,000	445,000	451,675	458,451
		PROP TAX - VEHICLE LICENSE	2,006,904	2,076,690	2,148,920	2,191,834	2,235,605
		Property Tax	13,177,400	13,600,010	14,078,810	14,360,389	14,647,600
		Sales Tax	6,237,600	9,697,600	9,078,670	9,541,188	10,247,375
		Use of Money	34,600	32,600	32,600	33,089	33,586
		UUT	4,353,278	4,308,850	4,272,710	4,336,803	4,401,856
		Revenue from Other Agency	59,632	12,000	12,000	12,180	12,363
		Other Revenues	17,096	17,000	17,000	17,255	17,515
		Charges for Services	349,400	349,400	364,400	369,866	375,415
		TRANSFERS IN	0	0	0	0	0
	GENERAL FUND Total		**29,388,782**	**33,232,750**	**33,198,710**	**34,104,108**	**35,261,445**
	GENERAL FD ASSIGNED	Licenses and Permits	20,000	10,000	10,000	10,150	10,303
		Use of Money	2,000	2,000	2,000	2,030	2,062
	GENERAL FD ASSIGNED Total		**22,000**	**12,000**	**12,000**	**12,180**	**12,365**
	SPECIAL REVENUE	Use of Money	30	2,800	2,800	2,842	2,885
		Other Revenues	439,390	439,390	0	0	0
	SPECIAL REVENUE Total		**439,420**	**442,190**	**2,800**	**2,842**	**2,885**
	INTERNAL SERVICES	Use of Money	13,500	13,500	13,500	13,703	13,910
		Revenue from Other Agency	0	0	0	0	0
		Other Revenues	450,980	450,980	450,980	457,745	464,612
		Charges for Services	1,876,465	1,876,465	1,876,465	1,904,619	1,933,195
		TRANSFERS IN	0	0	0	0	0
	INTERNAL SERVICES Total		**2,340,945**	**2,340,945**	**2,340,945**	**2,376,067**	**2,411,717**
Non-Departmental Total			**32,191,147**	**36,027,885**	**35,554,455**	**36,495,197**	**37,688,412**
Grand Total			**32,191,147**	**36,027,885**	**35,554,455**	**36,495,197**	**37,688,412**

CITY OF BENICIA
NONDEPT DEPARTMENT BUDGETS
FY 2015-2017

EXPENDITURES

OBJ CAT	(Multiple Items)
Dept Name	NonDept

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Non-Departmental	**GENERAL FUND**	Personnel	220,000	220,000	220,000	223,850	227,768
		Purchased Services	651,675	656,675	656,675	656,675	656,675
		Purchased Supplies	948,760	900,560	900,560	900,560	900,560
		ISF	-971,365	-1,095,425	-1,220,425	-1,220,425	-1,220,425
		Utilities	328,395	328,395	328,395	328,395	328,395
		Debt	396,265	390,990	114,320	114,310	114,310
		TRANSFES OUT	567,420	689,505	689,505	689,094	688,677
	GENERAL FUND Total		**2,141,150**	**2,090,700**	**1,689,030**	**1,692,459**	**1,695,960**
	GENERAL FD ASSIGNED	Purchased Supplies	0	0	0	0	0
		TRANSFES OUT	0	0	0	0	0
	GENERAL FD ASSIGNED Total		**0**	**0**	**0**	**0**	**0**
	SPECIAL REVENUE	Purchased Supplies	503,840	0	0	0	0
		TRANSFES OUT	0	0	0	0	0
	SPECIAL REVENUE Total		**503,840**	**0**	**0**	**0**	**0**
	INTERNAL SERVICES	Personnel	86,320	90,270	88,760	90,293	91,854
		Purchased Services	38,145	38,145	38,145	38,145	38,145
		Purchased Supplies	961,575	961,920	961,920	983,723	1,006,072
		ISF	33,095	33,095	33,095	33,137	33,180
		Utilities	67,735	67,735	67,735	67,735	67,735
		Debt	1,146,065	1,201,420	767,695	798,075	831,563
		TRANSFES OUT	0	0	0	0	0
	INTERNAL SERVICES Total		**2,332,935**	**2,392,585**	**1,957,350**	**2,011,108**	**2,068,549**
Non-Departmental Total			**4,977,925**	**4,483,285**	**3,646,380**	**3,703,567**	**3,764,509**
Grand Total			**4,977,925**	**4,483,285**	**3,646,380**	**3,703,567**	**3,764,509**

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COMMUNITY DEVELOPMENT

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COMMUNITY DEVELOPMENT

FY 2015-2017 Adopted Budget

Department Overview:

The Community Development 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 divisions:

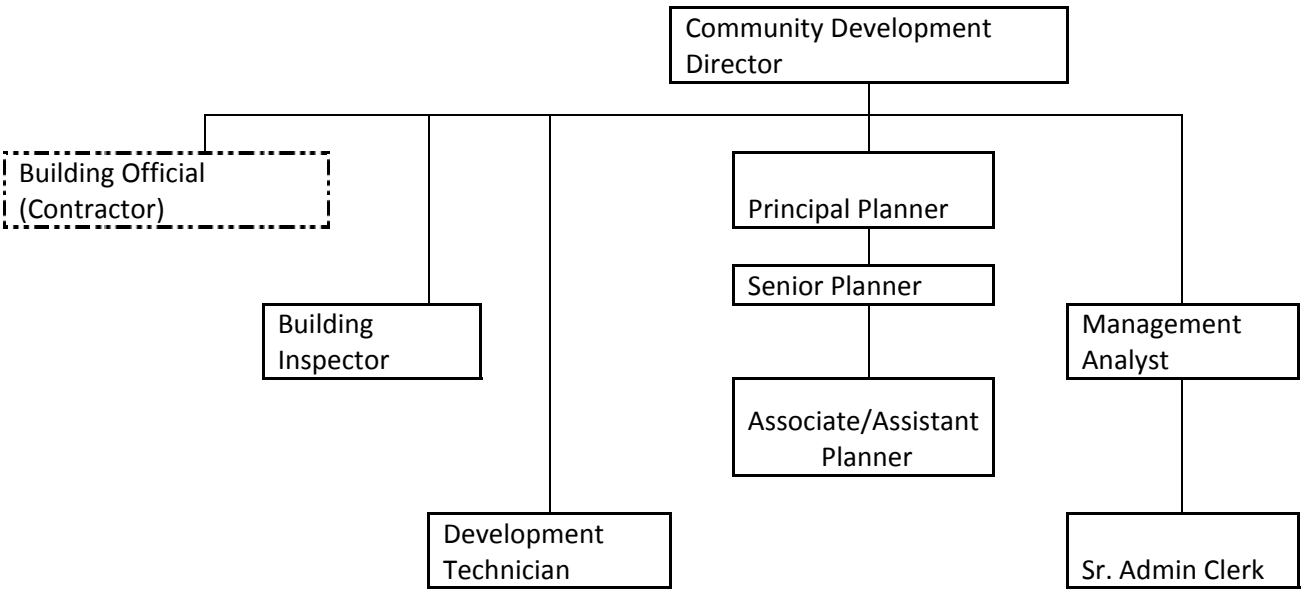
Building
- Development review, permit issuance, inspections
- Building Code Board of Appeals

Planning
- Development review, current and advanced planning
- Sustainability coordination
- Planning Commission
- Historic Preservation Review Commission
- Community Sustainability Commission
- Zoning Administrator

Boards/Committee Liaison:

- Community Sustainability Commission
- Historic Preservation Commission
- Planning Commission
- Zoning Administrator

Organizational Chart



Mission:

Provide excellent, responsive service, focusing on 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:

- Efficient and expeditious review of development and permit applications
- Support for sustainability initiatives

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

Accomplishments/Milestones Fiscal Years 2013-2015:

- Recruited and hired
    - New Community Development Director
    - New Senior Planner

Climate Action Plan

- Continued Implementation of the Climate Action Plan (CAP)
- Awarded Coastal Conservancy Climate Ready Grant- $150,000
- Awarded $79,200 California Energy Commission grant for the construction of a battery-backed, solar powered Direct Current Fast Charging station at City Hall.
- Completed Community Choice Aggregation (CCA) feasibility assessment

Building

- Ongoing Valero Improvement Project inspections
- Continued tracking and imaging permits to ensure accessibility to staff and the public
- Continued staff education on sustainability and green building
- Completed:
    - 17 dwelling permit applications
    - 288 Photovoltaic permit applications
    - 11 vehicle charging station permit applications

Planning

- Continued progress on the Housing Element Update, 5th Cycle, 2015-2023
- Zoning Text Amendment
    - Mobile food vending in the Industrial Park
    - Reasonable Accommodation
    - Transitional and Supportive Housing
    - Industrial Zoning Districts
    - Increase public notification radius 300’ to 500’
- Creation of a new Historic Preservation Brochure
- Applied for and received a grant and began work on the Industrial Park Transportation and Employment Center Plan
- Processed Development Applications:
    - 47 Design Review applications,
    - 24 Use Permit applications,
    - 3 Variances,
    - 2 Parcel Maps,
    - 3 Mills Act Contracts,
    - 5 Zoning Text Amendments,
    - 2 Zoning Map Amendments.
- Supported the following projects:
    - Urban Waterfront Enhancement and Master Plan
    - Industrial Park Bus Hub Project
    - Federal Emergency Management Agency (FEMA) – Flood Insurance Rate Map Map Update, continued implementation and public outreach

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

Department Goals:

- Improve customer service by:
  - Continuing to implement the priorities of the City Council
  - Continuing to provide clear, informative and pro-active public outreach on items of interest to the Community
  - Continuing to provide excellent responsiveness to inquiries and applications
  - Improving coordination between Divisions and other Departments
  - Streamlining the permitting process by updating forms, handouts and updating processes, as needed
  - Backfilling existing vacant positions with excellent new staff
  - Find training opportunities for staff
  - Track customer activity and respond appropriately
  - Use software to accurately track staff effort and leverage efficiencies
  - Work with other departments and agencies to increase department mapping capabilities and training in new permit software
  - Review processes and implement efficiency measures where applicable
  - Implement required Code updates in a timely fashion, including the Wireless Telecommunications Facilities update, the Photovoltaic update and the updated Floodplain ordinance
  - The 2016 California Building Standards Code, Title 24, California Code of Regulations.
- Continue to Implement the Climate Action Plan
- Staff and support Benicia Efficiency and Climate Action Team (BECAT)
- Complete the Adaptation Plan and Vulnerability Study
- Update the Downtown Historic Conservation Plan (DHCP) using a grant written in 2014-2015 FY
- Process an anticipated three new Mills Act contracts.
- Assist with the FEMA public outreach for the new Flood Insurance Rate Maps
- Update the construction hours ordinance
- Perform the Local Agency Formation Commission (LAFCo) municipal services review
- Benicia Industrial Park (BIP) Circulation Study PDA
- BIP Transportation and Employment Center Plan
- Develop a Work Program consideration by the Council to explore the growth of the Mills Act Program
- Research and apply for grants to assist in funding Council priorities
- Continue to staff six commissions/boards and the Zoning Administrator hearings
- Continue to process discretionary and ministerial permits efficiently

Performance Measures:

- Implementation of the City Council's priority projects for 2015-2017
- Improved Customer service and updated forms, process and materials
- Specific Climate Action Plan implementation measures achieved, such as Completion of the Adaptation Plan and Vulnerability Study
- The City will achieve savings and efficiency through the work of BECAT
- Updated Downtown Historic Conservation Plan (DHCP)—if grant is obtained
- Process three new Mills Act contracts
- Provide a clear and informative FEMA public outreach for the new Flood Insurance Rate Maps
- Updated construction hours ordinance
- Completed LAFCO municipal services review
- Completed BIP Circulation Study Planned Development Amendment
- Completed BIP Transportation and Employment Center Plan
- Develop a Work Program consideration by the Council to explore the growth of the Mills Act Program, and implement program if so directed
- Obtain grants to assist in funding Council priorities
- Continue to staff six commissions/boards and the Zoning Administrator hearings
- Continue to process discretionary and ministerial permits efficiently

CITY OF BENICIA
COMMUNITY DEVELOPMENT DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	CDD

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
Building Inspection	**GENERAL FUND**	Licenses and Permits	300,000	300,000	300,000	304,500	309,068
		Charges for Services	60,000	50,000	50,000	50,750	51,512
		Other Revenues	3,000	3,000	3,000	3,045	3,091
	GENERAL FUND Total		**363,000**	**353,000**	**353,000**	**358,295**	**363,671**
	INTERNAL SERVICES	Use of Money	0	0	0	0	0
		Charges for Services	1,205	1,205	1,205	1,224	1,243
		Other Revenues	0	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	INTERNAL SERVICES Total		**1,205**	**1,205**	**1,205**	**1,224**	**1,243**
Building Inspection Total			**364,205**	**354,205**	**354,205**	**359,519**	**364,914**
Community Development	**GENERAL FUND**	Fines and Forfeitures	0	0	0	0	0
		Licenses and Permits	0	0	0	0	0
		Revenue from Other Agency	0	0	0	0	0
		Charges for Services	91,500	61,500	61,500	62,423	63,360
		Other Revenues	100	100	100	102	104
		TRANSFERS IN	0	0	0	0	0
	GENERAL FUND Total		**91,600**	**61,600**	**61,600**	**62,525**	**63,464**
	SPECIAL REVENUE	Use of Money	18,185	18,035	18,035	18,307	18,583
		Revenue from Other Agency	149,875	0	0	0	0
		Other Revenues	57,092	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	SPECIAL REVENUE Total		**225,152**	**18,035**	**18,035**	**18,307**	**18,583**
	CAPITAL	Charges for Services	0	0	0	0	0
		Other Revenues	0	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	CAPITAL Total		**0**	**0**	**0**	**0**	**0**
	AGENCY FUND	Use of Money	15	15	15	16	17
	AGENCY FUND Total		**15**	**15**	**15**	**16**	**17**
Community Development Total			**316,767**	**79,650**	**79,650**	**80,848**	**82,064**
Grand Total			**680,972**	**433,855**	**433,855**	**440,367**	**446,978**

CITY OF BENICIA
COMMUNITY DEVELOPMENT DEPARTMENT BUDGETS
FY 2015-2017

EXPENDITURES

OBJ CAT	(Multiple Items)
Dept Name	CDD

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
Building Inspection	**GENERAL FUND**	Personnel	305,060	392,395	389,260	395,967	402,792
		Purchased Services	228,430	176,170	176,170	176,170	176,170
		Purchased Supplies	31,915	31,970	32,020	32,020	32,020
		ISF	14,055	14,045	14,045	14,204	14,367
		Utilities	1,700	1,700	1,700	1,700	1,700
	GENERAL FUND Total		**581,160**	**616,280**	**613,195**	**620,061**	**627,049**
	INTERNAL SERVICES	Purchased Supplies	0	0	0	0	0
	INTERNAL SERVICES Total		**0**	**0**	**0**	**0**	**0**
Building Inspection Total			**581,160**	**616,280**	**613,195**	**620,061**	**627,049**
Community Development	**GENERAL FUND**	Personnel	524,135	686,210	678,620	690,316	702,219
		Purchased Services	125,245	54,170	54,170	54,170	54,170
		Purchased Supplies	22,210	17,430	17,430	17,430	17,430
		ISF	19,615	19,605	19,605	19,844	20,089
		Utilities	200	660	660	660	660
	GENERAL FUND Total		**691,405**	**778,075**	**770,485**	**782,420**	**794,568**
	SPECIAL REVENUE	Personnel	17,195	0	0	0	0
		Purchased Services	218,400	0	0	0	0
		Purchased Supplies	191,045	0	0	0	0
		ISF	0	0	0	0	0
		TRANSFES OUT	0	0	0	0	0
	SPECIAL REVENUE Total		**426,640**	**0**	**0**	**0**	**0**
	CAPITAL	Purchased Supplies	0	0	0	0	0
		Debt	0	0	0	0	0
		TRANSFES OUT	0	0	0	0	0
	CAPITAL Total		**0**	**0**	**0**	**0**	**0**
Community Development Total			**1,118,045**	**778,075**	**770,485**	**782,420**	**794,568**
Grand Total			**1,699,205**	**1,394,355**	**1,383,680**	**1,402,481**	**1,421,617**

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FIRE

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FIRE

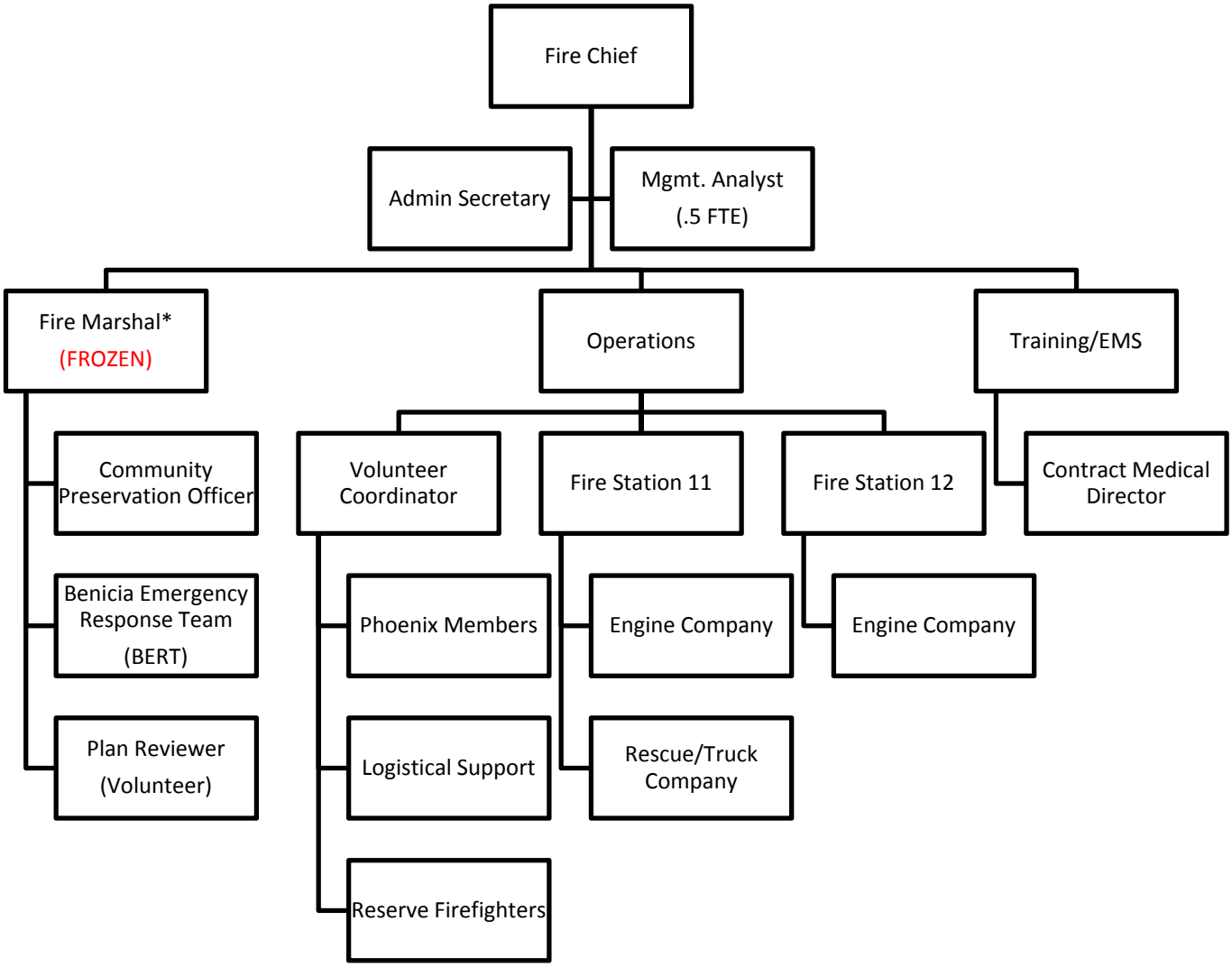
FY 2015-2017 Adopted Budget

Department Overview:

The Fire Chief, assisted by the Management Analyst and 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. Division Chief
- ***Fire Prevention, Disaster Preparedness, and Public Education** – The Fire Marshal position has historically supervised this position. As this position remains unfilled these duties will continue to be reassigned within the organization.

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 Rescue Company is cross-staffed with two (2) people (Engineer, and Paramedic Firefighter or Firefighter). A Duty Chief Officer provides incident command/support for daily operations and significant incidents.

DIVISION OVERVIEW:

The following describes responsibilities, accomplishments and goals, and performance measures for each functional area:

Emergency Operations:

Protect life, save property and minimize environmental damage, and the effects of injuries and illness through the delivery of high quality timely response.

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 inter-mix 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 contract for the Medical Director, oversees Quality Assurance Program, 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, retaining 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).

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 industry's standards. We recognize the importance of training in our quest to be ready to respond at a moment's notice when disaster strikes. We cherish the respect we hold in the community and are committed to maintain that trust.

Values (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

Accomplishments/Milestones Fiscal Years 2013-15:

Emergency Operations:

- Contained all structure fires to building of origin

- Public/Private Partnership EMS performance – Response times consistently met contractual agreement
- Replaced portable radios used for emergency operations. Previous radios were not standardized and became obsolete with current system requirements

Training:

- Fire Personnel completed refresher training for water rescue and boat operations.
- Engaged with the fire departments from Dixon, Vacaville, Fairfield, and Vallejo in the implementation of regional training exercises every other month.
- Command and field personnel attended specialized training for transportation related emergencies at the US Department of Transportation training facility in Pueblo.
- Hosted regional training for railroad related emergency incidents that was attended by most fire agencies in Solano County, as well as Valero Fire personnel.
- Hosted two classes related to firefighting and fire prevention that were attended by personnel throughout the State.
- Serve as the coordinating agency for Solano County Fire and Law Enforcement agencies.
    - Implemented training and protocols for the Unified Response to Violent Incidents.

Administration:

- Promoted Captain to Division Chief position in response to Division Chief retirement.
- Worked in conjunction with Human Resources to research and implement new technology for the issuance of City Identification Cards.
- Worked with the Police Department to bring on a Management Analyst in support of both departments.
- Initiated use of an electronic system to provide data to Finance in order to reduce work effort associated with processing of payroll.
- Conducted internal promotional exams for the positions of Division Chief, Engineer and Fire Captain.
- Received Assistance to Firefighters Grant for the acquisition of four new 12-lead cardiac monitors to enhance our emergency medical service level.
- Absorbed oversight of the City's Automatic External Defibrillator (AED) program from an outside vendor and added devices to three City facilities.
- Received a grant from the Fireman's Fund Heritage Program in support of the acquisition of water rescue equipment.
- Partnered with the California Fire Foundation in their Supplying Aid to Victims of Emergency (SAVE) Program.

Prevention:

- Completed the process to establish a new Open Space Disking Agreement: The use of disking is part of the City's vegetation management practices to reduce the risk of fire spread and to comply with Fire Department Standard G-701 which is developed in support of the California Fire Code.
- Continued development of company fire inspections and permit program.
- Implemented the updated Fire Code as adopted by Council.

Disaster Preparedness:

- Initiated an update of the equipment and resources available in the City's Emergency Operations Center (EOC). Conducted orientation training sessions with staff from each of the EOC sections.
- Worked with Benicia Emergency Response Team (BERT) and American Red Cross to arrange for emergency shelter supplies to be positioned in Benicia at the Fire Museum.

- Supported the delivery of two BERT training academies.
- Worked in conjunction with the other fire agencies to update the Mutual Aid Response Plan.
    - Resulted in improved availability of resources for emergency response during periods of large or multiple incidents.
- Coordinated with all City departments to participate in the California Great Shakeout and subsequent evacuation drill.

Public Education:

- Provided ongoing current information on the City of Benicia Community Alert and Notifications System.
- Began utilizing social media (Facebook and Twitter) to update the community on emergencies and fire prevention.
- Hosted or supported several community events including:
    - Benicia High School education program: Every 15 Minutes
    - Hosted Open House/Public Safety Day,
    - Staffed the Benicia's Farmers Market, and
    - Conducted fire station tours to schools/organizations
- Participated with other departments in the City to provide the inaugural Citizens Academy.
- Continued education of dangers of fireworks and Benicia prohibition of fireworks.

Department Goals Fiscal Years 2015-17:

- Update Local Hazard Mitigation Plan.
- Update City's Emergency Operations Plan.
- Continue efforts to update and exercise the City's Emergency Operations Center (EOC)
- Continue efforts to implement a plan that effectively incorporates the use of volunteers to meet the needs of the organization.
- Update current fees, supporting efforts of the Citywide Fee Study
- Evaluate options to achieve the department's Fire Prevention responsibilities in fiscal year 15/16 and beyond.
- Explore options to upgrade the Community Alert Notification System, including the potential for modernizing the sirens and providing an electronic notification system with capabilities to contact cell phones, as well as send text and email alerts.
- Explore options to replace existing Self Contained Breathing Apparatus (SCBA) due to age and functionality
- Collaborate with the Benicia Police Department to develop guidelines for a Unified Response to Violent Incident response in line with the California Firefighter Joint Apprenticeship Committee model adopted by fire and law enforcement agencies in Solano County.
- Continue public education events, including Open House/Public Safety Day, the Farmers Market, Every 15 Minutes, and fire station tours to schools/organizations.

Desired Outcomes and Performance Measures FY 2015-2017:

Division Performance Measures	Actual 2013-14	Projected 2014-15	Projected 2015-16	Projected 2016-17
Administration and Prevention				
Inspect 90% of all State mandated inspections annually.	20%*	60%	90%	90%
Inspect 50% of all businesses in the City annually.	26%*	20%	50%	50%
Emergency Operations				
Arrive on scene to 90% of all Priority 1 emergency medical calls for service within 7 minutes from the time the station is alerted. **	90%	90%	90%	90%
Arrive on scene with the first suppression unit to 90% of all reported fire incidents within 5 minutes and 20 seconds from the time the station is alerted. ***	58%	61%	61%	61%
Training and Disaster Preparedness				
Conduct at least two emergency operation center tabletop exercises each year.	2****	2	2	2
Conduct at least four exercises or events each year with the Benicia Emergency Response Team members.	4	4	4	4

* The percentage is based on the annual inspection workload.
** Solano County Emergency Medical Services Agency Standard
*** National Fire Protection Association Standard
****Includes one (1) actual activation per year versus exercise

CITY OF BENICIA
FIRE DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	Fire

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Fire	**GENERAL FUND**	Use of Money	0	0	0	0	0
		Revenue from Other A	0	0	0	0	0
		Charges for Services	460,730	308,000	298,000	301,195	304,439
		Other Revenues	2,000	1,000	1,000	1,015	1,031
	GENERAL FUND Total		**462,730**	**309,000**	**299,000**	**302,210**	**305,470**
	SPECIAL REVENUE	Use of Money	0	0	0	0	0
		Revenue from Other A	119,098	0	0	0	0
		Other Revenues	0	0	0	0	0
	SPECIAL REVENUE Total		**119,098**	**0**	**0**	**0**	**0**
	CAPITAL	Use of Money	0	0	0	0	0
	CAPITAL Total		**0**	**0**	**0**	**0**	**0**
	INTERNAL SERVICES	Use of Money	0	0	0	0	0
		Charges for Services	218,620	218,620	218,620	221,901	225,230
		Other Revenues	0	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	INTERNAL SERVICES Total		**218,620**	**218,620**	**218,620**	**221,901**	**225,230**
Fire Total			**800,448**	**527,620**	**517,620**	**524,111**	**530,700**
Grand Total			**800,448**	**527,620**	**517,620**	**524,111**	**530,700**

CITY OF BENICIA
FIRE DEPARTMENT BUDGETS
FY 2015-2017

EXPENDITURES

OBJ CAT	(Multiple Items)
Dept Name	Fire

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
Fire	**GENERAL FUND**	Personnel	5,970,980	6,030,495	5,928,860	6,030,460	6,133,843
		Purchased Services	143,900	168,400	181,900	166,900	166,900
		Purchased Supplies	442,875	433,535	443,990	443,990	443,990
		ISF	697,905	696,960	696,955	705,368	713,992
		Utilities	15,400	15,400	15,400	15,400	15,400
		CAPITAL	0	0	742,000	350,000	350,000
	GENERAL FUND Total		**7,271,060**	**7,344,790**	**8,009,105**	**7,712,118**	**7,824,125**
	SPECIAL REVENUE	Purchased Services	18,950	0	0		
		Purchased Supplies	100,148	0	0	0	0
	SPECIAL REVENUE Total		**119,098**	**0**	**0**	**0**	**0**
	CAPITAL	Purchased Services	0	0	0	0	0
		Purchased Supplies	0	0	0	0	0
	CAPITAL Total		**0**	**0**	**0**	**0**	**0**
	INTERNAL SERVICES	Purchased Supplies	80,455	37,340	37,340	37,901	38,470
		Debt	44,395	44,395	44,395	44,400	0
	INTERNAL SERVICES Total		**124,850**	**81,735**	**81,735**	**82,301**	**38,470**
Fire Total			**7,515,008**	**7,426,525**	**8,090,840**	**7,794,419**	**7,862,595**
Grand Total			**7,515,008**	**7,426,525**	**8,090,840**	**7,794,419**	**7,862,595**

LIBRARY
-Arts and Culture Board

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LIBRARY

FY 2015-2017 Adopted Budget

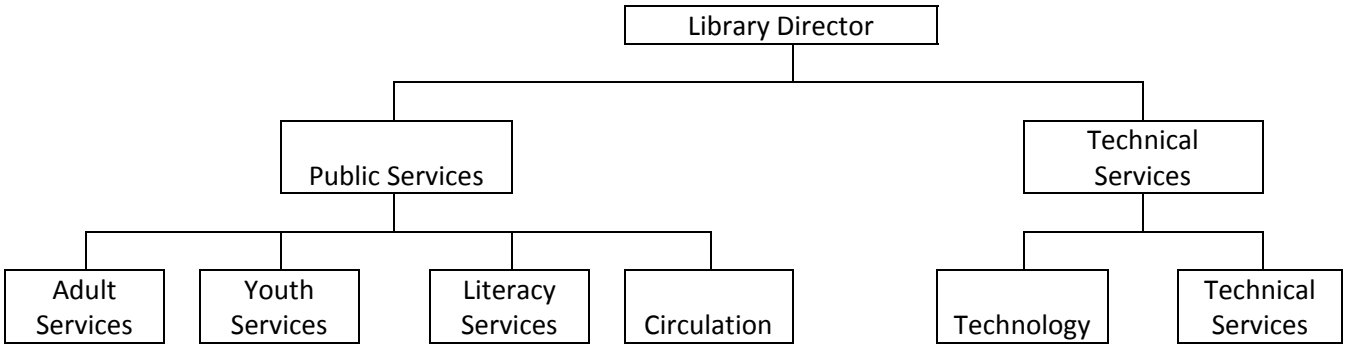
Department Overview:
The Library Department's primary responsibility is to connect patrons with resources in a timely and efficient manner. This includes selecting, purchasing, cataloging, and processing print, audiovisual, and other materials, as well as borrowing materials from other libraries for 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. The Library provides free access to the Internet at 20 public computers. In addition, the Library has a wireless network, which allows patron access on their personal computers anywhere within the building. The Library also supports education for all ages. By working with local schools, it provides materials and programs augmenting the local curriculum and providing educational enrichment. Through Adult Literacy and English as a Second Language services, it supports adults' reading and language development skills, helping adults attain a more enriched and productive life.

The Library supports cultural activities and the arts by hosting musical performances including concerts, dance demonstrations, and poetry performances. The Board of Library Trustees selects the City's Poet Laureate and has oversight for the selections displayed in the Marilyn Citron O'Rourke Gallery. In addition, the Library works closely with the Arts and Culture Commission to enhance arts and cultural programs in the community. 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.

Board/Commission/Committee Liaisons
Arts and Culture Commission
- Film Festival Subcommittee
- Public Art Committee
- Outreach Committee

Board of Library Trustees
- Art Gallery Committee
- Poet Laureate Selection Committee

Organizational Chart



Division Overview:

The Public Services Division of the Library provides reference and circulation assistance, services and programs for adults, teens and children as well as adult literacy services for native English-language speakers and English-as-a-second-language learners. The Technical Services Division has oversight of technology and behind the scenes work, such as cataloging, selecting, purchasing, processing and shelving materials.

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.

Accomplishments/Milestones Fiscal Years 2013-2015:

Library data is collected on a fiscal year basis, so information for FY 2014-15 has not yet been compiled. However, between July 1, 2012 and June 30, 2014,

- 475,023 visitors came to the Library, the equivalent of 77 people per hour using the Library during the 6,146 hours it was open during the two year period.
- Library users borrowed 965,456 items, an amount that is equivalent to every person in Benicia checking out 17.67 items per year.
- 19,105 people have and use Benicia library cards, or 70% of Benicia's residents and 65% of children, age 0 – 14.
- Provided 1,304 programs attended by 30,261 people.
    - 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 literacy learners;
    - Programming for children of all ages; and

  - Public computer access.
- Provided enhanced technology options to patrons:
  - Benicia Public Library users can now download e-magazines (e-zines) through Zinio, which provides full digital copies of favorite magazines to be read on a computer, tablet or mobile device.
  - Many other types of downloadable materials, including audiobooks and e-books can be borrowed at no charge.
  - Downloadable museum passes became available through Discover and Go, so people can reserve and print out museum passes from the library, or from their own home!
- Grants received and completed:
  - This Place has History provided grant funding to use the new technology of QR codes to bring historic information to sites on the Historic Downtown Benicia Walking Tour.
  - Benicia-Valero Refinery provided grant funding for several new AWE workstations to help develop early literacy skills and purchased a collection of children's books in multiple languages.
  - Friends of the Library donations provided the Library with book purchases, including those for various book clubs.
- Provided staff assistance and ongoing support for the Benicia Arts and Culture Commission and its Public Art and Film Festival Committees, as well as to the Board of Library Trustees, the Poet Laureate, and the Art Gallery Committee.
  - The Arts and Culture Commission worked with renowned local artists on a work of recycled metal and glass art. This work, titled *Wind, Water, Land*, was dedicated on March 21, 2015, at the Community Center.
  - Works by Julius Hatofsky were borrowed from the artist's estate and will be available for viewing in the Library until 2020.

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

Department's Goals:

- 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.

PERFORMANCE MEASURES	State		Data prepared for State Library's Annual Report			
Maintain or increase the following:	2012-13	**2015-16**	2010-11	2011-12	2012-13	2013-14
1. Outcome: high overall citizen satisfaction with library services	MEDIAN	**TARGET**				
% of Citizens rating library services as excellent or good	N/A	80-100%	97%	82%	NA	86%[1]
2. Outcome: high use of services & facilities						
# of registered borrowers as a percentage of the population	60.86%	75-80%	73.50%	74.40%	66%	70%
Circulation rates per capita (adults)	6.41	20	14.6	15.54	17.46	18
Circulation rates per borrower	9.24	30	19.25	20.88	26.47	25.7
Visitation rates per capita	3.06	10	8.57	8.59	8.12	9.26
Visitation rates per borrower	7.02	20	19.25	11.54	12.32	13.31
3. Outcome: high rates of community engagement						
# of volunteer FTEs per 1000 population	0.02	0.4	0.18	0.08	0.363	0.366
Program attendance per capita	,22	0.7	0.66	0.58	0.55	0.55

Staffing Changes:

- The Library-Literacy Special Revenue will be funding 0.75 Literacy Program Coordinator, which is replacing part-time hours.
- The Library-County Sales Tax Special Revenue is funding a Library Manager, which was previously a frozen position.
- After filling the Library Manager position, under-filling a Senior Librarian position with a Librarian.

Library Manager: The Library has traditionally been organized into two divisions: the Public Services Division and the Technical Services Division. In 2012, the Library Manager that also served as the Head of Technical Services retired, and the position was temporarily under-filled with a Senior Librarian, with a focus on those functions consistent with the Senior Librarian job specification. At this time, funding is sufficient for the Library to reinstate the Library Manager position, and it is our recommendation that due to the high level of responsibility and independence required for the position, that the Senior Librarian in charge of Technical Services be reclassified to the Library Manager position. The Library Manager position will be responsible for oversight of all technology, including computers, digital equipment and content, and will serve as the staff liaison on the CENIC broadband project, and will provide supervision in the areas of cataloging, acquisitions, shelving and other elements of materials delivery.

Literacy Coordinator: The Library's former Literacy Coordinator left this position in June 2013, and at that time the position was only partially filled, allowing Library administration to re-evaluate the needs of the community for Literacy services. At this time, staff is recommending that the position remain a part-time position, but that it be adjusted to a .75 FTE position. This will allow the re-establishment of services the community needs, including working with other local organizations to find potential learners and tutors.

[1] The Lew Edwards Group. Community Survey. City of Benicia, June-July 2014

LIBRARY
BENICIA ARTS & CULTURE COMMISSION
FY 2015-2017 Adopted Budget

Commission Overview:

The Library's Director and Volunteer/Outreach Coordinator act as the liaisons to the Benicia Arts and Culture Commission (BACC).

The following non-profit grant recipients will be monitored by the BACC in FY 2015-16 and 2016-17.

Arts and Culture Grants
• Arts Benicia • Benicia Ballet • Benicia Old Town Theater Group • Benicia Literary Arts • Benicia State Parks Association • VOENA

Highlights and Accomplishments in Fiscal Years 2013-15:

- Reviewed quarterly reports for six grantees: Arts Benicia, Benicia Ballet, Benicia Old Town Theater Group, Benicia Literary Arts, Benicia State Parks Association, and VOENA.
    - Monitoring of the grantees and management of the funding process was provided on a quarterly basis.
- Hosted the first Film Festival, a celebration of filmmaking that acknowledged the work of local, national and international films and filmmakers.
    - The Film Festival successfully raised money for the Commission's Public Art Program, with around 400 people attending the three-day event.
- Successfully brought new public art into the community, placing two pieces by Julius Hatofsky on long-term loan in the Library.
- Received a recommendation from the Community Sustainability Commission and approval from the City Council for funding from the Valero/Good Neighbor Steering Committee for two grant projects.
    - "Wind, Water, Land", a breathtaking piece of recycled metal and glass, was completed on March 21, 2015.
    - "Tangled Up In Trash – Caterpillar Puppets Interactive Eco-sustainable Programs for preschool-third grade reached out to children in the community to focus on the disastrous effect of plastic bag trash on turtles, ducks and seabirds.
- Hosted a series of receptions for *Arts Benicia Presents* art exhibits in the City Council Chambers.
- Coordinated with Arts Benicia and Mark Brest van Kempen to get approval for the first of three pieces of temporary art to be placed at the Waterfront.
- Working within the guidelines established by the City Attorney, the Commission refined a strategy to advertise the grant application process in a manner that would reach all potential grantees and obtain data related to each grant's outcomes.

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

The BACC is a high performing and hard-working Commission that has built a foundation for its future. Their goals for the upcoming fiscal period are:

- To monitor grantee reports on a quarterly basis and make a site visit to each grantee annually.
- To review, evaluate, and make recommendations to the Council on 2017-19 grant recipients.
- To continue to work with Arts Benicia and Mark Brest van Kempen on the installation of the next pieces of temporary art for the waterfront.
- To participate in the Waterfront Park design process to ensure inclusion of art from inception of the plan through completion of the project.
- To sponsor hosting Arts and Culture Commission roundtables to benefit community nonprofit groups.
- To reprint and redistribute "Experience the Arts and Culture of Benicia" brochure city wide to Benicia's Visitors Centers, galleries, studios, etc.
- To continue to organize and fundraise for an annual Film Festival.

CITY OF BENICIA
LIBRARY DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	Library

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Arts & Culture Commission Fund	**GENERAL FD ASSIGNED**	Use of Money	0	0	0	0	0
		Other Revenues	800	800	800	800	800
		TRANSFERS IN	61,540	88,510	88,510	88,509	88,509
	GENERAL FD ASSIGNED Total		**62,340**	**89,310**	**89,310**	**89,309**	**89,309**
Arts & Culture Commission Fund Total			**62,340**	**89,310**	**89,310**	**89,309**	**89,309**
Friends of the Library	**SPECIAL REVENUE**	Use of Money	990	990	990	1,005	1,021
		Other Revenues	75,000	75,000	75,000	76,125	77,267
	SPECIAL REVENUE Total		**75,990**	**75,990**	**75,990**	**77,130**	**78,288**
Friends of the Library Total			**75,990**	**75,990**	**75,990**	**77,130**	**78,288**
Library	**GENERAL FUND**	Fines and Forfeitures	47,000	45,000	45,000	45,675	46,361
		Revenue from Other Agency	0	0	0	0	0
		Other Revenues	0	0	0	0	0
		Charges for Services	2,000	2,000	2,000	2,030	2,061
	GENERAL FUND Total		**49,000**	**47,000**	**47,000**	**47,705**	**48,422**
	GENERAL FD ASSIGNED	Licenses and Permits	500	500	500	508	516
		Use of Money	0	0	0	0	0
	GENERAL FD ASSIGNED Total		**500**	**500**	**500**	**508**	**516**
	CAPITAL		0	0	0	0	0
Library Total			**49,500**	**47,500**	**47,500**	**48,213**	**48,938**
Library Programs	**SPECIAL REVENUE**	Use of Money	355	0	0	0	0
		Revenue from Other Agency	6,635	0	0	0	0
		Other Revenues	15,000	2,500	2,500	2,538	2,577
		Charges for Services	5,027	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	SPECIAL REVENUE Total		**27,017**	**2,500**	**2,500**	**2,538**	**2,577**
Library Programs Total			**27,017**	**2,500**	**2,500**	**2,538**	**2,577**
Literacy Program	**SPECIAL REVENUE**	Use of Money	450	670	670	681	692
		Revenue from Other Agency	20,220	15,000	15,000	15,225	15,454
		Other Revenues	0	8,000	9,550	9,694	9,840
		TRANSFERS IN	0	0	0	0	0
	SPECIAL REVENUE Total		**20,670**	**23,670**	**25,220**	**25,600**	**25,986**
Literacy Program Total			**20,670**	**23,670**	**25,220**	**25,600**	**25,986**
Library- CNTY Sales Tax	**SPECIAL REVENUE**	Sales Tax	700,000	745,000	745,000	720,000	720,000
		Use of Money	2,460	2,460	2,460	2,497	2,535
		Charges for Services	0	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	SPECIAL REVENUE Total		**702,460**	**747,460**	**747,460**	**722,497**	**722,535**
Library- CNTY Sales Tax Total			**702,460**	**747,460**	**747,460**	**722,497**	**722,535**
Grand Total			**937,977**	**986,430**	**987,980**	**965,287**	**967,633**

CITY OF BENICIA
LIBRARY DEPARTMENT BUDGETS
FY 2015-2017

EXPENDITURES

OBJ CAT	(Multiple Items)
Dept Name	Library

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Arts & Culture Commission Fund	**GENERAL FD ASSIGNED**	Purchased Supplies	66,295	89,310	89,310	89,309	89,309
	GENERAL FD ASSIGNED Total		**66,295**	**89,310**	**89,310**	**89,309**	**89,309**
Arts & Culture Commission Fund Total			**66,295**	**89,310**	**89,310**	**89,309**	**89,309**
Friends of the Library	**SPECIAL REVENUE**	Personnel	17,460	17,460	17,460	17,767	18,079
		Purchased Services	32,500	13,250	13,250	13,250	13,250
		Purchased Supplies	68,000	62,500	62,500	60,500	60,500
		ISF	715	715	715	733	752
	SPECIAL REVENUE Total		**118,675**	**93,925**	**93,925**	**92,250**	**92,581**
Friends of the Library Total			**118,675**	**93,925**	**93,925**	**92,250**	**92,581**
Library	**GENERAL FUND**	Personnel	879,730	890,310	871,865	886,941	902,279
		Purchased Services	25,450	65,450	25,450	25,450	25,450
		Purchased Supplies	191,500	194,200	186,600	186,600	186,600
		ISF	55,655	55,655	55,655	56,337	57,037
		Utilities	66,640	66,640	66,640	66,640	66,640
	GENERAL FUND Total		**1,218,975**	**1,272,255**	**1,206,210**	**1,221,968**	**1,238,006**
	GENERAL FD ASSIGNED	Purchased Supplies	500	340	340	340	340
	GENERAL FD ASSIGNED Total		**500**	**340**	**340**	**340**	**340**
	CAPITAL	Purchased Supplies	0	0	0	0	0
	CAPITAL Total		**0**	**0**	**0**	**0**	**0**
Library Total			**1,219,475**	**1,272,595**	**1,206,550**	**1,222,308**	**1,238,346**
Library Programs	**SPECIAL REVENUE**	Personnel	3,100	1,540	1,540	1,569	1,598
		Purchased Services	19,500	12,000	10,000	12,000	12,000
		Purchased Supplies	40,280	40,850	30,850	30,850	30,850
		ISF	0	35	35	36	37
	SPECIAL REVENUE Total		**62,880**	**54,425**	**42,425**	**44,455**	**44,485**
Library Programs Total			**62,880**	**54,425**	**42,425**	**44,455**	**44,485**
Literacy Program	**SPECIAL REVENUE**	Personnel	42,045	63,045	63,045	64,107	65,190
		Purchased Services	1,950	1,300	1,300	1,300	1,300
		Purchased Supplies	16,310	15,210	15,210	15,210	15,210
		ISF	1,425	1,425	1,425	1,461	1,500
	SPECIAL REVENUE Total		**61,730**	**80,980**	**80,980**	**82,078**	**83,200**
Literacy Program Total			**61,730**	**80,980**	**80,980**	**82,078**	**83,200**
Library- CNTY Sales Tax	**SPECIAL REVENUE**	Personnel	763,025	810,860	796,205	809,969	823,972
		Purchased Services	23,000	18,155	18,155	18,155	18,155
		Purchased Supplies	93,685	68,750	68,750	68,750	68,750
		ISF	21,530	21,530	21,530	22,069	22,621
	SPECIAL REVENUE Total		**901,240**	**919,295**	**904,640**	**918,943**	**933,498**
Library- CNTY Sales Tax Total			**901,240**	**919,295**	**904,640**	**918,943**	**933,498**
Grand Total			**2,430,295**	**2,510,530**	**2,417,830**	**2,449,343**	**2,481,419**

PARKS AND COMMUNITY SERVICES

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PARKS AND COMMUNITY SERVICES

FY 2015-2017 Adopted Budget

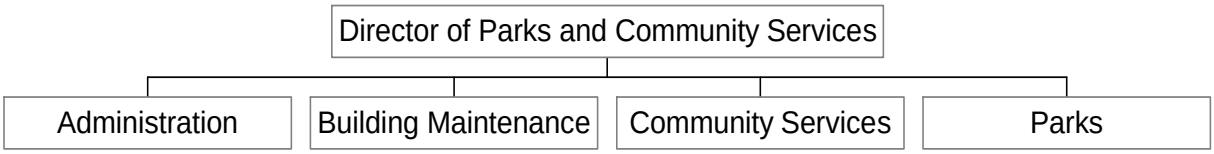
Department Overview:

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 districts.

Commission:

The Parks, Recreation and Cemetery Commission meets every other month.

Organization Chart



Division Overviews:

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.

The Building Maintenance Division provides comfortable, safe, well-maintained and functional facilities for public and City employee use.

The Community Services 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. They provide healthy and enriching programs and encourage an active lifestyle by offering a variety of recreational experiences.

The Parks Division is responsible for providing safe landscaped and park facilities to meet the needs of the diverse user groups within the community. They also provide safe and well-maintained athletic facilities, play areas, picnic areas, public landscaped areas, and playground structures.

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.

PARKS AND COMMUNITY SERVICES

FY 2015-2017 Adopted Budget

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.

Accomplishments for FY 2013-15

- Tree City USA-6 years
- Expanded Senior Health and Wellness programs.
- Held Senior Center Lunch Program several times during the year for seniors to socialize and enjoy catering by local restaurants
- Offered new program "Pickle Ball" at the Community Center Multipurpose Room.
- Installed new art "Wind, Water and Land" at the Community Center.
- Completed the renovation of the Senior Center kitchen and painted the exterior of the building.
- Removed and replaced the restroom at the downtown Little League fields and replaced the roof and gutters on the canteen.
- Replaced roof on the main canteen at Community Park.
- Achieved a 31% water reduction in Parks during 2014.
- Removed and replaced pre-school playground at Community Center.
- Replaced the tarps on the 50 meter and dive pool at the James Lemos Swim Center.
- Completed Urban Waterfront Enhancement and Master plan.
- Added 11 additional sites to the evapotranspiration irrigation system.
- Painted exterior of the SP Depot and the peninsula restrooms.
- Replaced restroom at Willow Glen Park.
- Resurfaced the Civic Center Tennis Courts and Skillman and Waters End Park basketball courts.
- Successfully achieved Gold level certification established by the U.S. Green Building Council in the LEED Green Building Rating system for the Benicia Community Center.
- Developed a palm tree removal mitigation pilot program with PG&E and the Benicia Tree Foundation.
- Continued the annual tree maintenance program.
- Minor renovation of Soccer field #2 and #3 at Benicia Community Park.
- Over 180 volunteers participated in the City's first annual Benicia Community Clean-up Day at the City Cemetery.
- Maintained clean, usable public landscaped areas in the Lighting and Landscape Districts
- The Benicia Parks & Community Services Department received the Customer Service, Children's activities and Special Event (Tree Lighting) Award from Local Happenings Magazine, Local's Choice Awards 2015.
- Continued our efforts to eliminate hazards and liability issues in parks.
- Continued to maintain safe and playable turf areas at BUSD facilities.

- SENIOR CAFÉ: The Community Services Division began hosting a cafe on Wednesday mornings at the Benicia Senior Center. It has become a great meeting spot for seniors to come and socialize with friends, catch up on news and enjoy coffee and breakfast treats.

Department Goals for FY 2015-17

- Pursue and secure funding for Urban Waterfront Enhancement and Master plan phase II (design and engineering).
- Continue to evaluate and implement ways to conserve water by replacing turf areas in parks with drip irrigation, mulch and drought tolerant plant material.
- Complete renovation of Phenix dog-park at Community Park.
- Remove and replace 5-12 year old playground structure at Community Park.
- Remove and replace promenade rail along the First Street waterfront.
- Complete design for drip irrigation at Rose Drive, East Second Street and Fleetside and begin installation on East Second Street medians.
- Begin design and construction on the James Lemos Swim Center pool project. This includes repairing sections of the deck, new shade structure and minor renovation of the registration area.
- Continue the Integrated Pest Management program to minimize chemical usage in the park system.
- Purchase a Cemetery software program to assist with the management of the City Cemetery.
- Continue to implement a marketing campaign to promote the values of Parks and Recreation.
- Re-surface Duncan Graham, Bridge View and 6th Street Park basketball courts.
- Continue to expand recreation programs and classes to meet the community's interests and needs.
- Continue to expanded Senior Health and Wellness programs.
- Continue to look at ways to be environmentally conscious with use of paper, office products and future purchases for the department.
- Look at ways to use technology to improve customer services requests, questions and needs.

Desired Outcomes and Performance Measures for FY 2015-17

Performance Measures:

Measure	Actual 2014-15	Target 2015-16	Target 2016-17
Percentage of customers accessing the online registration	**2%**	**4%**	**5%**
Number of volunteer hours	**3,500**	**3,700**	**3,800**

Measure	Actual 2014-15	Target 2015-16	Target 2016-17
Average time to respond and address a building or parks issue	24 hours	24 hours	24 hours

Measure	Actual 2014-15	Target 2015-16	Target 2016-17
Number of participants registered in recreation classes and programs	30,950	31,000	31,100

Measure	Actual 2014-15	Target 2015-16	Target 2016-17
Average time to respond and address a building or parks issue	24 hours	24 hours	24 hours
Cubic yards of mulch delivered (assist with water conservation and weed control)	175	225	250
Number of park sites with the evapotranspiration controller irrigation system (satellite irrigation)	6	17	19

CITY OF BENICIA
PARKS & COMM SERVICES DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	PCS

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Building Maintenance	**GENERAL FUND**	Other Revenues	618	0	0	0	0
	GENERAL FUND Total		**618**	**0**	**0**	**0**	**0**
	SPECIAL REVENUE	Charges for Services	1,825	1,825	1,825	1,853	1,881
		Use of Money	675	675	675	686	697
		TRANSFERS IN	0	0	0	0	0
	SPECIAL REVENUE Total		**2,500**	**2,500**	**2,500**	**2,539**	**2,578**
	INTERNAL SERVICES	Charges for Services	296,900	296,900	296,900	301,355	305,877
		Use of Money	2,100	2,100	2,100	2,132	2,164
		Other Revenues	0	0	0	0	0
		TRANSFERS IN	46,515	46,515	46,515	46,515	46,515
	INTERNAL SERVICES Total		**345,515**	**345,515**	**345,515**	**350,002**	**354,556**
Building Maintenance Total			**348,633**	**348,015**	**348,015**	**352,541**	**357,134**
Community Services	**GENERAL FUND**	Charges for Services	1,071,696	1,057,000	1,057,000	1,072,855	1,088,952
		Other Revenues	2,500	2,500	2,500	2,538	2,577
	GENERAL FUND Total		**1,074,196**	**1,059,500**	**1,059,500**	**1,075,393**	**1,091,529**
	INTERNAL SERVICES	Charges for Services	10,245	10,245	10,245	10,399	10,556
		Use of Money	0	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	INTERNAL SERVICES Total		**10,245**	**10,245**	**10,245**	**10,399**	**10,556**
Community Services Total			**1,084,441**	**1,069,745**	**1,069,745**	**1,085,792**	**1,102,085**
Parks & Community Services Adm	**GENERAL FUND**	Other Revenues	0	0	0	0	0
	GENERAL FUND Total		**0**	**0**	**0**	**0**	**0**
	SPECIAL REVENUE	Use of Money	800	800	800	812	825
		Revenue from Other Agency	0	0	0	0	0
		Other Revenues	199,999	0	0	0	0
	SPECIAL REVENUE Total		**200,799**	**800**	**800**	**812**	**825**
	INTERNAL SERVICES	Charges for Services	1,605	1,605	1,605	1,630	1,655
		Use of Money	0	0	0	0	0
	INTERNAL SERVICES Total		**1,605**	**1,605**	**1,605**	**1,630**	**1,655**
Parks & Community Services Adm Total			**202,404**	**2,405**	**2,405**	**2,442**	**2,480**

CITY OF BENICIA

PARKS & COMM SERVICES DEPARTMENT BUDGETS

FY 2015-2017

Parks	**GENERAL FUND**	Charges for Services	22,500	22,500	22,500	22,838	23,182
		Other Revenues	0	0	0	0	0
	GENERAL FUND Total		**22,500**	**22,500**	**22,500**	**22,838**	**23,182**
	SPECIAL REVENUE	Charges for Services	43,000	43,000	43,000	43,645	44,301
		Licenses and Permits	16,747	5,000	5,000	5,075	5,152
		Use of Money	1,734	1,200	1,200	1,219	1,238
		Revenue from Other Agency	73,226	0	0	0	0
		Other Revenues	500	500	500	508	516
		TRANSFERS IN	0	0	0	0	0
	SPECIAL REVENUE Total		**135,207**	**49,700**	**49,700**	**50,447**	**51,207**
	SPECIAL REVENUE-ASSESSMENT	Property Tax	427,660	441,160	441,510	441,572	441,635
		Use of Money	1,050	1,050	1,050	1,068	1,086
		TRANSFERS IN	86,645	96,645	96,645	96,645	96,645
	SPECIAL REVENUE-ASSESSMENT DISTRICT Total		**515,355**	**538,855**	**539,205**	**539,285**	**539,366**
	INTERNAL SERVICES	Charges for Services	45,980	45,980	45,980	46,671	47,373
		Use of Money	0	0	0	0	0
		Other Revenues	0	0	0	0	0
	INTERNAL SERVICES Total		**45,980**	**45,980**	**45,980**	**46,671**	**47,373**
Parks Total			**719,042**	**657,035**	**657,385**	**659,241**	**661,128**
Grand Total			**2,354,520**	**2,077,200**	**2,077,550**	**2,100,016**	**2,122,827**

CITY OF BENICIA
PARKS & COMM SERVICES DEPARTMENT BUDGETS
FY 2015-2017

EXPENDITURES

OBJ CAT	(Multiple Items)
Dept Name	PCS

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Building Maintenance	**GENERAL FUND**	Personnel	643,150	652,530	642,540	653,623	664,904
		Purchased Services	34,405	33,405	33,405	33,405	33,405
		Purchased Supplies	186,025	164,020	164,020	164,020	164,020
		ISF	53,015	52,875	52,875	53,284	53,703
		Utilities	124,830	124,830	124,830	124,830	124,830
	GENERAL FUND Total		**1,041,425**	**1,027,660**	**1,017,670**	**1,029,162**	**1,040,862**
	SPECIAL REVENUE	Purchased Supplies	25,000	25,000	25,000	25,000	25,000
	SPECIAL REVENUE Total		**25,000**	**25,000**	**25,000**	**25,000**	**25,000**
	INTERNAL SERVICES	Purchased Supplies	350,930	354,710	354,710	354,767	354,825
	INTERNAL SERVICES Total		**350,930**	**354,710**	**354,710**	**354,767**	**354,825**
Building Maintenance Total			**1,417,355**	**1,407,370**	**1,397,380**	**1,408,929**	**1,420,687**
Community Services	**GENERAL FUND**	Personnel	1,326,610	1,338,070	1,321,590	1,344,593	1,368,000
		Purchased Services	13,300	15,300	15,300	15,300	15,300
		Purchased Supplies	516,800	538,300	538,300	538,300	538,300
		ISF	82,145	82,145	82,145	83,282	84,447
		Utilities	89,935	89,935	89,935	89,935	89,935
	GENERAL FUND Total		**2,028,790**	**2,063,750**	**2,047,270**	**2,071,410**	**2,095,982**
	INTERNAL SERVICES	Purchased Supplies	24,000	8,920	8,920	9,054	9,190
	INTERNAL SERVICES Total		**24,000**	**8,920**	**8,920**	**9,054**	**9,190**
Community Services Total			**2,052,790**	**2,072,670**	**2,056,190**	**2,080,464**	**2,105,172**
Parks & Community Services Adm	**GENERAL FUND**	Personnel	481,700	485,445	486,380	494,764	503,295
		Purchased Services	2,000	2,000	2,000	2,000	2,000
		Purchased Supplies	7,385	7,385	7,385	7,385	7,385
		ISF	21,950	21,950	21,950	22,272	22,602
		Utilities	1,200	1,200	1,200	1,200	1,200
	GENERAL FUND Total		**514,235**	**517,980**	**518,915**	**527,621**	**536,482**
	SPECIAL REVENUE	Purchased Services	25,000	57,790	35,000	35,000	35,000
		Purchased Supplies	207,600	10,000	10,000	10,000	10,000
	SPECIAL REVENUE Total		**232,600**	**67,790**	**45,000**	**45,000**	**45,000**
	INTERNAL SERVICES	Purchased Supplies	0	1,605	1,605	1,630	1,655
	INTERNAL SERVICES Total		**0**	**1,605**	**1,605**	**1,630**	**1,655**
Parks & Community Services Adm Total			**746,835**	**587,375**	**565,520**	**574,251**	**583,137**

CITY OF BENICIA
PARKS & COMM SERVICES DEPARTMENT BUDGETS
FY 2015-2017

OBJ CAT	(Multiple Items)
Dept Name	PCS

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
Parks	**GENERAL FUND**	Personnel	929,510	941,315	927,125	943,126	959,409
		Purchased Services	39,885	39,885	39,885	39,885	39,885
		Purchased Supplies	151,560	127,830	127,890	127,890	127,890
		ISF	223,650	222,345	222,345	222,949	223,568
		Utilities	341,625	341,625	341,625	341,625	341,625
		CAPITAL	0	880,000	0	250,000	250,000
	GENERAL FUND Total		**1,686,230**	**2,553,000**	**1,658,870**	**1,925,475**	**1,942,377**
	SPECIAL REVENUE	Personnel	0	0	0	0	0
		Purchased Services	23,620	10,000	80,000	80,000	80,000
		Purchased Supplies	115,765	6,335	6,335	6,335	6,335
		ISF	0	0	0	0	0
	SPECIAL REVENUE Total		**139,385**	**16,335**	**86,335**	**86,335**	**86,335**
	SPECIAL REVENUE-ASSESSMENT	Personnel	334,680	339,530	332,720	338,320	344,016
		Purchased Services	52,720	37,375	37,375	37,375	37,375
		Purchased Supplies	15,700	9,000	7,500	7,500	7,500
		ISF	106,720	106,720	106,720	106,945	107,175
		Utilities	115,800	115,800	115,800	115,800	115,800
	SPECIAL REVENUE-ASSESSMENT DISTRICT Total		**625,620**	**608,425**	**600,115**	**605,940**	**611,866**
	INTERNAL SERVICES	Purchased Supplies	60,560	45,980	45,980	46,671	47,373
	INTERNAL SERVICES Total		**60,560**	**45,980**	**45,980**	**46,671**	**47,373**
Parks Total			**2,511,795**	**3,223,740**	**2,391,300**	**2,664,421**	**2,687,951**
Grand Total			**6,728,775**	**7,291,155**	**6,410,390**	**6,728,065**	**6,796,947**

POLICE

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POLICE

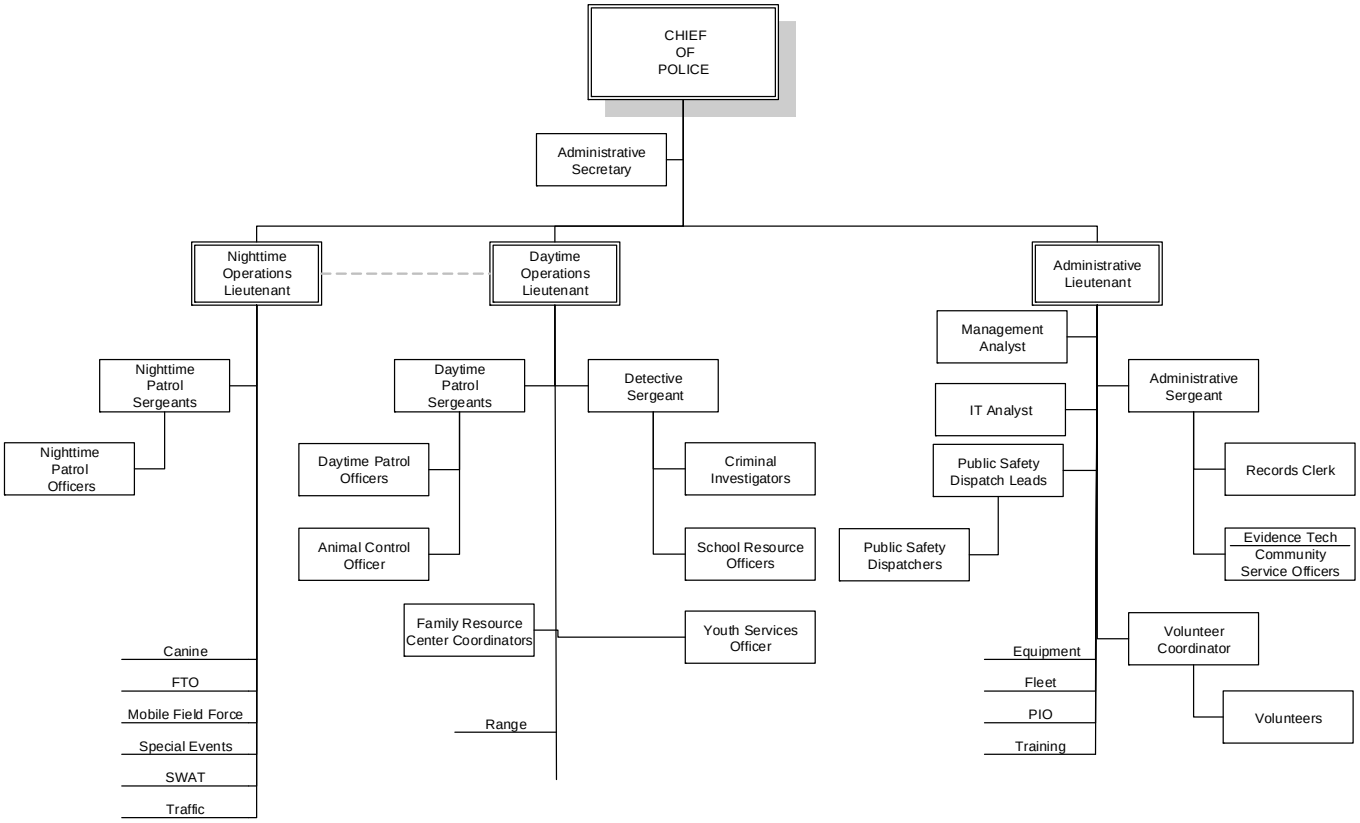
FY 2015-2017 Adopted Budget

Department Overview:

The members of the Benicia Police Department work in partnership with the community to improve the quality of life of all Benicia 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, as well as community access. The Department commits to collaborating with employees, community members, and at a regional level.

Organizational Chart



POLICE

FY 2015-2017 Adopted Budget

Division Overview:

Operations Division:
The Operations Division is divided into two separate units, 1) Patrol and 2) Investigative Services. The Operations Division serves as the foundation for the Police Department mission and consists of both sworn and civilian employees.

Patrol:
Uniform Patrol is the most visible to the public and is the backbone of the organization. Patrol functions include responding to 911 calls, neighborhood patrols, enforcement of traffic laws, traffic collision investigation, special events and planning, Animal Control Services, Special Weapons and Tactics (SWAT), Mobile Field Force.

Investigative Services:
Investigation Services division performs many critical functions including the investigation of the most serious crimes occurring in the community, processing of crime scenes and crime prevention. The Investigations division consists of criminal detectives and Family and Youth Service Bureau (YSB). Within the YSB there is one Youth detective and two School Resource Officers.

Services Division:
The Services Division provides the people, equipment, training and budget to support all the programs in the Department. This division includes Communications, Records, Personnel and Hiring, Training, Fleet Management, Property and Evidence and Volunteers.

Accomplishments/Milestones Fiscal Years 2013-2015:

- Completed Inaugural Youth Academy – A week long camp for Benicia youth to interact with Police Officers and PD staff to learn about criminal justice and the law enforcement profession
- Reestablished the BPD Explorer/Cadet Program- six (6) Benicia teens were selected from a competitive process.
- Renovation of Detention Area to meet State Regulations
- Purchase new Police canine and achieved state certification
- Transitioned from Harley Davidson to Honda motorcycles, decreasing maintenance costs and increasing performance
- Completed 5th annual Citizens Academy Class with 15 Benicia residents in attendance
- Completed Range Improvement Project-
    - Asphalt repair with new yardage striping
    - Construction of a new retaining wall.
- Recruitment/Hiring: Hired (5) Police Officers, (3) Public Safety Dispatchers, (1) Management Analyst (shared with the Fire Department), (1) Community Services Officer, (1) Family Resource Center Coordinator, and added (3) Volunteers to existing program. Promoted (1) Sergeant
- Conducted an Elder Fraud Workshop for over 80 citizens.
- Developed Employee Appreciation/Service Medal Program
    - Medal of Valor Awarded to Officer Cameron for bravery during her life threatening incident
- Completed a School Mapping Project (BUSD) - provides public safety detailed photographs and schematics of all school sites in Benicia
- Installed Mobile ID Project
    - Eight (8) portable units in patrol cars allowing Officers to fingerprint individuals in the field to confirm identity.
    - Mobile ID runs the print through three systems: Solano County, Department of Justice, and FBI

- Enhancement of Dispatch Telephone System (E-911 System Upgrade)
    - Provides upgraded 911 information and the capability of receiving text messages and photographs from cellular callers.
- Awarded State grant for $35,000
    - To purchase seven (7) Motorola APX 7000 P25 compliant portable radios from the North Bay Hub of the Urban Areas Security Initiative (UASI) - Solano, Sonoma, Napa & Marin Counties
- Completed significant software upgrades to computer aided dispatch program (CAD) including a new audit process for police reports and streamlined state reporting requirements
- Upgraded computers to Windows 7- All Department computers were replaced
- Migration off the Sprint network to AT&T's Push to Talk phone network
- Upgraded GIS Mapping Server for 911 calls- new features include Google Map Street View and a complete update to Benicia Streets

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

Department Goals:

- Continue to focus on preventing crime, creating a safe environment for all of those who live, work and visit Benicia and to improving the overall quality of life in the community
- Continue to engage the community as a resource in fighting crime
- Expand community relationships wherever possible to further strengthen the connection with the citizens
- Roll out several community engagement initiatives over the coming year, including reestablishing an annual citizen's police academy
- Continue partnership with Benicia Unified School District
    - Providing two School Resource Officers to help expand and strengthen connections with the City's youth, a critical component of fulfilling the Department's mission
- Provide proactive patrol, immediate and effective response to crimes in progress, and thorough investigation with relentless follow-up of investigative leads
- Continue to provide a robust K-9 program
- Increase focus on traffic safety
    - Including continued dedication of two traffic motor officers with an emphasis on preventing impaired driving
- Continue to provide several officers, sergeants, and a lieutenant to both the Solano County Mobile Field Force and the joint Vallejo-Benicia joint SWAT team
    - The Department will continue to work to strengthen these partnerships.
- Continue to focus on the Department's award winning volunteer program, such as:
    - Vacation home patrols
    - Assistance with special event management
    - Fleet management
    - Numerous other helpful duties
    - The volunteer program also provides police chaplains who routinely assist Benicia community members in their moments of greatest need
- Continued emphasis on department succession plan for those key volunteers who may be retiring and actively recruite new volunteers to keep this program at or above its current strength
- Continue to recognize and invest in support services

Performance Measures:

Division Performance Measures	Actual 2013-14	Projected 2014-15	Projected 2015-16	Projected 2016-17
Maintain a low crime rate: Total Part 1 Offenses	491	520	<494	<469
Reduce Traffic Collisions: Total number of traffic collisions	108	108	<103	<98
9-1-1 Call Answer Times: Percentage of calls answered within 5 seconds	99%	99%	99%	99%
Priority 1 Response Times Average time from Dispatch to Arrival in minutes:seconds	6:21	5:00	5:00	5:00

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 13-14 data represents the number of crimes for calendar year 2013 (January – December).
2. Traffic Collisions are reported on a calendar year basis as required by the California Office of Traffic Safety. Actual FY 13-14 data represents the number of collisions for calendar year 2013 (January – December).
3. Priority 1 calls generally refer to in-progress calls or life threatening emergencies.

CITY OF BENICIA
POLICE DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	Police

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
Family Resource Center Grant	**SPECIAL REVENUE**	Use of Money	50	50	50	51	52
		Revenue from Other A	82,845	96,070	96,070	97,512	98,975
		Other Revenues	0	0	0	0	0
	SPECIAL REVENUE Total		**82,895**	**96,120**	**96,120**	**97,563**	**99,027**
Family Resource Center Grant Total			**82,895**	**96,120**	**96,120**	**97,563**	**99,027**
Police	**GENERAL FUND**	Fines and Forfeitures	37,830	34,500	34,500	34,568	34,637
		Licenses and Permits	52,000	55,000	55,000	55,825	56,663
		Sales Tax	235,000	235,000	240,000	240,000	240,000
		Revenue from Other A	23,000	18,000	18,000	18,270	18,545
		Charges for Services	70,000	69,100	69,100	70,137	71,191
		Other Revenues	20,000	20,000	20,000	20,300	20,605
		TRANSFERS IN	0	0	0	0	0
	GENERAL FUND Total		**437,830**	**431,600**	**436,600**	**439,100**	**441,641**
	SPECIAL REVENUE	Use of Money	350	175	175	178	181
		Revenue from Other A	125,000	125,000	125,000	126,875	128,779
		Charges for Services	36,550	54,950	54,950	55,775	56,613
		Other Revenues	0	0	0	0	0
		TRANSFERS IN	48,105	74,000	74,000	74,000	74,000
	SPECIAL REVENUE Total		**210,005**	**254,125**	**254,125**	**256,828**	**259,573**
	INTERNAL SERVICES	Use of Money	0	0	0	0	0
		Charges for Services	147,070	147,070	147,070	149,277	151,517
		Other Revenues	500	500	500	508	516
		TRANSFERS IN	0	0	0	0	0
	INTERNAL SERVICES Total		**147,570**	**147,570**	**147,570**	**149,785**	**152,033**
Police Total			**795,405**	**833,295**	**838,295**	**845,713**	**853,247**
Grand Total			**878,300**	**929,415**	**934,415**	**943,276**	**952,274**

CITY OF BENICIA
POLICE DEPARTMENT BUDGETS
FY 2015-2017

EXPENDITURES

OBJ CAT	(Multiple Items)
Dept Name	Police

			Values				
DIVISION NAME	**FUND TYPE**	**account type**	**Estimated FYE 2015**	**Proposed FY 15-16**	**Proposed FY 16-17**	**Projected FY 17-18**	**Projected FY 18-19**
Family Resource Center Grant	**SPECIAL REVENUE**	Personnel	64,820	77,490	77,490	78,833	80,201
		Purchased Services	2,295	2,295	2,295	2,295	2,295
		Purchased Supplies	14,315	13,200	13,200	14,375	14,375
		ISF	2,085	2,085	2,085	2,138	2,192
		Utilities	1,000	1,000	1,000	1,000	1,000
	SPECIAL REVENUE Total		**84,515**	**96,070**	**96,070**	**98,641**	**100,063**
Family Resource Center Grant Total			**84,515**	**96,070**	**96,070**	**98,641**	**100,063**
Police	**GENERAL FUND**	Personnel	7,525,630	7,708,020	7,516,505	7,645,202	7,776,159
		Purchased Services	271,805	232,380	232,380	232,380	232,380
		Purchased Supplies	343,335	346,225	348,395	344,395	344,395
		ISF	666,935	665,685	665,685	671,568	677,598
		Utilities	0	0	0	0	0
		CAPITAL	0	80,000	400,000	400,000	400,000
		TRANSFES OUT	0	0	0	0	0
	GENERAL FUND Total		**8,807,705**	**9,032,310**	**9,162,965**	**9,293,545**	**9,430,532**
	SPECIAL REVENUE	Personnel	0	0	0	0	0
		Purchased Services	126,805	133,500	133,500	133,500	133,500
		Purchased Supplies	171,670	126,400	126,400	101,700	101,700
		ISF	0	0	0	0	0
		TRANSFES OUT	0	0	0	0	0
	SPECIAL REVENUE Total		**298,475**	**259,900**	**259,900**	**235,200**	**235,200**
	INTERNAL SERVICES	Purchased Supplies	155,465	147,070	147,070	149,277	151,517
		TRANSFES OUT	0	0	0	0	0
	INTERNAL SERVICES Total		**155,465**	**147,070**	**147,070**	**149,277**	**151,517**
Police Total			**9,261,645**	**9,439,280**	**9,569,935**	**9,678,022**	**9,817,249**
Grand Total			**9,346,160**	**9,535,350**	**9,666,005**	**9,776,663**	**9,917,312**

PUBLIC WORKS

-Administration and Engineering
-Maintenance and Operations
-Water Treatment Operations
-Wastewater Treatment Operations

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PUBLIC WORKS

FY 2015-2017 Proposed Budget

Mission:

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

Vision:

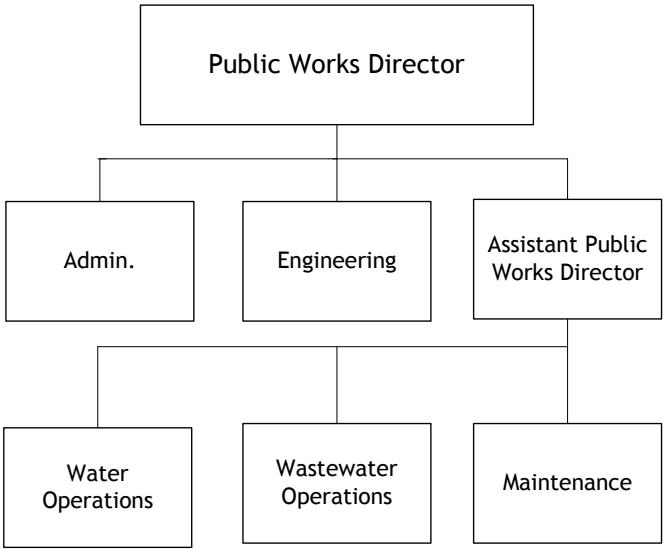
Anticipate and accommodate the diverse needs of our residents and businesses in accordance with the City's General Plan and Strategic Plan to provide:

- 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 review of development and permit applications
- A sustainable fleet management program
- A storm water program for flood control and environmental protection

Values:

- Provide courteous, cooperative customer service within the resources available
- Collaborate actively with colleagues both within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes
- Maintain accountability to perform the highest quality and most efficient work

Organizational Chart



PUBLIC WORKS

FY 2015-2017 Proposed Budget

Department Responsibilities:

The Public Works Department is comprised of five divisions: Administration and Engineering, Water Treatment Operations, Wastewater Treatment Operations, and Maintenance.

The department provides for the operations, maintenance, design, construction 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, wastewater and water quality programs, the traffic engineering (traffic calming) program and engineering oversight of development projects. The Public Works Department also administers the annual marina dredging program.

The department is organized as follows:

- Administration
- Engineering
    - CIP, development review, and traffic programs
    - Storm Water Management Program
    - Regional Transportation advocacy for funding and grants
- Water Treatment Operations
    - Water Treatment Plant
    - Water Treatment Laboratory
- Wastewater Treatment Operations
    - Wastewater Treatment Plant
    - Wastewater Treatment Laboratory
- Maintenance
    - Streets
    - Water Distribution System
    - Sewer Collection System
    - 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:

- Transportation Projects (gas tax, traffic impact fee, general fund and special fund projects/programs)
- Water Projects (operations/maintenance and capacity/connection fee projects)
- Wastewater Projects (operations/maintenance and capacity/connection fee projects)

Accomplishments/Milestones Fiscal Years 2013-2015:

Please refer to division narratives.

Citywide Strategic Plan Action Items:

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

Additional Department Priorities:

- **Streets and Drainage**

The Pavement Management Program was prepared for the long-term sustainability of the transportation network as a whole and to optimize the funding that is spent on streets. *Currently, there is a $48M backlog* of pavement projects needed to raise the Pavement Condition Index (PCI) to a cost-effective condition that would only require slurry sealing every 7 to 10 years. To maintain the current PCI of 58, the City would need $2.0M. At the current investment level the City is making using available gas tax revenues, the PCI will drop to 53 over the next 10 years. The goal for the Department is to increase the average PCI to 63 in five years.

In addition, significant flooding occurred in December 2012, and brought to light drainage deficiencies which have cost $ 470,000 in claims to date. To avoid future storm damage and costly claims, the City will develop a capital infrastructure plan to address these issues.

With the passage of Measure C, future sales tax revenue has been budgeted for paving Industrial Way, paving Southampton Road, patching pavement around the City, replacing more sidewalks on First Street, and preparing a Storm Water Management and Flood Mitigation Plan.

- **Wastewater Collection System**

With the River Watch Settlement Agreement, three additional staff have been hired to clean and repair the sewer collection system. A contractor has been hired to video the pipelines and prioritize repairs, and a computerized maintenance management system is being used to track progress. The goal for the Department is to increase “top down” cleaning of the sewer collection system from 20 miles per year to 40 miles per year.

- **Water Distribution System**

With California suffering from a fourth year of drought, significant efforts have been made to conserve water. A drought surcharge was implemented, public outreach efforts were increased, 4,000 acre-feet of Lake Berryessa water was purchased from the City of Vacaville, outdoor water restrictions were enforced, WaterSmart was hired to prepare Home Water Reports, and staff pursued a Water Reuse Project with Valero staff. A contractor has been hired to detect water leaks to prioritize repairs, and a computerized maintenance management system is being used to track progress. The goal for the Department is to reduce non-revenue water from 25% to 15% and reduce water supply demand by 20% by 2020.

- **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:

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
    - $2,000,000 per year needed to maintain citywide existing pavement condition rating of 58 (fair)
    - $48,000,000 needed over 10 years to improve citywide pavement condition rating to 80 (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
  - Laboratory Information Management System - $120,000 in additional funded required

PUBLIC WORKS: Administration and Engineering

FY 2015-2017 Proposed Budget

Department Responsibilities:

The Public Works Department is comprised of five divisions: Administration and Engineering, Water Treatment Operations, Wastewater Treatment Operations, and Maintenance. This section provides the narrative for Administration and Engineering. The other three division narratives follow.

Division Overview:

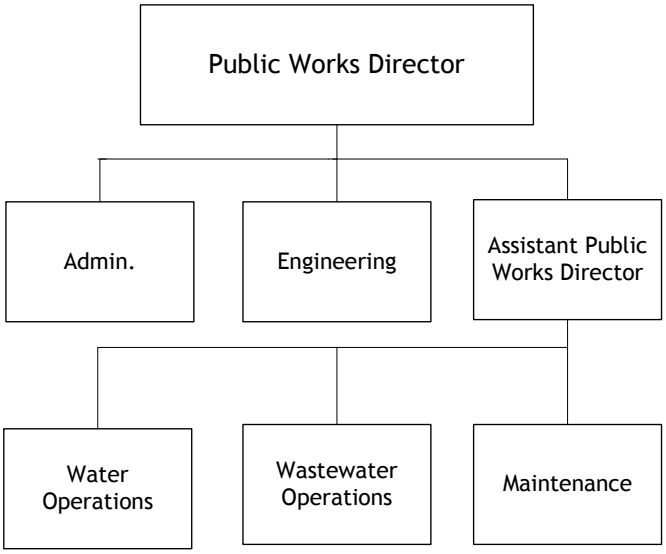
Administration:
The Administration Division is responsible for overall direction and supervision of the Public Works Department. The Administration Division provides administrative support services for the Engineering, Water, Wastewater and Maintenance Divisions as determined by the Director. Included in these services are budget management, traffic committee support, long range planning for infrastructure needs, traffic engineering services, personnel management, record-keeping management and coordination with other City departments and outside agencies.

Engineering:
The Engineering Division provides technical advice and assistance to the public, other City departments, and outside agencies. Engineering services include 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. This division performs traffic engineering, including the City's Traffic Calming Program, and also processes encroachment, grading, and stormwater permits. This division also provides City representation on transportation issues including staff participation in STA and SolTrans as well as regional transportation advocacy for funding and grants. Engineering staff also manages the City's Storm Water Management Program for flood control and environmental protection. 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.

Storm Water:
The Storm Water Improvement Fund ensures the City's stormwater program is completed each year. The program's focus is to assure runoff is environmentally sustainable and complies with the State Water Resources Control Board's Phase II Small Municipal Separate Storm Sewer System (MS4) Permit. This is achieved through the administration of the City's Stormwater Management Program which contains 11 programmatic elements consisting of:

- Program Management
- Education and Outreach
- Public Involvement and Participation
- Illicit Discharge Detection and Elimination
- Construction Site Storm Water Runoff Control Program
- Pollution Prevention/Good Housekeeping For Permittee Operations
- Post-Construction Stormwater Management
- Water Quality Monitoring
- Program Effectiveness Assessment and Improvement
- Total Maximum Daily Loads Compliance Requirements
- Annual Reporting Program.

Organizational Chart



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Accomplishments/Milestones Fiscal Years 2013-2015:

Administration /Engineering:

- Completed Western Gateway Intermodal Project (construction of a park-and-ride facility at West Military at Southampton)
- Completed Benicia Safe Routes to School Improvements at:
    - Robert Semple Elementary
    - Matthew Turner Elementary
    - Benicia Middle School
- Completed East Second Street overlay
- Administered 2014 & 2015 Marina Dredging Projects
- Completed planning, property acquisition, and design of the Industrial Park Bus Hub Project
- Issued 122 Encroachment Permits in 2014 and 121 in 2015
- Enhanced the Department's involvement with the community and in public education, through neighborhood meetings, educational displays, and school education programs

Storm Water:

- Coastal Cleanup Day – 525 volunteers collected 3,720 lbs. of trash.
- Inspection Program – 100 onsite inspections were performed at industrial and commercial facilities to ensure pollutants would not enter the storm drain system.
- Street Sweeping Program – Swept an average of 374 curb miles monthly and captured 240 cubic yards of debris that would have otherwise entered the storm water system.
- Catch Basin Maintenance – Inspected and cleaned 201 catch basins out of 2,000.
- Pet Waste Pickup Program – Provided plastic bags for pet waste on trails along the waterfront and open space.
- Conducted outreach to the public at the Farmer's Market and through Coastal Cleanup Day.
- Developed and implemented a Spill Response Plan.
- Maintain an inventory of all construction projects and continuously update as new projects are permitted and projects are completed.
- Created and maintained up-to-date and accurate outfall maps.
- Created an inventory of all industrial/commercial facilities and update annually.
- Sampled any flowing outfalls once a year during the dry season.
- Developed written procedures for investigating flowing outfalls to reduce or eliminate illicit discharges.
- Implemented procedures to assess and prioritize maintenance of storm drain system infrastructure. Assigned a priority to each facility based on accumulation of sediment, trash and/or debris.
- Implemented a landscape design and maintenance program to reduce the amount of water, pesticides and fertilizers used by the City.
- Joined the Bay Area Stormwater Management Agencies Association (BASMAA).
- Assisted in the development of the BASMAA Post-Construction Manual-Design Guidance for Stormwater Treatment and Control for Projects in Marin, Sonoma, Napa, and Solano County.
    - Required implementation of site design measures on projects that create or replace 2,500-5,000 square feet impervious area (including single family homes).
    - Implemented standards on projects that create or replace >5,000 square feet impervious area (Regulated Projects).

  - Implemented Low Impact Development (LID) standards to treat storm water and provide baseline hydromodification management to meet numeric sizing criteria.
- Conducted an analysis of the landscape code to correct gaps hindering post construction best management requirements.
- Assisted in the development of the Program Effectiveness Assessment and Improvement Plan for Marin, Napa, Solano, and Sonoma Counties (PEAIP).

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

Department Goals:

Administration/Engineering:
- To monitor the progress of projects and programs that will be pursued in the 2015-17 budget, especially Measure C sales tax funded projects.
- Pursue additional funding necessary to supplement gas tax for citywide street maintenance needs to achieve the goal of increasing the average pavement condition index of all city streets to 63 by 2020.
- Administer the Capital Improvement Program, including Measure C projects and Water Reuse Project.
- 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.
- Coordinate with the Solano Transportation Authority on regional transportation issues.
- Coordinate with SolTrans, the Benicia-Vallejo public bus transit provider, on service to Benicia.
- Administer the Storm Water Program.
- Support Maintenance, Water Treatment and Wastewater Treatment staff.

Storm Water:
- Develop and implement an Enforcement Response Plan (ERP) consisting of verbal warnings, written notices, and escalated enforcement measures, NPDES permit referrals, and recidivism reduction.
- Develop and implement a training program for all staff who as part of their normal job responsibilities, may be notified of, come into contact with, or otherwise observe an illicit discharge or illegal connection to the storm drain system.
- Develop and distribute educational materials to construction site operators.
- Conduct a comprehensive inspection and assessment of pollutant discharge potential and identification of pollutant hotspots using the Center for Watershed Protection's (CWP) guide on Urban Subwatershed and Site Reconnaissance, or equivalent.
- Maintenance of all high priority storm drain systems on an ongoing basis, by:
  - Inspecting all high priority catch basins and storm drain system annually
  - Cleaning storm drains
  - Labeling catch basins
- Develop and implement a program to assess the City's Operation and Maintenance activities and subsequently develop applicable Best Management Practices (BMPs).
- Develop and implement a process to incorporate water quality and habitat enhancement features in the design of all new and rehabilitated flood management projects that are associated with the City or that discharge to the City drainage systems.

- Develop and/or modify enforceable mechanisms that will effectively implement the requirements in Section E.12.b through E.12.f of the Stormwater Permit and may include municipal codes, regulations, standards, and specifications.
- Develop and implement a plan to inventory, map, and determine the relative maintenance condition of structural post-construction BMPs on private property.
- Develop and implement a site-specific Storm Water Pollution Prevention Plan (SWPPP) for the City's hotspots that identifies existing storm water BMPs and a set of storm water BMPs to be installed, implemented, and maintained to minimize the discharge of pollutants to protect water quality. Utilize the CWP guide on Urban Subwatershed and Site Reconnaissance, or equivalent, as guidance.
- Conduct the review using an existing guide or template already developed for Cities (such as the Municipal Regulatory Update Assistance Program (MRUAP) conducted by AHBL, Inc. for the Low Impact Development Initiative (LIDI) on the Central Coast).
- Maintain high standards for storm water quality.
- Meet or exceed all requirements in the Phase II Small MS4 Stormwater Permit.
- Administer the project in a cost effective manner.
- Meet or exceed the standards in the more stringent, expanded Phase II Stormwater Permit. The Permit includes an effectiveness assessment and improvement plan element to measure the success of the program.

Performance Measures:

- Expeditious processing of encroachment permit applications
- Enhance joint sidewalk program to improve walkability & reduce liability
- Implement neighborhood traffic calming programs/improvements

Performance Measures

Operational Expectations	Actual 2011-12	Actual 2012-13	Actual 2013-14	Projected 2014-15	Proposed 2015-16	Proposed 2016-17
Average permit processing time (days)	4	4	4	4	4	4
Square feet of sidewalk repair facilitated to increase public safety	1900	1375	1300	1400	3000	2000
Number of traffic calming requests processed	1	2	0	3	2	2
Sidewalk ramps constructed	3	3	10	23	32	14

PUBLIC WORKS
MAINTENANCE DIVISION
FY 2015-2017 Proposed Budget

Division Overview:

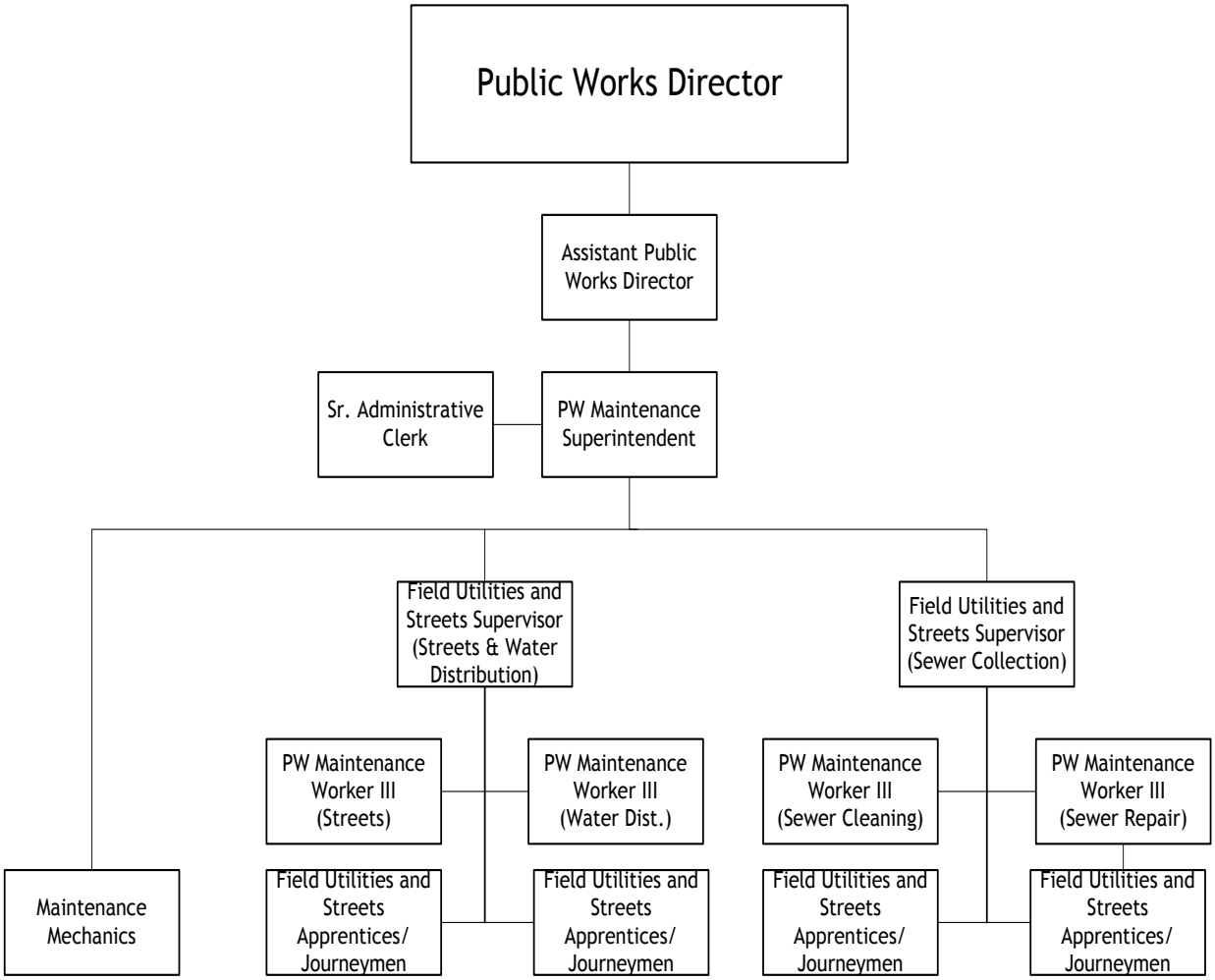
Fleet and Equipment Services:
The Fleet and Equipment Services section of the Maintenance Division provides vehicle and equipment maintenance and repair services for all City departments including the Parks, Police and Fire Departments. Their work includes preventative maintenance, corrective maintenance, safety checks, fuel dispensing and monitoring, fleet maintenance, vehicle painting and bodywork. The Maintenance Division also operates the diesel and gasoline fuel storage tanks.

Streets:
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, pothole repair, pavement striping and marking 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.

Wastewater:
The Sewer Collection section of the Maintenance Division provide for the operation, maintenance, repair, and capital improvements of the Wastewater collection system. The collection system consists of 23 lift stations, approximately 150 miles of sewer pipelines, a 3-mile wet weather relief (interceptor) pipeline, and 6 wet weather control structures. The discharge system consists of a 1,100-foot long outfall pipeline and a 150-foot long outfall diffuser pipeline.

Water:
The Water Distribution section of the Maintenance Division is responsible for maintaining the City's raw water transmission and treated water systems in safe and serviceable condition. The system delivers treated water to residential, commercial and irrigation customers. Personnel maintain approximately 150 miles of water mains, 9,185 service connections and meters, and 1,449 hydrants. Maintenance activities include repair, replacement, installation of system components; and regular flushing, valve exercising, and leak detection. Personnel staff a 24-hour standby system to respond to emergency calls and to further meet the needs of customers.

Division Organization Chart:



Mission:

Provide excellent, responsive service, focusing on clean water 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 reliable water distribution system, reliable sewer collection system, a sustainable fleet management program, and a stormwater program for flood control and environmental protection.

Values:

- Provide courteous, cooperative customer service within the resources available.

- Collaborate actively with colleagues both within and outside the department.
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes.
- Maintain accountability to perform the highest quality and most efficient work.

Accomplishments/Milestones Fiscal Years 2013-2015:

Fleet and Equipment Services:

- Maintained the same level of service even with the Senior Mechanic position placed in frozen status. In addition to
- Providedroutine maintenance service for over 190 City vehicles
- Performed specialty work and modifications to meet specific needs of various departments' vehicles, such as:
    - Bodywork/repainting;
    - Fabrication to accommodate unique equipment needs for various departments; and
    - Installation of emergency equipment on fire and police vehicles
- Provided rehabilitation work to keep vehicles with good maintenance records in service longer
- Providedfast turnaround work on emergency vehicles to ensure minimum "down time" on these critical vehicles that need to remain in service 24 hours a day
- Integrated the fuel management system with the fleet management system
- Implemented a customer feedback program

Streets:

- Enhanced the Department's involvement with the community and in public education through neighborhood meetings, educational displays and school safety programs.
- Patched 33,600 square feet of asphalt on citywide street/alley network.
- Repaired an additional 304 potholes.
- Removed damaged sidewalks as part of the joint sidewalk program.
- Cleaned 1,028 storm drain inlets.
- Removal of several beaver dams restricting stormwater flows in the Industrial Park in accordance with Routine Maintenance Agreement (RMA) with Fish & Game.
- Crack Sealed 31,680 feet of City roadway.
- Created and implemented a sign replacement program, which included the updated retro-reflectivity standards.
- Continual implementation of a computerized maintenance management system.
- Updated field maintenance emergency response plan.
- Attended Public Works Emergency Operations Command (EOC) training sessions.
- Street Sweeping Program – Swept an average of 374 curb miles monthly and captured 240 cubic yards of debris that would have otherwise entered the storm water system.
- Implemented procedures to assess and prioritize maintenance of storm drain system infrastructure. Assigned a priority to each facility based on accumulation of sediment, trash and/or debris.
- Maintenance of all high priority storm drain systems on an ongoing basis, by:
    - Inspecting all high priority catch basins and storm drain system annually
    - Cleaning storm drains
    - Labeling catch basins

Wastewater:

- Implementation of quarter valve exercising program on Bayshore force main.
- Installation of 2 new manholes on Channel Road and 1 manhole on West L Street.
- Removed and replaced 825 feet of city-owned sewer main and lateral systems.
- Repaired 18 sewer mains and 20 city-owned laterals.

Water:

- Repaired 107 failing water service lines and repaired 17 main breaks.
- Read 4,592 water meters each month with less than a 1% error rate.
- Successfully leak detected the 3 ½ miles of the Lower Arsenal Water Distribution System and subsequently repaired five leaks.

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

Fleet and Equipment Services:

- Complete scheduled improvements and maintain all of our infrastructure to meet safety and other regulatory standards.
- Maintain an ongoing training program to enhance staff's 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.
- Continue implementation of the Benicia Air Friendly Vehicle strategy.
- Conduct a total fleet inventory audit and update recordkeeping.
- Research transitioning into Compressed Natural Gas (CNG) Technology, and complete commitment to Zero Emission Vehicles (ZEV).
- Upgrade existing Smog/Emission equipment to meet current Bureau of Automotive Repair (BAR) requirements.
- Submit application to Bay Area Air Quality Management District (BAAQMD) for Plug-in Electric Vehicles (PEV) Rebate Program.
- Research vendors for outfitting all city fleet vehicles with Global Positioning Systems (GPS) tracking.

Performance Measure

Measure	Actual 2011-12	Actual 2012-13	Actual 2013-14	Projected 2014-15	Proposed 2015-16	Proposed 2016-17
Routine Maintenance time (average hours/vehicle)	2	2	2	2	2	2
Repair time (average hours/vehicle)	8	7	7	7	7	7

Streets:

- Remove abandoned railroad bridge across Sulphur Springs Creek.
- Complete scheduled improvements and maintain infrastructure to meet safety and other regulatory standards.
- Create and implement new storm drain permit requirements.
- 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.
- Streets assessment is needed for the long-term sustainability of the transportation network as a whole and to optimize the funding that is spent on streets.
- Streets maintained in overall good condition.
- Well lit streets and safe neighborhoods.
- Enhanced community appearance and safe neighborhoods.
- Prompt response to street defects to maintain drivability of streets.
- Bridges maintained in overall good condition.

Performance Measures

Measures	Actual 2011-12	Actual 2012-13	Actual 2013-14	Projected 2014-15	Proposed 2015-16	Proposed 2016-17
Pavement Condition Index	62	61	59	58	60	60
Response to streetlights outages (weeks)	2	1	1	1	1	1
Response to graffiti and vandalism (hours)	24	24	24	24	24	24
Potholes filled citywide (number per year)	247	243	160	151	250	250
Perform bridge repairs or removal	0	0	0	0	2	0

Wastewater:

- Perform annual maintenance at 23 lift stations and top down clean 40 miles of sewer collection pipes per year, to clean the entire 150 miles of sewer pipes by 2020.
- Provide continued operation and maintenance of the City's utility systems (including capital improvements) to deliver a quality product for our customers, meeting or exceeding regulatory requirements, within existing rate structures and funding levels.
- Maintain an ongoing training program to enhance staff capabilities and assure continued staff safety.
- Continue to expand the preventative and corrective maintenance programs at the wastewater treatment plant.

Performance Measures:

Measures	Actual 2013-14	Projected 2014-15	Proposed 2015-16	Proposed 2016-17
NPDES Permit Violations	0	0	0	0
Miles of sewer line cleaned	19	20	40	40

Water:

- Reduce non-revenue water to 15% and reduce total water supply demand by 20% by 2020.
- Conduct leak detection on the remaining water distribution system and make repairs.
- Installation of newer water meter technology to improve meter accuracy and reduce time spent manually reading water meters.
- Conversion to an automated meter infrastructure technology in an effort to reduce resources dedicated for manual meter reading and provide daily water usage data to the Finance Department.
- Install City of Benicia flexible markers on the raw water transmission line.
- Map the Southampton residential water distribution system to identify unknown piping and routing of conveyances and appurtenances.
- Develop Air Relief Valve (ARV) replacement program.
- Promote advancement among Maintenance staff through continual education and certification.
- Maintain an ongoing training program to enhance staff capabilities and assure continued staff safety.

Performance Measures

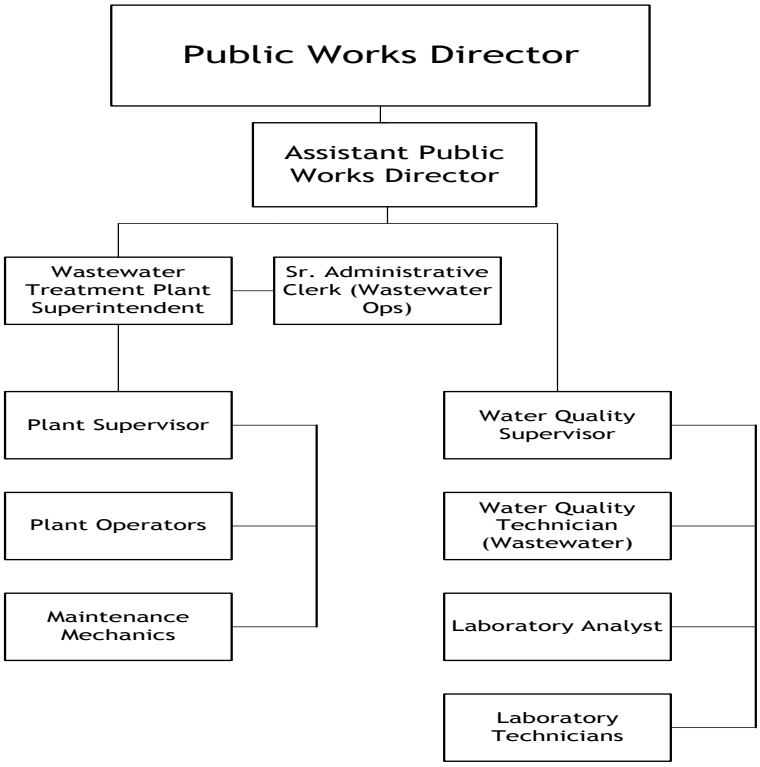
Measures	Actual 2013-14	Actual 2014-15	Proposed 2015-16	Proposed 2016-17
Exercise Critical Valves	120	70	200	200
Conduct Leak Detection	15,840 feet	18,480 feet	250,000 feet	250,000 feet
Leak Repairs	66	105	150	50

Division Responsibilities:

The Wastewater Treatment Operations and Maintenance Divisions provide for the operation, maintenance, repair, and capital improvements of the Wastewater Treatment Plant (WWTP) and discharge systems. The Wastewater Treatment division operates under a National Pollutant Discharge Elimination System (NPDES) permit issued by the San Francisco Regional Water Quality Control Board and has a permitted dry weather capacity of 4.5 million gallons per day. There are over 400 major plant process equipment components that endure a severe duty cycle including corrosive gases, abrasive liquids, and continuous operation.

Water Quality staff are included in the Wastewater Treatment Operations budget. These efforts include the implementation of environmental programs mandated by state and federal statutes and an environmental laboratory providing process control and regulatory monitoring.

Divisions Organization Chart



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- Collaborate actively with colleagues within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes
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Accomplishments/Milestones FY 2013 – 2015:

- Completed project that replaced the activated carbon in the final stage of the odor scrubber used in the Wastewater Treatment Plant to treat foul air collected from various process treatment systems.
- Completed major repairs to both boilers at the WWTP. These boilers burn methane gas generated from the anaerobic digester system to maintain the digester heat level.
- Completed an in-house project to install and integrate a new headworks recycle flow meter. The Regional Water Quality Control Board (RWQCB) required this meter to be installed to measure and quantify various side stream flows throughout the plant.
- The RWQCB issued a Nutrient Watershed Permit (Order R2-2014-0014), which was adopted by the RWQCB on April 19, 2014 and became effective on July 1, 2014.
    - This permit outlines nutrient testing requirements, studies, and other regulatory elements relating to studying the effects of nutrients on the San Francisco Bay.
    - The information gathered from this permit may lead to future WWTP expansion projects.
- The WWTP completed the application process, negotiated various permit elements, and was issued a new National Pollution Discharge Elimination System Permit (Order R2-2014-0023), which was adopted by the RWQCB on June 11, 2014 and became effective on August 1, 2014.
    - This permit regulates various elements of the WWTP and establishes limits for effluent discharged to the Carquinez Straight.
- Completed project to replace the roof over the secondary treatment building. This roof was originally installed in 1978 and had reached its useful life.
- Began trial testing in-plant water recycle systems in an attempt to minimize potable water use to at the WWTP.
    - The WWTP uses approximately 25,000 to 30,000 gallons of potable water per day for process equipment operations. The first recycle system was trial tested in late 2014. This trial resulted in saving 627,000 gallons of potable water over several months. Unfortunately, this system did not perform consistently enough to warrant further testing and/or purchasing of this equipment.
    - Staff initiated a second trial test using a mechanical filtration system on April 14, 2015. This system will be evaluated over the next several months.
- Initiated an energy audit through Pacific Gas and Electric (PG&E) (April 2015).
    - Although this audit will investigate all areas of energy usage within the plant, an emphasis will be placed on optimizing motor efficiencies.
- Initiated an in-plant electrical system assessment to identify any potential problems associated with the plant electrical system.
    - The findings from this assessment will be used to help develop the capital improvement budget and for general project planning purposes.
- Initiated a cathodic protection system assessment to determine areas of potential failure and/or options to repair any defects.
    - The findings from this assessment will be used to help develop the capital improvement budget and for general project planning purposes.
- Completion of 717 preventative maintenance tasks and 111 corrective maintenance task during FY 13/14.
- Estimated to complete 639 preventative maintenance and 128 corrective maintenance tasks for FY 14/15.

- Hosted the annual Coastal Cleanup with
  - A total of 1,126 volunteers collecting 7,410 pounds of trash and recyclables
  - Cleaning 32 miles of beaches, creeks and roads for 2013 and 2014.
- Distributed various public education aids to residents encouraging the use of recycled products, pollution prevention, and fats, oils and grease (FOG) reduction.
- Conducted over 200 inspections of industries that have the potential to impact the collection system and/or the wastewater treatment plant.
- Completed the monitoring for the 2012-2014 Nutrient Study required by the Regional Water Board and submitted a final report.
- The Laboratory obtained EPA approval of an Alternate Test Procedure for Fecal Coliforms.
- The Laboratory developed a Membrane Filtration method for analysis of Total Coliforms to support recycled water production and monitoring.
- Conducted 138 classroom presentations and fieldtrips for 4299 students.
  - The topics covered were water pollution prevention, water conservation, plastics in the ocean, water and wastewater treatment.
  - Classes ranged from K-7.
  - Conducted 5 Project WET teacher workshops for a total of 28 teachers.
- Conducted the pretreatment program in accordance with the regulations stated in 40 CFR 403 and Attachment H of the WWTP NPDES permit.
- Conducted the Pollution Prevention program in accordance with the regulations enforced by the Regional Water Quality Control Board.
- Performed over 34,000 analyses on more than 8,000 samples using 60 different test methods at the Laboratory.
- Enhanced the Division's involvement with the community and in public education through educational displays, school education programs, pollution prevention events and special tours of facilities.

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

- Maximum Wastewater Pollutant Removal and Sustainable Disposal
- Be an active participant in implementing integrated sustainable wastewater management solutions that balance and reconcile the economic, ecological, and social concerns of our citizens to enhance the well being of all, both now and in the future.
- Provide continued operation and maintenance of the City's utility systems (including capital improvements) to deliver a quality product for our customers, meeting or exceeding regulatory requirements, within existing rate structures and funding levels.
- Maintain an ongoing training program to enhance staff capabilities and assure continued staff safety.
- Continue to expand the preventative and corrective maintenance programs at the wastewater treatment plant.

Performance Measures:

Measures	Actual 2013-14	Projected 2014-15	Proposed 2015-16	Proposed 2016-17
Removal of pollutants (total suspended solids and biochemical oxygen demand)	98%	98%	98%	98%
Use 100% of digested solids for landfill as alternative daily cover instead of disposing as garbage	100%	100%	100%	100%
Total Wastewater Treated (million gallons)	764	759	760	760

PUBLIC WORKS
WATER TREATMENT DIVISION
FY 2015-2017 Proposed Budget

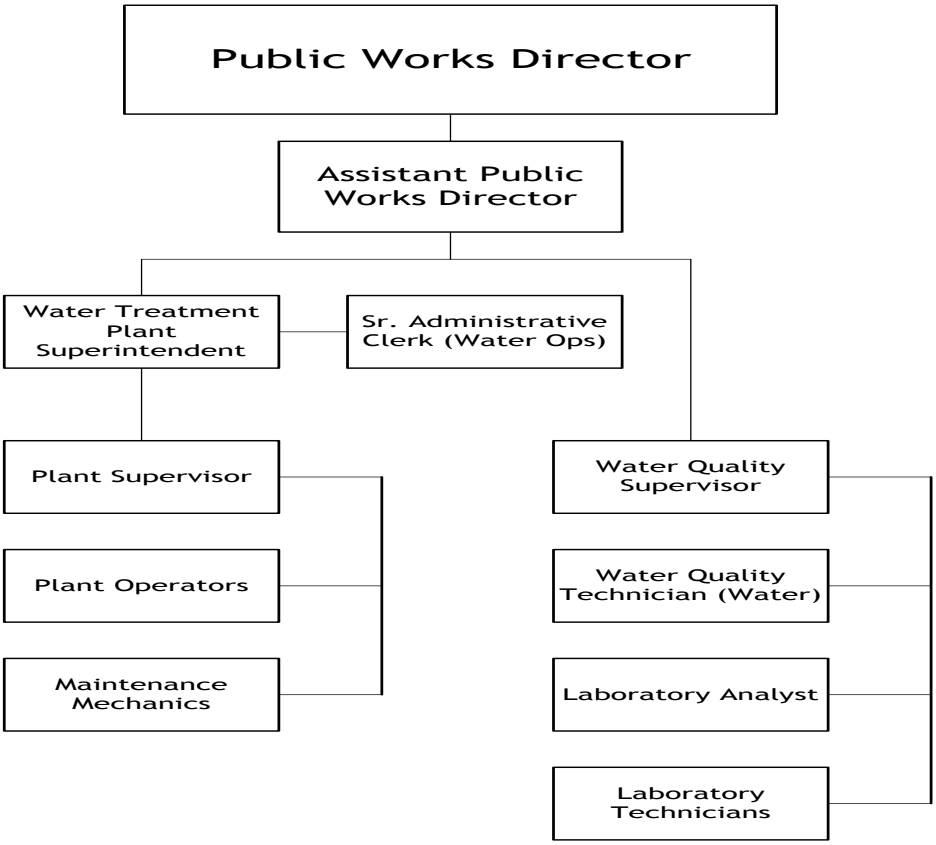
Division Responsibilities:

The Water Treatment Operations provide for the operation, maintenance, repair, and capital improvements of the Water Treatment Plant and the appurtenant transmission, and storage systems.

The Water Operations Division is responsible for the negotiation and management of the City's water supply contracts and the negotiation and management of the agreement for untreated water supply to Valero Refining Company. The City's water supply contracts include the State Water Project, a 1962 agreement with the City of Vallejo for Solano Project water, a 2009 agreement with the Solano Irrigation District for Solano Project water, and a settlement agreement with the State, as a result of an application for area of origin water rights.

The Water Treatment Plant operates under regulatory oversight of the California State Water Resources Control Board through its Division of Drinking Water. The Plant has a nominal treatment capacity of 12 million gallons per day, is operated 24 hours/day, and can treat water supplies from the State Water Project (via the North Bay Aqueduct), Solano Project (via the Putah South Canal) and Lake Herman. The raw water transmission system consists of two pump stations, approximately 18 miles of pipeline, and an emergency reservoir (Lake Herman). The treated water distribution system consists of 3 pump stations, 5 treated water reservoirs, 8 pressure-reducing stations, and approximately 150 miles of pipelines. Costs for water-related activities of the Water Quality staff are included in the Water Operations budget. These efforts include the implementation of environmental programs mandated by state and federal statutes and an environmental laboratory providing process control and regulatory monitoring.

Division Organization Chart



PUBLIC WORKS
WATER TREATMENT DIVISION
FY 2015-2017 Proposed Budget

Mission:

Provide excellent, responsive service, focusing on clean water.

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 reliable, high quality water treatment and distribution service

Values:

- Provide courteous, cooperative customer service within the resources available
- Collaborate actively with colleagues within and outside the department
- Contribute to a positive, supportive work environment, trusting and sharing in each other's successes
- Maintain accountability to perform the highest quality and most efficient work

Accomplishments/Milestones FY 2013 – 2015:

- Initiated a successful drought response effort whereby citizens conserved 21% in 2014 as compared to treated water usage in 2013. Conservation efforts in early 2015 have increased to 24%.
- Treated 2.11 billion gallons of water in 2013 and 1.68 billion gallons in 2014 to safe drinking water standards.
- Consistently met or exceeded all federal and state regulatory requirements for drinking water standards.
- Purchased 4,000 acre-feet of Solano Project water from the City of Vacaville to be stored in Lake Berryessa as "drought insurance".
- Repaired the 24" Cordelia Transmission Main that was damaged during the South Napa Earthquake.
    - The pipeline failed at two seams in the portion that passes under Interstate 80 in Fairfield.
    - The Water Division supervised the repair and Federal Emergency Management Agency (FEMA) and the Governor's Office of Emergency Services (CalOES) reimbursed the City nearly $100K.
- Replaced the programmable logic controller (PLC) and supervisory control & data acquisition (SCADA) system at the Water Treatment Plant.
- Replaced the chemical injector pipe and flow tube, installed two insertion probe magnetic flow meters and a 42" butterfly valve to modulate plant influent flow at the water treatment plant.
- Replaced the raw water flash mixer, mechanical seal, and shaft coupling at the Water Treatment Plant.
- Replaced the operators' console at the Water Treatment Plant.
- Installed a video security system and door access control system at the Water Treatment Plant.
- Replaced the aluminum sulfate and sodium hydroxide bulk chemical tanks at the Water Treatment Plant.
- Replaced the granular activated carbon filter media in two filters.
- Refurbished two 1968 pumps at the Cordelia Pump Station, which qualified for a substantial rebate from PG&E.
- Installed a new pressure reducing valve station on Kearney Street to reduce water pressures in the Waters End development.
- Installed an emergency generator hook-up at the P-3 Pump Station on East 2nd St. at Rose Drive and conducted a generator demonstration that ran two of the 950-gpm pumps.
- Inspected and cleaned the R-2 and R-3 drinking water reservoirs.

- Refurbished six 1989 flocculator gearboxes on Sedimentation Basin #1.
- Continued a Benicia High School intern program as a vocational partner to their ECH2O Academy curriculum. Program consisted of weekly attendance (2-hour session) that followed a water purveyance program from source to tap.
- Enhanced the Division's involvement with the community and in public education through
    - Neighborhood meetings
    - Educational displays
    - School education programs
    - Pollution prevention events
    - Special tours of facilities
- Conducted 138 classroom presentations and fieldtrips for 4299 students.
    - The topics covered were water pollution prevention, water conservation, plastics in the ocean, water and wastewater treatment. Classes ranged from K-7.
    - Conducted 5 Project Water Education for Teachers (WET) teacher workshops for a total of 28 teachers
- Distributed 10,000 annual Consumer Confidence Reports to the public providing information about drinking water quality, water conservation and rebates for purchasing high efficient toilets and/or clothes washers.
- Conducted weekly monitoring of the water distribution system, collecting over 780 samples a year.
- Responded to the drought with a Water Conservation Team program that helped the Benicia community realize a 21% reduction in water use in 2014 compared with 2013.
    - This program involved a public outreach campaign and administration of mandatory outdoor water restrictions, which were adopted by the City Council.
- The Laboratory performed over 34,000 analyses on more than 8000 samples using 60 different test methods.

Desired Outcomes and Performance Measures Fiscal Years 2015-2017:

- Healthy, plentiful, and aesthetically-pleasing potable water
- Implement a sustainable water management strategy by assuring an adequate supply of water is maintained through source contracts and conservation, and the demands of customers are met through an efficient treatment process and distribution system.
- Provide for the continued operation and maintenance of the raw water transmission system, water treatment plant, and distribution system to deliver high quality drinking water to customers at a reasonable cost.
- Promote skills building among WTP staff through continual education and certification.

Performance Measures:

Measures	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Proposed 2015-16	Proposed 2016-17
Drinking water clarity (<0.3 NTU - Nephelometric Turbidity Units)	100%	100%	100%	100%	100%	100%
Minimal presence (<80 ppb) of Disinfection Byproducts (created by dissolved organic carbon)	100%	100%	100%	100%	100%	100%
Meet or exceed standard of 95% coliform absence within the distribution system.	100%	100%	100%	100%	100%	100%

CITY OF BENICIA
PUBLIC WORKS DEPARTMENT BUDGETS
FY 2015-2017

REVENUES

OBJ CAT	(Multiple Items)
Dept Name	PW

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Public Works Administration	**GENERAL FUND**	Other Revenues	0	0	0	0	0
	GENERAL FUND Total		**0**	**0**	**0**	**0**	**0**
	INTERNAL SERVICES	Use of Money	0	0	0	0	0
		Other Revenues	0	0	0	0	0
		Charges for Services	564,360	561,245	561,245	569,667	578,213
	INTERNAL SERVICES Total		**564,360**	**561,245**	**561,245**	**569,667**	**578,213**
Public Works Administration Total			**564,360**	**561,245**	**561,245**	**569,667**	**578,213**
Engineering	**GENERAL FUND**	Licenses and Permits	5,000	5,000	5,000	5,075	5,152
		Other Revenues	0	0	0	0	0
		Charges for Services	22,500	22,500	22,500	22,838	23,182
	GENERAL FUND Total		**27,500**	**27,500**	**27,500**	**27,913**	**28,334**
	INTERNAL SERVICES	Use of Money	0	0	0	0	0
		Other Revenues	0	0	0	0	0
		Charges for Services	48,945	48,945	48,945	49,680	50,427
	INTERNAL SERVICES Total		**48,945**	**48,945**	**48,945**	**49,680**	**50,427**
Engineering Total			**76,445**	**76,445**	**76,445**	**77,593**	**78,761**
Storm Drain	**GENERAL FUND**	Charges for Services	40,000	40,000	40,000	40,600	41,209
	GENERAL FUND Total		**40,000**	**40,000**	**40,000**	**40,600**	**41,209**
	CAPITAL	Other Revenues	0	0	0	0	0
		Charges for Services	0	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	CAPITAL Total		**0**	**0**	**0**	**0**	**0**
Storm Drain Total			**40,000**	**40,000**	**40,000**	**40,600**	**41,209**

CITY OF BENICIA
PUBLIC WORKS DEPARTMENT BUDGETS
FY 2015-2017

Dept Name	PW

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Streets	**GENERAL FUND**	Other Revenues	12,000	20,000	20,000	20,300	20,605
	GENERAL FUND Total		**12,000**	**20,000**	**20,000**	**20,300**	**20,605**
	SPECIAL REVENUE	Licenses and Permits	25,000	12,000	12,000	12,180	12,363
		Use of Money	12,370	11,670	11,670	11,846	12,024
		Revenue from Other Agency	2,464,268	2,057,290	600,590	609,600	618,747
		Other Revenues	0	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	SPECIAL REVENUE Total		**2,501,638**	**2,080,960**	**624,260**	**633,626**	**643,134**
	CAPITAL	Revenue from Other Agency	0	0	0	0	0
		TRANSFERS IN	0	0	0	0	0
	CAPITAL Total		**0**	**0**	**0**	**0**	**0**
	INTERNAL SERVICES	Use of Money	0	0	0	0	0
		Other Revenues	0	0	0	0	0
		Charges for Services	70,945	70,945	70,945	72,010	73,092
		TRANSFERS IN	0	0	0	0	0
	INTERNAL SERVICES Total		**70,945**	**70,945**	**70,945**	**72,010**	**73,092**
Streets Total			**2,584,583**	**2,171,905**	**715,205**	**725,936**	**736,831**
WASTEWATER CAPACITY	**WASTEWATER CAPACITY**	Use of Money	47,500	40,300	40,300	40,905	41,519
		Charges for Services	65,000	30,000	30,000	30,450	30,907
	WASTEWATER CAPACITY Total		**112,500**	**70,300**	**70,300**	**71,355**	**72,426**
WASTEWATER CAPACITY Total			**112,500**	**70,300**	**70,300**	**71,355**	**72,426**
Wastewater Treatment	**WASTEWATER**	Use of Money	10,750	9,000	9,000	9,135	9,273
		Other Revenues	2,859	0	0	0	0
		Charges for Services	8,273,373	8,594,470	8,934,650	9,068,675	9,204,711
		TRANSFERS IN	75,000	0	0	0	0
	WASTEWATER Total		**8,361,982**	**8,603,470**	**8,943,650**	**9,077,810**	**9,213,984**
Wastewater Treatment Total			**8,361,982**	**8,603,470**	**8,943,650**	**9,077,810**	**9,213,984**
Wastewater Utility	**WASTEWATER**	Other Revenues	2,106	0	0	0	0
	WASTEWATER Total		**2,106**	**0**	**0**	**0**	**0**
Wastewater Utility Total			**2,106**	**0**	**0**	**0**	**0**
WATER CAPACITY	**WATER CAPACITY**	Use of Money	18,800	18,800	18,800	19,082	19,369
		Other Revenues	0	0	0	0	0
		Charges for Services	30,000	15,000	15,000	15,225	15,454
	WATER CAPACITY Total		**48,800**	**33,800**	**33,800**	**34,307**	**34,823**
WATER CAPACITY Total			**48,800**	**33,800**	**33,800**	**34,307**	**34,823**

CITY OF BENICIA
PUBLIC WORKS DEPARTMENT BUDGETS
FY 2015-2017

Dept Name	PW

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Water Treatment	**WATER**	Use of Money	19,009	5,400	5,400	5,481	5,564
		Revenue from Other Agency	91,780	0	0	0	0
		Other Revenues	9,200	7,000	7,000	7,105	7,212
		Charges for Services	8,215,242	7,725,805	7,740,255	7,856,365	7,974,219
		TRANSFERS IN	390,000	0	0	0	0
	WATER Total		**8,725,231**	**7,738,205**	**7,752,655**	**7,868,951**	**7,986,995**
Water Treatment Total			**8,725,231**	**7,738,205**	**7,752,655**	**7,868,951**	**7,986,995**
Water Utility	**WATER**	Other Revenues	0	0	0	0	0
	WATER Total		**0**	**0**	**0**	**0**	**0**
Water Utility Total			**0**	**0**	**0**	**0**	**0**
Grand Total			**20,516,007**	**19,295,370**	**18,193,300**	**18,466,219**	**18,743,242**

CITY OF BENICIA
PUBLIC WORKS DEPARTMENT BUDGETS
FY 2015-2017

Dept Name	PW

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
EXPENDITURES							
OBJ CAT	(Multiple Items)						
Dept Name	PW						

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Public Works Administration	**GENERAL FUND**	Personnel	515,380	654,800	630,320	641,191	652,250
		Purchased Services	47,215	7,215	6,815	6,815	6,815
		Purchased Supplies	2,940	2,640	2,640	2,640	2,640
		ISF	39,375	39,375	39,375	39,660	39,952
		Utilities	200	200	200	200	200
	GENERAL FUND Total		**605,110**	**704,230**	**679,350**	**690,506**	**701,857**
	INTERNAL SERVICES	Personnel	264,410	268,045	262,435	266,958	271,562
		Purchased Services	40,955	34,655	36,205	36,205	36,205
		Purchased Supplies	61,310	59,260	59,320	59,564	59,813
		ISF	161,560	161,560	161,560	161,729	161,902
		Utilities	27,920	29,520	29,520	29,520	29,520
	INTERNAL SERVICES Total		**556,155**	**553,040**	**549,040**	**553,976**	**559,002**
Public Works Administration Total			**1,161,265**	**1,257,270**	**1,228,390**	**1,244,482**	**1,260,859**
Engineering	**GENERAL FUND**	Personnel	262,365	311,130	303,075	308,303	313,619
		Purchased Services	67,875	26,070	26,070	26,070	26,070
		Purchased Supplies	6,820	5,800	6,300	6,300	6,300
		ISF	31,905	31,900	31,900	32,091	32,287
		Utilities	780	1,060	1,060	1,060	1,060
	GENERAL FUND Total		**369,745**	**375,960**	**368,405**	**373,824**	**379,336**
	INTERNAL SERVICES	Purchased Supplies	2,240	2,240	2,240	2,274	2,309
	INTERNAL SERVICES Total		**2,240**	**2,240**	**2,240**	**2,274**	**2,309**
Engineering Total			**371,985**	**378,200**	**370,645**	**376,098**	**381,645**
Storm Drain	**GENERAL FUND**	Purchased Services	323,760	164,140	167,565	167,565	167,565
		Purchased Supplies	52,100	52,100	52,100	52,100	52,100
	GENERAL FUND Total		**375,860**	**216,240**	**219,665**	**219,665**	**219,665**
	CAPITAL	Purchased Services	0	0	0	0	0
		Purchased Supplies	0	0	0	0	0
	CAPITAL Total		**0**	**0**	**0**	**0**	**0**
Storm Drain Total			**375,860**	**216,240**	**219,665**	**219,665**	**219,665**

CITY OF BENICIA
PUBLIC WORKS DEPARTMENT BUDGETS
FY 2015-2017

Dept Name	PW

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Streets	**GENERAL FUND**	Personnel	593,970	691,215	685,040	696,545	708,250
		Purchased Services	35,050	35,050	35,050	35,050	35,050
		Purchased Supplies	95,320	94,820	96,080	96,080	96,080
		ISF	180,355	179,790	179,790	180,146	180,511
		Utilities	1,670	1,670	1,670	1,670	1,670
		CAPITAL	250,000	1,250,000	700,000	1,000,000	1,000,000
		TRANSFES OUT	0	0	0	0	0
	GENERAL FUND Total		**1,156,365**	**2,252,545**	**1,697,630**	**2,009,491**	**2,021,561**
	SPECIAL REVENUE	Personnel	72,530	73,830	71,470	72,710	73,972
		Purchased Services	206,775	145,105	145,105	135,105	135,105
		Purchased Supplies	210,050	212,000	412,000	79,000	79,000
		ISF	53,000	53,000	53,000	53,047	53,096
		Utilities	180,870	193,535	198,535	198,535	198,535
		CAPITAL	1,987,335	900,000	593,300	130,000	130,000
		TRANSFES OUT	0	0	0	0	0
	SPECIAL REVENUE Total		**2,710,560**	**1,577,470**	**1,473,410**	**668,397**	**669,708**
	CAPITAL	Purchased Supplies	0	0	0	0	0
		TRANSFES OUT	0	0	0	0	0
	CAPITAL Total		**0**	**0**	**0**	**0**	**0**
	INTERNAL SERVICES	Purchased Supplies	24,240	24,240	24,240	24,604	24,974
		TRANSFES OUT	0	0	0	0	0
	INTERNAL SERVICES Total		**24,240**	**24,240**	**24,240**	**24,604**	**24,974**
Streets Total			**3,891,165**	**3,854,255**	**3,195,280**	**2,702,492**	**2,716,243**
WASTEWATER CAPACITY	**WASTEWATER CAPACITY**	Purchased Services	0	0	0	0	0
		Purchased Supplies	0	40,000	85,000	0	0
		Debt	0	0	0	0	0
		CAPITAL	1,364,000	387,500	275,000	0	0
		TRANSFES OUT	0	0	0	0	0
	WASTEWATER CAPACITY Total		**1,364,000**	**427,500**	**360,000**	**0**	**0**
WASTEWATER CAPACITY Total			**1,364,000**	**427,500**	**360,000**	**0**	**0**

CITY OF BENICIA
PUBLIC WORKS DEPARTMENT BUDGETS
FY 2015-2017

Dept Name PW

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Wastewater Treatment	**WASTEWATER**	Personnel	1,647,605	1,856,850	1,813,325	1,844,600	1,876,424
		Purchased Services	726,840	651,065	642,435	642,435	642,435
		Purchased Supplies	893,800	985,700	1,137,300	967,300	967,300
		ISF	977,600	1,049,065	1,106,565	1,120,107	1,133,676
		Utilities	479,990	501,710	515,360	515,360	515,360
		Debt	2,359,581	2,357,340	2,359,415	2,360,951	2,361,626
		CAPITAL	196,675	0	0	0	0
		TRANSFES OUT	75,000	0	0	0	0
	WASTEWATER Total		**7,357,091**	**7,401,730**	**7,574,400**	**7,450,753**	**7,496,821**
Wastewater Treatment Total			**7,357,091**	**7,401,730**	**7,574,400**	**7,450,753**	**7,496,821**
Wastewater Utility	**WASTEWATER**	Personnel	797,480	694,135	694,375	706,360	718,556
		Purchased Services	59,230	56,740	56,740	56,740	56,740
		Purchased Supplies	213,355	207,650	157,900	153,400	153,400
		ISF	84,345	84,110	84,110	84,545	84,991
		Utilities	3,510	3,670	3,670	3,670	3,670
	WASTEWATER Total		**1,157,920**	**1,046,305**	**996,795**	**1,004,715**	**1,017,357**
Wastewater Utility Total			**1,157,920**	**1,046,305**	**996,795**	**1,004,715**	**1,017,357**
WATER CAPACITY	**WATER CAPACITY**	Purchased Services	0	0	0	0	0
		Purchased Supplies	0	0	0	0	0
		Utilities	0	0	0	0	0
		CAPITAL	1,794,155	1,307,000	691,635	0	0
	WATER CAPACITY Total		**1,794,155**	**1,307,000**	**691,635**	**0**	**0**
WATER CAPACITY Total			**1,794,155**	**1,307,000**	**691,635**	**0**	**0**
Water Treatment	**WATER**	Personnel	1,728,140	1,837,245	1,804,315	1,835,431	1,867,092
		Purchased Services	617,400	498,940	501,935	409,945	409,945
		Purchased Supplies	3,042,325	1,458,220	1,458,615	1,804,715	1,725,915
		ISF	920,180	1,016,830	1,099,330	1,112,949	1,126,596
		Utilities	561,190	561,190	561,190	561,190	561,190
		Debt	1,709,270	1,705,790	1,685,925	1,653,970	740,390
		TRANSFES OUT	390,000	0	0	0	0
	WATER Total		**8,968,505**	**7,078,215**	**7,111,310**	**7,378,200**	**6,431,128**
Water Treatment Total			**8,968,505**	**7,078,215**	**7,111,310**	**7,378,200**	**6,431,128**

CITY OF BENICIA
PUBLIC WORKS DEPARTMENT BUDGETS
FY 2015-2017

Dept Name	PW

DIVISION NAME	FUND TYPE	account type	Values Estimated FYE 2015	Proposed FY 15-16	Proposed FY 16-17	Projected FY 17-18	Projected FY 18-19
Water Utility	**WATER**	Personnel	750,040	764,080	754,730	767,763	781,027
		Purchased Services	70,385	79,385	79,385	77,890	77,890
		Purchased Supplies	334,965	332,415	317,905	317,905	317,905
		ISF	95,255	94,770	94,770	95,227	95,695
		Utilities	3,510	3,510	3,670	3,670	3,670
		CAPITAL	0	79,000	0	0	0
	WATER Total		**1,254,155**	**1,353,160**	**1,250,460**	**1,262,455**	**1,276,187**
Water Utility Total			**1,254,155**	**1,353,160**	**1,250,460**	**1,262,455**	**1,276,187**
Local Grants	**SPECIAL REVENUE**	CAPITAL	0	1,250,000	0	0	0
	SPECIAL REVENUE Total		**0**	**1,250,000**	**0**	**0**	**0**
Local Grants Total			**0**	**1,250,000**	**0**	**0**	**0**
Grand Total			**27,696,101**	**25,569,875**	**22,998,580**	**21,638,860**	**20,799,905**

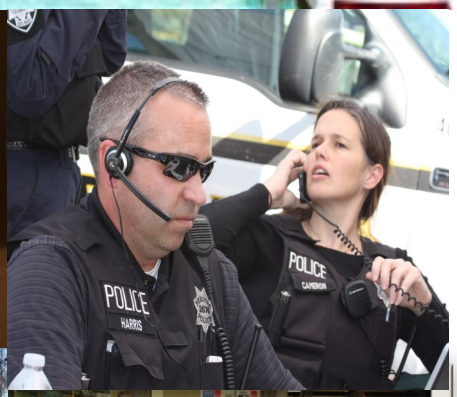
City of Benicia

Chapter 4-

Personnel:

Approved Staffing

FY 2015-2017



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PERSONNEL

-Approved staffing

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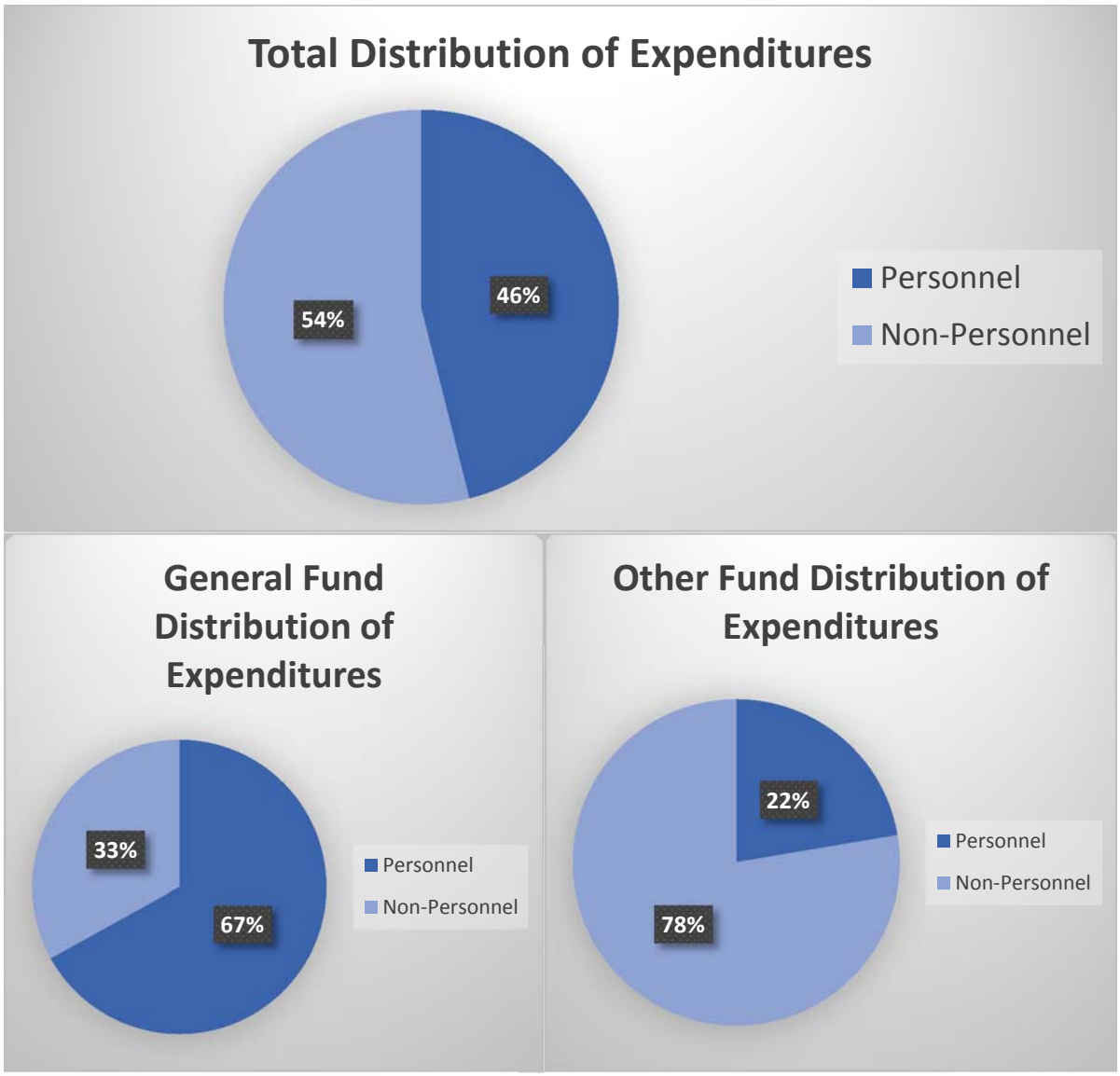
The City of Benicia is a full service city consisting of nine departments, plus several elected officials. Benicia has a population of 27,451. It has a long-standing tradition of providing its core functions and the majority of its services with in-house staff. This differs from the similar sized cities who provide a number of their core services through contracts with other agencies. Services that Benicia provides in-house that some of their peer cities deliver through other agencies are fire, police, water and wastewater, and library.

The City has 209.75 full-time employees, plus 7 elected. Personnel costs (totaling $31,247,795 in FY 2015-2016 and $30,606,797 in FY 2016-2017) account for 54% of the City's total budget. The General Fund provides for 71% of the total full-time employees and funds 77% of the total personnel cost, approximately $24 million. All other funds support approximately 33%, or $7 million of the total annual personnel costs. Water and Wastewater support nearly all of these costs (approximately $5 million).

Chart 1: Total Distribution of Personnel and Non-Personnel Expenses FY2015-2016



The City's main goal is to provide quality services to its residents and businesses. As in all service industries, personnel expenses is the primary business cost. Personnel is hired to perform a wide variety of functions, which in some measurable fashion, improves the safety and wellbeing of the citizens it serves. Translated to a City budget that means that almost all departments, other than those supporting infrastructure like Water and Wastewater funds, have a personnel costs to non-personnel costs of almost 8:1. Simply stated, "City staff directly provide City services."

In the years since the Great Recession, the City has been taking an extensive look at how it provides services to the public services in a responsible and sustainable manner. A sustainable organization is one that has the capacity and resources to provide the level of services relied on by the community on an on-going basis, as well as the ability to weather future economic uncertainties without disrupting priority City services.

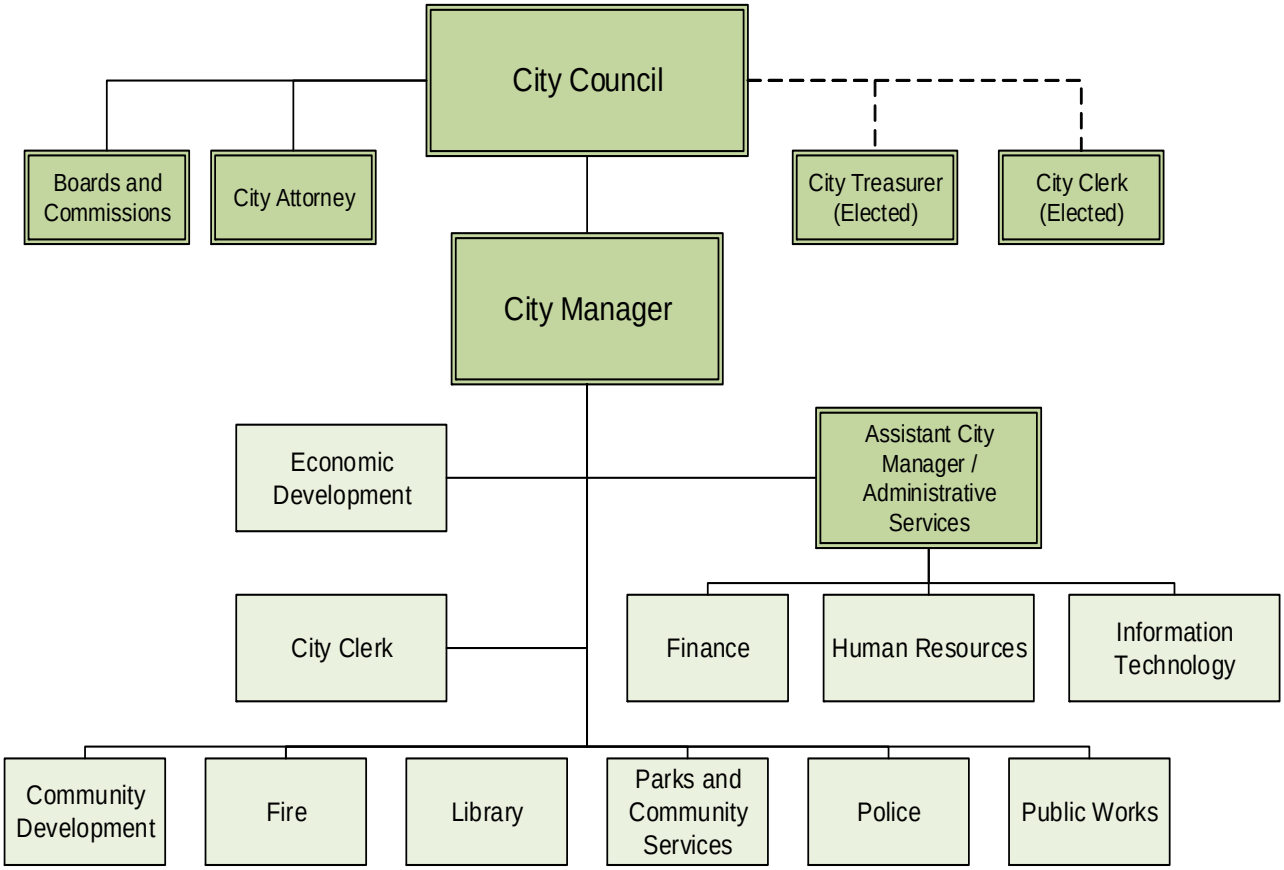
The City Manager and management team have looked at current staffing levels, current technology, and current resources to best meet the service levels and City Council priorities in the most effective and efficient manner. Passage of the City's 1% Sales Tax increase (Measure C) allowed the City to maintain its current staffing levels for the near-term. A ten-year forecast done in May 2014 showed that the City's General Fund had an ongoing structural deficit of over $1.8 million, which the additional revenues from Measure C have balanced for the next budget cycle. The financial forecast for the General Fund is positive because, the City is to be able to maintain current services. This is the first year since the Great Recession that departments were not asked to return with reduced budgets. Producing a status quo budget has been an achievement worth noting.

In addition, the FY 2015-2017 budget has the City investing in a new Enterprise Resource Plan (ERP), which will bring in greater efficiency and transparency in financial recording and reporting across the whole organization. The City's ERP will focus on improved workflow, improved accountability, and improved access to information will result in significant enhancements to citywide productivity and effectiveness.

Organization Structure

The City of Benicia is organized into nine departments: Community Development, Public Works, Library, Police, Fire, Finance, Parks and Community Services, City Attorney's Office, and the City Manager's Office, which includes the Administration Services Divisions and Economic Development. Within the City Manager's Office, an Assistant City Manager oversees Administrative Services Divisions of Human Resources and Information Technology divisions, as well as, the Finance Department. The City Attorney is also an in-house function.

The citywide organization chart is shown in below. It shows the two elected positions, which are the City Clerk and City Treasurer. It also shows the two positions appointed by the City Council, which are the City Manager and City Attorney.



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Major Changes

Staffing

The FY 2015-2016 budget has an authorized full-time workforce of 216.75 positions including seven elected. This represents a reduction of 7% from FY 2009-10 when the City had 231.83 positions. Table 1 shows the changes in total staffing in Benicia over the seven-year period of FY 2009-10 to FY 2013-14 to FY 2015-2016.

Table 1. Changes in Department Staffing from FY 2009-10 to FY 2015-16[1]

Department	FY 2009-10 FTE	FY 2013-2014	FY 2015-16 FTE	Percent Change
Elected	7	7	7	*0%*
City Attorney	3.5	1.75	2.75	*-21%*
City Manager/Economic Development	4.85	7.4	7	*44%*
Human Resources	3.35	3	3	*-10%*
Information Technology2	3	2	2	*-33%*
Finance2	11	8	8	*-27%*
Community Development	9	6	8	*-11%*
Library	13	12	13	*0%*
Parks/Community Services	31	28	27	*-13%*
Public Works	60.13	58	59	*-2%*
Fire	34	32	32	*-6%*
Police	52	48.25	48	*-8%*
Total	**231.83**	**213.4**	**216.75**	***-7%***

[1] *Figures in the table represent funded positions only.*
[2] *Beginning in FY 2012-13 two full-time equivalent information technology positions were moved from Finance to the City Manager's Office*

It is noted that the numbers presented above do not show either the impact of turnover nor the impact of holding positions vacant (sometimes referred to as "freezing a position"). Therefore, the numbers may not tell the complete story, since when positions are held vacant, functions cannot be performed and there is an impact on the remaining employees and service delivery.

In February 2015, City Council approved funding two previously frozen full time positions and a modification of another existing position. The initial needs identified from the organizational scan had

identified an immediate need to append the Public Works department by funding an Assistant Public Works Director position; to append the Community Development department by funding a Senior Planner position; and altering the Senior Administrative Clerk to an Administrative Sectretary position in that same department. These positions are an outgrowth of the Organizational Scan staff has been conducting and these positions will address a few ofthe most critical staffing shortages the City is currently facing.

New in FY 2015-2016 are recommendations that remained either cost neutral to the City's organization or are funded outside of the General Fund. Please see the department narratives for more details.

Economic Development:

- The General Fund Administrative Secretary position is being reclassified as Economic Development Specialist; fiscal impacts are expected to be de minimis.

Library:

- The Library-Literacy Special Revenue will be funding 0.75 Literacy Program Coordinator which is replacing part-time hours.
- The Library-County Sales Tax Special Revenue is funding Librarian Manager previously frozen position.
    - This fund will have a frozen Librarian position until such time that funding returns sufficient to add it back into the budget.
- The General Fund is temporarily under-filling a Senior Librarian position.
    - This creates approximately $20,000 in salary savings that will be reallocated to part time hours in the Library.

Parks and Community Services:

- The Recreation department recommends eliminating two Recreation Coordinator positions and replacing with one additional Recreation Supervisor.
    - This creates approximately $40,000 in savings for which the department will allocate to additional part-time hours, if needed.

Public Works (Maintenance)

- The Public Works General Fund (Streets), Fleet, Water, and Wastewater funds share positions in the Maintenance Division. Based upon proposed projects for FY 2015-2017, the department has proposed a shift in funding allocation.

As the City continues to assess sustainable community services via the Sustainable Community Services Strategy, staffing levels and employee compensation and benefits will continue to be evaluated for efficiency and effectiveness. The ten-year forecast model should continue to be utilized to determine the financial impacts on the budget.

Benefits

The City benefits are outlined in the nine bargaining unit contracts which document the overall benefits offered to each group. As mentioned above, four of the nine contracts have two-year contracts expiring in FY 2016-2017. The remaining five contracts expire in FY 2017-2018. Beyond minor changes to the Citys medical cap, there are no ongoing benefit increases assumed in this budget. Any changes to existing

benefits will need to be considered as budget amendments upon ratification by both parties. To view the MOU's and City benefits, please see the City's website.

The personnel costs experiencing the greatest escalation are pension benefits. The costs drivers behind pensions are largely out of the City's control. However, the City has taken an active role in reducing future liabilities of pensions. First, through the purchase of Pension Obligation Bonds, the City has chosen to pay down unfunded pension obligations with terms favorable to the City. The payment structure is such that total pension costs go down in FY 2016-2017. Second, the City through negotiations reduced the pension benefits to employees. This, along with State pension reform (PEPRA), is expected to reduce pension obligations and costs. The City will see these savings in the long term; CalPERS estimates local government may see these reductions 10-20 years out.

The City's pension liability is greatly impacted in the actuarial assumptions of the State pension fund and fruition of these assumptions. In the City's case, the loss in CalPERS' investment earnings is the primary factor for the City's rate increases. CalPERS' rates are built on the assumption that approximately 30% of the future benefits will be generated through charges to member agencies. These are passed onto the City in the form of pension costs (rates). The other 70% income needed to fund the pension liability is earned through investments. Should either of the two incomes not meet the actuarial assumptions, the losses must still be recuperated to meet the expected future liabilities. When the market does well, the City's pension costs are lowered (decrease rates); but when the market does not preform, CalPERS passes on higher rates to participating agencies.

In the coming years, market losses from the Great Recession will need to be made up by increased rates to all participating agencies. In the short term, the City is experiencing rate increases that level off in the long term. (See Chart 2) Like the rest of the economy, CalPERS is still recovering from the recession and the loss of investment returns it anticipated during this period. This has caused an unfunded liability in CalPERS assumptions. The unfunded liability is defined as the amount, at any given time, by which future payment obligations exceed the present value of funds available to pay them. It is the financial process of setting aside funds as they are earned to pay out future period benefits. An unfunded liability is created when either the expected costs are increased, for example, benefits owed; or income is reduced, for example, investment earnings.

In the future, the direct pass-through of the CalPERS liabilities' market volatility will have the greatest impact to local agencies' ability to manage pension liabilities. The development of proactive policies, such as rate stabilization policies, will allow the City to smooth out the market highs and lows. The City can manage the volatility by saving during market highs and drawing down during market lows. The ten-year forecast can be an advantageous tool to steady the impacts of the CalPERS' costs within the City funds.

Health and Other: The current contracts negotiated a minimal impact to health insurance premiums paid by the City. These costs increased $181,000 citywide, or approximately 6%.
CalPERS Pension Benefits: The City contracts with CalPERS for safety (sworn police and fire) employees and miscellaneous employees (all other eligible employees). In 2011, the City reduced its CalPERS benefits for all employees hired after October 2012. Further, in 2012, the State enacted Public Employees' Pension Reform Act (PEPRA) for all employees hired after January 1, 2013. In essence, this creates nine CalPERS' contracts for pension benefits.

MISCELLANEOUS (non-pooled plan)

Miscellaneous Plans (non-pooled plan)
Tier 1: 2.7% at 55 (effective 7/1/2002)
Tier 2: 2% at 60 (effective 10/1/12)
PEPRA 2@ at 62 (effective 1/1/13)

For miscellaneous plans, CalPERS has provided a single blended rate.

Table 2. City of Benicia's Miscellaneous Pension Rates from FY 2010/11 to FY 2020/21

Misc Plan

	FY 2010 / 2011	FY 2011 / 2012	FY 2012 / 2013	FY 2013 / 2014	FY 2014 / 2015
Rate	11.13%	14.72%	15.19%	15.76%	18.83%
% increase from prior year	0.00378	0.0359	0.00465	0.0057	0.03068

	FY 2015-2016	Projected* 2016 / 2017	Projected* 2017 / 2018	Projected* 2018 / 2019	Projected* 2019 / 2020	Projected* 2020 / 2021
Rate	20.89%	22.60%	23.60%	24.60%	25.70%	25.60%
% increase from prior year	*0.01375*	*0.0171*	*0.01*	*0.01*	*0.011*	*-0.001*

*Projected based on 2013 CalPERs valuation report

SAFETY (pooled plan)

Safety Plans (In Pooled Program)
(All sworn police cost share 5.336% and Benicia Firefighter Association members cost share is 5.41%)
Tier 1: 3% at 50 (effective 11/18/2000)
Tier 2: 3% at 55 (effective 6/1/2011)
PEPRA 2.7% at 57 (effective 1/1/13)

The safety contracted benefit rates are calculated separately within the contract plan. Beginning in FY 2015-2016, CalPERS further separated out the normal rate (cost of pension benefits earned as employee is working) and the unaccrued actuarial liability (pension fund liability for benefits earned in prior periods). The City creates a blended rate of the unfunded liability based upon the City's projected safety-employee salary budget. By doing this calculation internally, the City equitably distributes the pension employee benefits among all safety employees.

Table 3. City of Benicia's Safety (pooled) Pension Rates from FY 2010/11 to FY 2020/21

	Fiscal Year	2010 / 2011	2011 / 2012	2012 / 2013	2013 / 2014	2014 / 2015
Tier 1	Rate	20.880%	25.821%	26.416%	27.877%	29.556%
	% increase from prior year	*0.00734*	*0.04941*	*0.00595*	*0.01461*	*0.01679*
Tier 2 (6/1/11)	Rate	17.360%	22.062%	21.802%	22.502%	33.495%
	% increase from prior year	*N/A*	*0.04702*	*-0.0026*	*0.007*	*0.10993*
PEPRA (1/1/13)	Rate	N/A	N/A	12.250%	12.250%	28.123%
	% increase from prior year	*N/A*	*N/A*	*N/A*	*-*	*0.15873*

	Fiscal Year	2015 / 2016	Projected* 2016 / 2017	Projected* 2017 / 2018	Projected* 2018 / 2019	Projected* 2019 / 2020	Projected* 2020 / 2021
	Fixed Unfunded Liability	1,071,172	1,276,744	1,793,689	1,722,500	1,963,695	2,014,058
	Unfunded Rate (spread over all S tiers)	16.169%	19.061%	25.999%	24.261%	26.897%	26.848%
Tier 1	Normal Rate	20.230%	21.300%	21.300%	21.300%	21.300%	21.300%
	Combined Rate	36.399%	40.361%	47.299%	45.561%	48.197%	48.148%
	% increase from prior year	*6.843%*	*3.962%*	*6.938%*	*-1.739%*	*2.636%*	*-0.049%*
Tier 2 (6/1/11)	Normal Rate	17.295%	18.200%	18.200%	18.200%	18.200%	18.200%
	Combined Rate	33.464%	37.261%	44.199%	42.461%	45.097%	45.048%
	% increase from prior year	*-0.031%*	*3.797%*	*6.938%*	*-1.739%*	*2.636%*	*-0.049%*
PEPRA (1/1/13)	Normal Rate	11.923%	12.300%	12.300%	12.300%	12.300%	12.300%
	Combined Rate	28.092%	31.361%	38.299%	36.561%	39.197%	39.148%
	% increase from prior year	*-0.031%*	*3.269%*	*6.938%*	*-1.739%*	*2.636%*	*-0.049%*

*Projected based upon 2013 CalPERS valuation report

City POB: Since the issuance of the Pension Obligation Bonds in FY 2005-06, the City surcharges employee retirement rates at a level sufficient to cover the underlying debt interest and principal payments. Annual sinking fund payments are due each August, and City practice is to ensure the full sinking fund payment

is available at the end of each fiscal year preceding the August sinking fund payment. Between FY 2006-17 and FY 2016-17, total debt service payments range from approximately $0.8M to $1.6M.

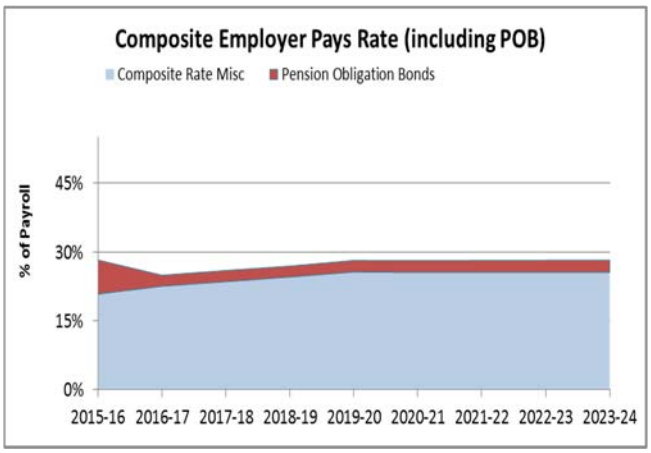
During the budget period, the underlying debt costs are peaking at the highest levels and will decline approximately $1.0 million annually in FY 2017-18. It is assumed that the savings achieved through the reduced debt burden will be utilized to fund the PERS rate increases discussed above (see Chart 2 below). Estimates in the future periods have been "smoothed" for the full ramp-up period (through FY 2019-20). Given the projected rate increases in future years per the 2013 CalPERS valuation report, this represents a significant accomplishment in planning for the payment of these costs.

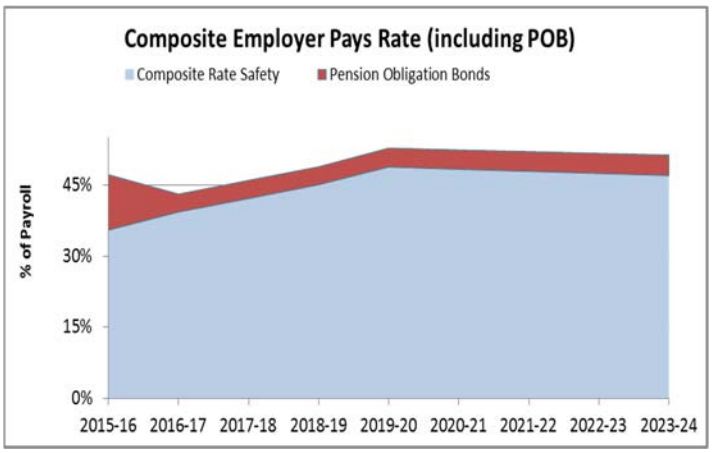
Table 4. City of Benicia's Pension Obligation Rates from FY 2011/12 to FY 2020/21

Fiscal Year	FY 2011 / 2012	FY 2012 / 2013	FY 2013 / 2014	FY 2014 / 2015	FY 2015-2016
POB for Misc	14.72%	3.75%	3.75%	3.75%	7.45%
POB for Safety	3.59%	12.25%	12.25%	12.25%	11.74%
Fiscal Year	**Projected* 2016 / 2017**	**Projected* 2017 / 2018**	**Projected* 2018 / 2019**	**Projected* 2019 / 2020**	**Projected* 2020 / 2021**
POB for Misc	3.81%	2.45%	2.55%	2.59%	2.65%
POB for Safety	2.42%	3.83%	4.04%	4.11%	4.21%

*Projected based upon assumed value of salary

Chart 2: Pension Ten-Year Composite Rates with CalPERS and POB





CITY OF BENICIA
Personnel by Fund
FY 2015-2017

FUND	Elected	City Attorney	City Manager	Community Development	Finance	Fire	Library	Parks & Community Services	Police	Public Works	Grand Total
GENERAL FUND	7	2.75	11.25	8	5.8	32	5	23.5625	48	11.7	155.0625
GAS TAX										0.25	0.25
TRAFFIC MITIGATION										0.25	0.25
L&L-RESIDENTIAL								2.41			2.41
L&L-FLEETSIDE								0.7625			0.7625
L&L-COLUMBUS PKWY								0.1			0.1
L&L-EAST 2ND								0.125			0.125
L&L-GOODYEAR RD								0.04			0.04
LIBRARY-CNTY SALES TAX							7				7
LIBRARY-LITERACY FUND							0.75				0.75
UTILITY BILLING					2.2						2.2
ISF-INSURANCE			0.75								0.75
ISF-EQUIPMENT										2.5	2.5
WASTEWATER										23.15	23.15
WATER										21.15	21.15
Grand Total	**7**	**2.75**	**12**	**8**	**8**	**32**	**12.75**	**27**	**48**	**59**	**216.5**

CITY OF BENICIA
Personnel by Position & Fund
FY 2015-2017

FUND	POSITION	Elected	City Attorney	City Manager	Community Development	Finance	Fire	Library	Parks & Community Services	Police	Public Works	Grand Total
GENERAL FUND	ACCOUNT CLERK II					0.6			1			1.6
	ACCT SYSTEMS SUP					1						1
	ADMIN CLERK I		0.75									0.75
	ADMIN CLERK II								1			1
	ADMIN SECTY			1			1			1	1	4
	ANIMAL CONTROL									1		1
	ASSOC ENG										0.475	0.475
	ASSOCIATE PLANNER				1							1
	ASST CITY MANAGER			1								1
	ASST DIR					1						1
	ASST PW DIRECTOR										1	1
	ATTORNEY		1									1
	BLDG INSP II				1							1
	CITY CLERK	1										1
	CITY MANAGER			1								1
	COMMUNITY PRESERVATION OFFICER						1					1
	COUNCIL MEMBER	3										3
	CSO II									1		1
	CSO1									1		1
	DEPUTY CITY CLERK			1								1
	DEV SVC TECH II				1							1
	DIRECTOR				1							1
	DISPATCH									7		7
	DISPATCH LEAD									2		2
	DIVISION CHIEF						2					2
	ECONOMIC DEV MGR I			1								1
	ENG TECH II										1	1
	FF / ENG						3					3
	FF ENG						1					1
	FF/ENG						3					3
	FIELD SUPV										0.5	0.5
	FINANCE DIRECTOR					1						1
	FIRE CAPT						3					3
	FIRE CAPTAIN						4					4
	FIRE CHIEF						1					1
	FIRE FIGHT						1					1
	FUS (A/J)										3.5	3.5
	HR ANALYST I			0.75								0.75
	HR TECHNICIAN			0.75								0.75
	INFO SYSTEM MANAGER			1								1
	INFO SYSTEMS ANALYST II			1								1

CITY OF BENICIA
Personnel by Position & Fund
FY 2015-2017

FUND	POSITION	Elected	City Attorney	City Manager	Community Development	Finance	Fire	Library	Parks & Community Services	Police	Public Works	Grand Total
GENERAL FUND	INFO TECH ANALYST II									1		1
	IRRIGATION SPECIALIST								1			1
	LEGAL TECH		1									1
	LIB DIRECTOR							1				1
	LIBRARIAN (I/II)							1				1
	LIBRARY MANAGER							1				1
	LIBRARY TECH II							1				1
	MAINT CUST.								3			3
	MAINT SUPV								2			2
	MAYOR	1										1
	MGMT ANALYST I			1								1
	MGMT ANALYST II				1				1	1	1	4
	MW III								0.0625		1	1.0625
	PARA/FF						12					12
	PBM MW								1			1
	PBMJ								7.5			7.5
	PCS DIRECTOR								1			1
	PCS SUPT								2			2
	POL OFF									22		22
	POL SGT									6		6
	POLICE CHIEF									1		1
	POLICE LIEUTENANT									3		3
	PRINCIPAL CIVIL ENGINEER										0.725	0.725
	PRINCIPAL PLANNER				1							1
	PW DIRECTOR										1	1
	PW MAINT SUPT										0.25	0.25
	REC SUPERVISOR								3			3
	RECORDS CLERK									1		1
	SENIOR LIBRARIAN							1				1
	SENIOR PLANNER				1							1
	SR ACCOUNT CLERK					1.2						1.2
	SR ACCOUNT TECH					1						1
	SR ADM CLK II				1						0.25	1.25
	SR HR ANALYST			0.75								0.75
	TREASURER	1										1
	VICE MAYOR	1										1
	ECONOMIC DEV SPECIALIST			1								1
GENERAL FUND Total		**7**	**2.75**	**11.25**	**8**	**5.8**	**32**	**5**	**23.5625**	**48**	**11.7**	**155.0625**
GAS TAX	ASSOC ENG										0.25	0.25
GAS TAX Total											**0.25**	**0.25**

CITY OF BENICIA
Personnel by Position & Fund
FY 2015-2017

FUND	POSITION	Elected	City Attorney	City Manager	Community Development	Finance	Fire	Library	Parks & Community Services	Police	Public Works	Grand Total
TRAFFIC MITIGATION	ASSOC ENG										0.125	0.125
	PRINCIPAL CIVIL ENGINEER										0.125	0.125
TRAFFIC MITIGATION Total											**0.25**	**0.25**
L&L-RESIDENTIAL	MW III								0.45			0.45
	PBMJ								1.96			1.96
L&L-RESIDENTIAL Total									**2.41**			**2.41**
L&L-FLEETSIDE	MW III								0.2625			0.2625
	PBMJ								0.5			0.5
L&L-FLEETSIDE Total									**0.7625**			**0.7625**
L&L-COLUMBUS PKWY	MW III								0.1			0.1
L&L-COLUMBUS PKWY Total									**0.1**			**0.1**
L&L-EAST 2ND	MW III								0.125			0.125
L&L-EAST 2ND Total									**0.125**			**0.125**
L&L-GOODYEAR RD	PBMJ								0.04			0.04
L&L-GOODYEAR RD Total									**0.04**			**0.04**
LIBRARY-CNTY SALES TAX	ADMIN SECTY							1				1
	LIBRARIAN (I/II)							1				1
	LIBRARY MANAGER							1				1
	LIBRARY TECH II							4				4
LIBRARY-CNTY SALES TAX Total								**7**				**7**
LIBRARY-LITERACY FUND	LITERACY PROG COORD							0.75				0.75
LIBRARY-LITERACY FUND Total								**0.75**				**0.75**
UTILITY BILLING	ACCOUNT CLERK II					0.4						0.4
	ACCT TECH					1						1
	SR ACCOUNT CLERK					0.8						0.8
UTILITY BILLING Total						**2.2**						**2.2**
ISF-INSURANCE	HR ANALYST I			0.25								0.25
	HR TECHNICIAN			0.25								0.25
	SR HR ANALYST			0.25								0.25
ISF-INSURANCE Total				**0.75**								**0.75**
ISF-EQUIPMENT	MECHANIC										2	2
	PW MAINT SUPT										0.25	0.25
	SR ADM CLK II										0.25	0.25

CITY OF BENICIA
Personnel by Position & Fund
FY 2015-2017

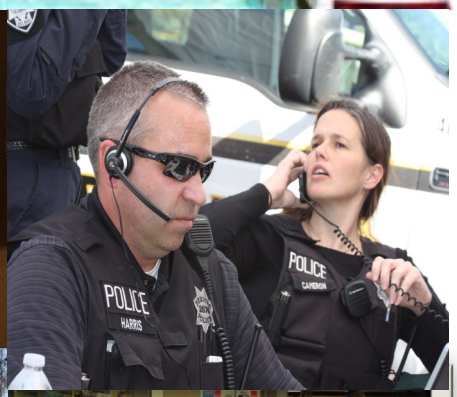
FUND	POSITION	Elected	City Attorney	City Manager	Community Development	Finance	Fire	Library	Parks & Community Services	Police	Public Works	Grand Total
ISF-EQUIPMENT Total											**2.5**	**2.5**
WASTEWATER	ASSOC ENG										0.075	0.075
	FUS (A/J)										5	5
	H20 QUAL TECH II										1	1
	LAB ANALYST										0.5	0.5
	LAB TECH (I/II)										1.5	1.5
	MAINT MECH										3	3
	MAINT SUPV										1	1
	MW III										2	2
	PRINCIPAL CIVIL ENGINEER										0.075	0.075
	PW MAINT SUPT										0.25	0.25
	SR ADM CLK II										1.25	1.25
	WTR QLTY SUP										0.5	0.5
	WW OP I										1	1
	WW OP II										2	2
	WW OP III										1	1
	WW OPERATOR III										1	1
	WWTP SUPT										1	1
	WWTP SUPV										1	1
WASTEWATER Total											**23.15**	**23.15**
WATER	ADVANCED WATER OPERATOR										2	2
	ASSOC ENG										0.075	0.075
	FIELD SUPV										0.5	0.5
	FUS (A/J)										4.5	4.5
	LAB ANALYST										0.5	0.5
	LAB TECH (I/II)										1.5	1.5
	MAINT MECH										2	2
	MW III										1	1
	PRINCIPAL CIVIL ENGINEER										0.075	0.075
	PW MAINT SUPT										0.25	0.25
	SR ADM CLK II										1.25	1.25
	WATER OPERATOR										4	4
	WATER PLANT SUPV										1	1
	WATER QUAL TECH II										1	1
	WATER SUPT										1	1
	WTR QLTY SUP										0.5	0.5
WATER Total											**21.15**	**21.15**

City of Benicia

Chapter 5-

Debt Service

FY 2015-2017



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DEBT SERVICE FUNDS

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Debt Service Funds are used to account for the accumulation of resources for the payment of general governmental long-term debt principal, interest, and related costs. Debt service payments related to the Proprietary Funds (Internal Service Funds and Enterprise Funds) are budgeted in each respective fund. In addition, the City acts as an Agency for several direct assessment districts. As the City is only a conduit for the collection and remittance of these obligations, they are not listed in the City's budget. For more information of the City's Fiduciary Funds, please see the City's Comprehensive Annual Financial Reports (CAFR), located on the City's website or in the Finance Department.

General Government:

A. **2006 Pension Obligation Bonds** – the City, in 2006, participated in the issuance of the California Statewide Communities Development Authority pension obligation bond to fund the unfunded actuarial accrued liability of the Miscellaneous and Safety pension plans through the California Public Employees' Retirement System. The bond issue consisted of Series A-1 Current Interest Bonds and Series A-2 Capital Appreciation Bonds, with the City's portions as $7,430,000 and $6,542,596 accordingly. Series A-1 consists of four (4) term bonds, with principal payments due sporadically within the 30 year life of the debt and interest payments due semi-annually. Series A-2 accretes interest from the date of issuance with accreted principal and interest payments due annually.

   The outstanding term bonds (Series A-1) mature on June 1, 2016, June 1, 2021, and June 1, 2036. Debt principal payments for the 2021 bonds are due at June 1, 2017, with the remaining term bonds not requiring principal payments until Fiscal Year 2031-2032 through maturity in Fiscal Year 2036. The Capital Appreciation Bonds (Series A-2) require annual payments through Fiscal Year 2032.

B. **General Obligation Refunding Bonds Series 2012 –** On June 7, 2012, the City issued General Obligation Refunding Bonds, Series 2012, in the amount of $4,270,000, bearing interest of 1.25%. The proceeds were used to refund the City's outstanding 1997 General Obligation Wastewater Bonds, Series A and B. The City issued $5,000,000 in bonds in 1997 and proceeds were used to fund the acquisition and construction improvements to the City's wastewater treatment system. Revenue is collected through City property tax to pay debt outlays. Principal payments are due annually on August 1 through 2018.

C. **Energy Conservation Fund: Internal Services Fund** – The Energy Conservation Fund accounts for the accumulation of funds for the payment of debt principal and interest of the 2011 Certificates of Participation issued through the City's Public Municipal Financing Corporation in the amount of $13.2 million. The proceeds were used to finance various energy conservation projects, purchase a reserve fund surety bond, fund capitalized interest through October 2011, and pay bond delivery costs. The fund operates as an internal electricity-provider to various sites within the City where the solar arrays were constructed. Under the intention of the financing, the City charges user-funds a utility rate, plus an annual energy inflation index. These charges, along with project energy rebates, are collected and used to transfer funds to the Public Municipal Financing Corporation for obligations related to the COPs debt lease payments.

D. **Capital Lease** – A lease will qualify as capital lease if it meets one or more of the following criteria, meaning it is classified as a purchase by the lessee: the lease term is greater than 75% of the property's estimated economic life; the lease contains an option to purchase the property for less than fair market value; ownership of the property is transferred to the lessee at the end of the lease term; or the present value of the lease payments exceeds 90% of the fair market value of the property.

The following capital lease activity is budgeted directly in the General Fund:

1. **Casa de Vilarrasa** – This fund accounted for General Fund transfers in to fund capital lease payments related to a $1.4 million financing agreement to fund the acquisition of a forty-unit senior housing complex. Currently, the annual capital lease payment of $114,300 is budgeted as "Debt Service" in the General Fund.

2. **Fire Engine Capital Lease** – In April 2008, the City entered into a capital lease for $365,000, at 3.92% interest, to finance the purchase of a fire engine. Semi-annual payments are due at the end of September and March each year through 2018. Ownership of the vehicle will be reverted to the City at the end of the lease.

3. **Police Station and Storm Water Improvements Fund –** This fund accounted for General Fund transfers into fund capital lease payments related to a $2.2 million financing agreement to fund capital improvements to Police facilities and certain storm water improvements. Currently, the annual capital lease payment of $276,680 is budgeted as "Debt Service" in the General Fund. The last payment is FY 2015-2016.

Enterprise Funds:

A. **Marina –** From 1976- through 1984, the Division of Boating and Waterways (Cal Boating) of the California Department of Parks and Recreation loaned the City a total of $6,046,730 for various constructions projects for the City's marina. Interest and principal are payable annually in August through 2027. Debt service is payable from marina lease rentals and General Fund transfers.

B. **Wastewater Debt** – the City has three (3) outstanding debts associated with the Wastewater System: the 2005 Wastewater Refunding Revenue Bonds, the State Revolving Loan Fund for the Wastewater Treatment Plant and the State Revolving Loan Fund for the Inflow & Infiltration (I&I).

1. **2005 Wastewater Refunding Revenue Bonds** – In September 2005, the City issued the Wastewater Refunding Revenue Bonds in the amount of $4,260,000 to partially finance the refunding of the 1993 Refunding Wastewater Revenue Bonds. The bonds are secured by a pledge of the net revenues derived from the sewer operation, with principal payments due annually and interest payments due semi-annually through Fiscal Year 2019-2020.

2. **State Revolving Loan Fund – Wastewater Treatment Plant –** In 1998, the City entered into an agreement with the State Water Resources Control Board for a State Revolving Fund Loan to finance the remainder of the wastewater treatment plant improvements. The City borrowed the maximum available of $20,129,576, with an imputed interest of 1.8% for a 20

year loan period. Principal and interest payments are due annually through Fiscal Year 2020-2021.

3. **State Revolving Loan Fund – Inflow & Infiltration (I&I)** - In 2003, the City entered into a State Revolving Loan Fund agreement with the State Water Resources Control Board to finance the $12 million Inflow & Infiltration Project (I&I) in the maximum available of $11,296,658, with a rate of 2.6%. Principal and interest payments are due annually through Fiscal Year 2024-2025.

C. **Water Debt –** the City has two (2) outstanding debts associated with the Water System: the 2002 Water Revenue Refunding Bond Issue and the State Revolving Fund Loan for the Water Treatment Plant.

1. **2002 Water Refunding Revenue Bonds –** In September 2002, the City issued the Water Refunding Revenue Bonds in the amount of $10,805,000 to defease the 1991 Water System Refunding Project Certificates of Participation, prepay the 1997 Community Drought Relief Promissory Note, purchase a reserve fund surety bond and pay the costs of issuing the bonds. The bonds are secured by a pledge of the available net revenues of the City's Water System, with principal payments due annually and interest payments due semi-annually through Fiscal Year 2017-2018.

2. **State Revolving Loan Fund – Water Treatment Plant -** In 2004, the City entered into an agreement with the State Department of Water Resources for a State Revolving Loan Fund, which will allow the City to meet safe drinking water standards set by the State. The City borrowed $11,716,747 with an interest rate of 2.39% for a twenty (20) year loan period. Principal and interest payments are due annually through July 1, 2027.

City of Benicia
Cashflow for Debt Payments
FY 2015-2017

Fund	Name	Debt	7/1/15	8/1/15	9/1/15	10/15/15	11/1/15	12/1/15	1/1/16	2/1/16	3/1/16	4/10/16	5/1/16	6/1/16
Fund 010	Casa de Vilarrasa	Villarasa Lease			57,155.30						57,155.30			
Fund 010	Police Station & Storm Water Improvements	Lease						138,339.43						138,339.43
Fund 014	2005 Wastewater Refunding Revenue Bonds	Refunding						360,135.00						28,960.00
Fund 014	Wastewater Treatment Plant SRF Loan	SWR						1,207,779.40						
Fund 014	Wastewater SRF Loan - I & I	SWR										733,518.12		
Fund 058	General Obligation Refunding Bonds Series 2012	GO Bonds		664,437.50						10,375.00				
Fund 060	Marina Loan	Marina Loan		311,299.54										
Fund 066	East 2nd/Rose Assessment District	Refund A.D.			409,000.00									
Fund 069	McAllister Assessment District	A.D.			541,210.51						125,038.43			
Fund 090	2002 Water Refunding Revenue Bonds	Refunding					900,495.00						37,961.25	
Fund 090	Water Treatment Plant SRF Loan	Loan	370,196.43						370,196.43					
Fund 114	Fire Engine Capital Lease	Lease			22,198.19						22,198.19			
Fund 116	2006 Pension Obligation Bonds	Obligation		1,542,415.00										
Fund 117	Energy Conservation Fund	Conservation				333,208.75						868,208.75		

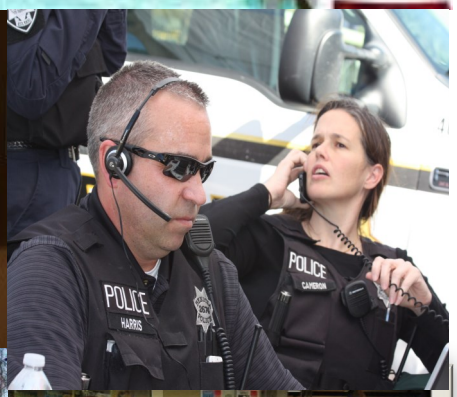
Fund	Name	Debt	7/1/16	8/1/16	9/1/16	10/1/16	11/1/16	12/1/16	1/1/17	2/1/17	3/1/17	4/1/17	5/1/17	6/1/17
Fund 010	Casa de Vilarrasa	Villarasa Lease			57,155.30						57,155.30			
Fund 010	Police Station & Storm Water Improvements	Lease												
Fund 014	2005 Wastewater Refunding Revenue Bonds	Refunding						368,960.00						22,415.00
Fund 014	Wastewater Treatment Plant SRF Loan	SWR						1,207,779.40						
Fund 014	Wastewater SRF Loan - I & I	SWR										733,518.12		
Fund 058	General Obligation Refunding Bonds Series 2012	GO Bonds		665,375.00						6,281.25				
Fund 060	Marina Loan	Marina Loan		311,299.54										
Fund 066	East 2nd/Rose Assessment District	Refund A.D.												
Fund 069	McAllister Assessment District	A.D.			545,413.43						118,417.52			
Fund 090	2002 Water Refunding Revenue Bonds	Refunding					902,961.25						19,580.00	
Fund 090	Water Treatment Plant SRF Loan	Loan	370,196.43						370,196.43					
Fund 114	Fire Engine Capital Lease	Lease			22,198.19						22,198.19			
Fund 116	2006 Pension Obligation Bonds	Obligation		1,587,811.00										
Fund 117	Energy Conservation Fund	Conservation				323,846.25						443,846.25		

City of Benicia

Chapter 6-

Project Priorities

FY 2015-2017



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CAPITAL PROJECTS FUNDS

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Budget Implementation Plan

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

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

The City is currently in the midst of working on the Sustainable Community Services Strategy (SCSS), which is a significant effort to review the operations and financial outlook of the organization and identify strategies for creating a more fiscally sustainable entity. That process will involve community engagement and a comprehensive strategic planning process, and so was not going to be completed before the preparation of the FY 2015-17 budget. Thus, staff worked from the Council's existing Strategic Plan and Priority Project List to create a Budget Implementation Plan for the FY 2015-17 budget. This Plan will be a first step in more clearly distinguishing projects/programs from the bigger picture "strategies" and "strategic issues" currently noted in the Strategic Plan document and thus better situate the City for a more comprehensive strategic planning effort.

As previously described, given the City's constrained fiscal status and the ongoing SCSS effort, staff recommended a status quo budget, i.e., in general, no significant enhancements or reductions to existing programs and services. The recent update to the ten-year forecast of the General Fund demonstrated that this is a prudent approach, with revenues generally remaining flat, but expenditures continuing to rise. With the addition of Measure C revenues, the City will be able to initiate a limited number of key projects during the next two budget cycle, with the remaining Measure C funds have been applied to the $1.7 million dollar structural deficit in order to maintain current services.

In an effort to create a useful decision making tool to obtain concurrence on Council priority projects for the FY 2015-17 budget, staff developed the attached Summary of the Proposed Budget Implementation Plan. The plan is comprised of priority projects sorted by levels of priority and focused on the next two-year budget cycle. These are projects that are significant in terms of time and resources required, and fall outside the day-to-day operations of the City. Staff will update Council periodically on the status of such projects via the Council's Priority Project report.

When reviewing the report, it should be noted that Measure C funded items are distinguished from other General Fund funded projects as "shaded" projects, so as to highlight the inclusion of these capital projects in the City's FY 2015-17 Budget. It should also be noted that if an item is to be funded by a source other than the General Fund, that is noted in parentheses following the title of the project. For example, projects with the notation of "(Grants)" are projects that staff is actively seeking grant funding and thus their completion is dependent on obtaining that funding. Projects that are funded by different funds, such as Water or Wastewater Funds, are also indicated as such. Finally, whether a project is an existing Council priority project vs. a newly recommended project is also indicated on the report.

The items listed in "Level 1" are items that staff is recommending because they are critical for the City's infrastructure or effectiveness. As previously noted, in the General Fund, the City is expecting $1.2 million in one-time revenues from Sales Tax. This is completely separate from any city revenues generated from Measure C. Staff is recommending allocating these one-time revenues to the following General Fund priorities: the Enterprise Resource Planning System (ERP), the Arsenal, and St. Augustine repairs, each of which are summarized briefly below:

- **ERP:** The City has identified the need to invest in technology, as was recently illustrated in the City's organizational scan. Consistent with that finding, the ERP is a top City Council and Finance Committee priority. It was recommended by Government Finance Officer Association (GFOA) after they evaluated the City's existing accounting systems in 2012. The current accounting, utility billing, payroll, and permitting software is severely outdated and in most cases incompatible with one another. The City's ERP will focus on improved work-flow, improved accountability, and improved access to information will result in significant enhancements to citywide efficiencies and effectiveness.

  It is important to note the scope of this project is replacing and/or affecting all technology functions and applications throughout the City. This is a comprehensive data and financial tool that will be fully integrated and focuses on real-time data available to all end users. The original scope of replacing the "accounting system" has been identified with the critical need of purchase and implementation of an Enterprise Resource Program where the City as a total enterprise will be utilizing a single, compatible, and reliable technology.

- **Arsenal Clean-Up:** The funds for the Arsenal will pay for the consultants necessary to respond to the order from the state Department of Toxic Substances Control. The consultants advise the City and may investigate, or assist with the investigation, of the sites to provide current data. This data will assist in the determination of what future work may be required.

- **Saint Augustine:** The Saint Augustine funds are proposed to be used to design and implement an engineered remedy to the past storm claims in the area.

The items in "Level 2" were recommended for funding and reviewed as part of the budget process. These items are included in the adopted FY 2015-17 budget. Generally, items in Level 2 are those that staff have already received Council direction to proceed with and/or it is mandated; the project can be completed with existing staffing and resource levels; and/or because it is a notable project that represents a core department function that will be completed during the next budget cycle. An example of such a project is the Fire and Community Development departments' update of the Uniform Codes every three years. A second example is the Library's update of their cataloging system every five years. While not routine, day-to-day endeavors, these projects are representative of the department's core functions.

Level 3 projects are those that were not proposed to be in the FY 2015-17 budget. They were included in the project list, because staff acknowledges that they are high priority projects; however, staff also recognizes that the City lacks sufficient resources to complete these projects at this time. Staff has recommended the first five projects (noted in italics), as the top priorities in this level, should funding become available during the biennial funding. Please note that the remainder of Level 3 is not arranged in any order of priority.

Finally, Level 4 are items that the City currently does not have the financial resources, staff or time available to undertake. They remain on the list as projects for consideration in future budget cycles.

Budget Implementation Plan - FY 2015-2017

Budget Implementation Plan - Summary of Priority Projects by Proposed Priority Level
Level 1: High Priority - Recommended for funding in 2015-17 budget with one-time GF dollars
Level 2: Currently included in proposed budget based on prior Council direction, work is mandated, already underway and/or part of department's core functions
Level 3: Not currently recommended for funding due to insufficient funding resources, but next in priority order for any additional funds that become available.
Level 4: Not currently recommended for funding due to insufficient resources (funding, time and/or staff)

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

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

Those projects which implement Council's current top priority projects are in bold under Level 2 and are currently proposed to be funded in 2015-17 budget.

Implement the Business Development Action Plan with primary focus on enhancing the economic competitiveness of the BIP
Develop a funding strategy for improving Internet technology in the BIP
Conduct an inventory and feasibility study for use of City vacant buildings and land (Completed)
Phase 1 of Sustainable Community Services Strategy (SCSS): Conduct a 10-year forecast and organizational scan (Completed)
Complete an employee compensation study
Seek alternative funding mechanisms for road maintenance
Develop Funding Strategies for Fund Deficits (Review portion of this priority is completed)

Notes:	Measure C projects are shaded

Projects with funding sources other than General Fund are noted in parentheses following the project title

Level 1

Dept	Existing Priority Project (X) or New Project (N)	Project Name	Selection Criteria	Related Strategic Issue	Mandated
CAO	X	Arsenal Cleanup	1,2,3,6,8	#1 Health & Safety	Yes
Finance	X	Enterprise Resource Planning System (Phases 1-3: Request For Proposals/Implementation/Conversion)	1,2,7	#3 Fiscal Conditions	No
PW	X	St. Augustine Flood Relief Project	3,5,6	#4 Infrastructure	No

Level 2

Dept	Existing Priority Project (X) or New Project (N)	Project Name	Selection Criteria	Related Strategic Issue	Mandated
CDD	X	Approve Contract with PMC for Climate Action Plan Staffing (GNSC Funds)	1,2,4,8	#2 Environment	No
CDD	X	Update to Downtown Historic Conservation Plan (Grants)	1	#5 Quality of Life	No
CDD	X	Adaptation Plan and Vulnerability Study as part of Climate Action Plan Implementation (Grants)	1,3,4,6,8	#2 Environment	No
CDD	X	Mills Act Contracts - Increase to a maximum of 40 contracts	1	#5 Quality of Life	No
CDD	N	New Federal Emergency Management Area (FEMA) Flood Insurance Maps Update	3,4,6	#2 Environment	Yes
CDD	X	Update Construction Hours - Noise Ordinance	1,6	#2 Environment	No
CDD	N	Update Solar Photovoltaics (PV) Permitting Procedures	3,4,6	#2 Environment	Yes
CAO	X	Complete update of American's with Disabilities Act (ADA) Transition Plan	1,3,6	#1 Health & Safety	Yes
CAO	X	Update Sign Ordinance	1,4,8	#3 Fiscal Conditions	No
CMO	X	Sustainable Community Services Strategy: Phase 2 and 3	1,2,7	All Strategic Issues	No
CMO	X	Sustainable Community Services Strategy: Additional Analysis on Parks/Public Works Maintenance	1,2,7	All Strategic Issues	No
CMO	X	Boards & Commissions Manual	7	#3 Fiscal Conditions, #5 Quality of Life	No
ED	X	Benicia Industrial Park Broadband Project	1,4,7,8	#3 Fiscal Conditions	No
ED	X	Benicia Industrial Park Market Study Phase II	1,2,4,7,8	#3 Fiscal Conditions	No
ED	X	Benicia Industrial Park Transportation and Employment Center Plan (Grants)	1,4, 5, 6, 7, 8	#4 Infrastructure	No
ED	X	Implement Benicia Industrial Park Recruitment/Retention Program	1,2,4,7,8	#3 Fiscal Conditions	No
Finance	X	Deferred Maintenance Policy (All funds)	1,2,3,4,5,6,7,8	#3 Fiscal Conditions	No
Finance	X	Develop funding strategy for Internal Service Funds (Workers Compensation, Vehicle Replacement, Equipment, Building Maintenance) (All Funds)	1,2,5,6	#3 Fiscal Conditions	No
Finance	X	Fee Study (with building)	2,3,4,7	#3 Fiscal Conditions	No
Finance	X	Fee Study (without building)	2,3,4,7	#3 Fiscal Conditions	No
Finance	N	Water and Wastewater Capacity Fee Study (Water/Wastewater Funds)	2,4,5,6,8	#3 Fiscal Conditions	No
Finance	X	Water and Wastewater Rate Study (Water/Wastewater Funds)	2,4,5,6,8	#3 Fiscal Conditions	No
Fire	X	Replace Type 1 Fire Engine	1, 2, 5, 6	#1 Health & Safety	No

Budget Implementation Plan - FY 2015-2017

Level 2

Dept	Existing Priority Project (X) or New Project (N)	Project Name	Selection Criteria	Related Strategic Issue	Mandated
Fire	N	Adopt Updated Uniform Codes	3,6	#1 Health & Safety	Yes
Fire	N	Emergency Operations Plan Update	3,6	#1 Health & Safety	Yes
Fire	N	Local Hazard Mitigation Plan (LHMP)	3,5,6	#1 Health & Safety	Yes
Fire	X	Purchase "Wild land" Fire Engine for Grass Fires	1,2,5,6	#1 Health & Safety	No
HR	X	Employee Compensation Study	1,2,7	#3 Fiscal Conditions	No
IT	X	Develop Information Technology (IT) Plan for City	1,2,5,7	#4 Infrastructure	No
Library	N	Migration to new Integrated Library System (ILS) with Solano Napa and Partners (SNAP) & connection through Solano County to Corporation for Education Initiatives in California (CENIC) High-speed broadband	1,5,6,7	#5 Quality of Life	Yes
Library	N	Revision of Solano Napa and Partners (SNAP) agreement to create Joint Powers Agreement with Partner Libraries	1,5,6,7	#5 Quality of Life	Yes
PC&S	X	Continued funding of State Capitol Building Turf/Landscaping Maintenance	1,5	#4 Infrastructure	No
PC&S	X	Seek funding for engineering and design for Waterfront Master Plan (Grants)	1,4,7	#5 Quality of Life	No
PC&S	X	Staff to Solano State Parks Committee	1,5	#4 Infrastructure	No
PC&S	X	Repair Pool Deck/Improvements to Registration area	1,4,5,6,7,8	#4 Infrastructure	No
PC&S	X	Replace playground at Community Park	1,5,6,7,8	#4 Infrastructure	No
PC&S	X	Replace Rail on First Street Promenade	1,5,6,7,8	#4 Infrastructure	No
PD	X	Computer Aided Dispatch (CAD) /Records Management System (RMS) for Police Department	5,7,8	#1 Health & Safety	No
Police	X	Replace Outdated Radios for Police	1,2,5,6	#1 Health & Safety	No
PW	X	Annual Street Resurfacing (Gas Tax Funds)	1,5,6,7	#4 Infrastructure	No
PW	X	Bridge Maintenance (Gas Tax)	1,5	#4 Infrastructure	No
PW	X	Design/Construct Industrial Park Bus Hub (Grants)	1, 5, 6, 7, 8	#4 Infrastructure	No
PW	X	Implement Drought/Water Conservation Plan (Water Fund)	2, 4, 6, 7	#1 Health & Safety, #2 Environment, and #3 Fiscal Conditions	Yes
PW	X	Landscape and Lighting District Assessments (L&D funds)	2,4,5,6	#5 Quality of Life	No
PW	X	Road Repair of 250 Damaged Sections	1,2,5,6,7,8	#4 Infrastructure	No
PW	X	Closed Circuit Television Video (CCTV) Pipeline Inspection (Wastewater Fund)	3,5,6	#4 Infrastructure	Yes
PW	X	Design Industrial Park Road	1,5,7,8	#4 Infrastructure	No
PW	X	Develop Stormwater Management and Flood Mitigation Plan	4,6	#2 Environment	Yes
PW	X	Repair and Repave Industrial Way from Teal to Lake Herman Road	1,5,6,7	#4 Infrastructure	No
PW	X	Repair and Repave Southampton, Panorama and Hastings	1,5,6,7	#4 Infrastructure	No
PW	X	Repair Sidewalks Downtown	2,5,6,7	#4 Infrastructure	No
PW	N	Urban Water Management Plan (UWMP)	3	#2 Environment	Yes
PW	N	Water Reuse Project (Grants)	6	#2 Environment	No
PW	X	Water Meter Replacement Program and Automatic Meter Infrastructure (Water Fund)	2,4	#3 Fiscal Conditions	No
PW	N	24" water line in Park Road from Industrial Way to Sulphur Springs Creek (Water Capacity Funds)	6, 7	#4 Infrastructure	No
PW	N	Water Lines at Lower Arsenal: Adams, Jefferson and Jackson (Water Capacity Funds)	4, 6	#4 Infrastructure	No
PW	N	Rose Drive Crosswalks and ADA ramps (TIF)	1,5,6,7	#4 Infrastructure	No
PW	N	Military @ West 7th Street Intersection Improvements Study (TIF)	6	#4 Infrastructure	No
PW	X	Columbus Parkway Widening Project (TIF)	1,5,8	#4 Infrastructure	No
PW	X	Bayshore Road Sanitary Sewer Crossovers (Wastewater Capacity Funds)	1,5,6,7	#4 Infrastructure	No
PW	N	Odor Scrubber at A Basin (Wastewater Capacity Funds)	3, 5, 6	#4 Infrastructure	No

Level 3

Projects in Level 3 are considered priorities by staff, but ranked lower than projects in Level 1. These projects are listed in priority order and are recommended to be considered

Dept	Existing Priority Project (X) or New Project (N)	Project Name	Selection Criteria	Related Strategic Issue	Mandated
IT	N	Geographic Information System (GIS) and Computer Maintenance Management System (CMMS)	2,5,6	#4 Infrastructure	No
PC&S	N	Parks Master Plan/Turf Removal Analysis	1,4,6,7,8	#2 Environment	No
IT	X	Improvements to Council Chambers Audiovisual	1,2,5,7	#4 Infrastructure	No
CMO	X	Identify funding source to restore employee training	2,3,6,7	#1 Health & Safety, #3 Fiscal Conditions #5 Quality of Life	No
PW	N	Pavement Patching Equipment	1,6	#4 Infrastructure	No
PW	N	East 5th Street Roadway Improvements (Safe Routes to Schools)	6	#4 Infrastructure	No

Budget Implementation Plan - FY 2015-2017

Level 4
Projects in Level 4 are beyond the FY 2015-2017 budget cycle.

Dept	Existing Priority Project (X) or New Project (N)	Project Name	Selection Criteria	Related Strategic Issue	Mandated
CAO	X	Adopt Alcohol Ordinances	6	#1 Health & Safety	No
CAO	X	Adopt Smoking Ordinance	6	#1 Health & Safety	No
CDD	X	Obtain Grant(s) for Transitional Shelter	1, 6	#5 Quality of Life	No
CDD	X	Adopt Lower Arsenal Specific Plan	1, 5, 8	#5 Quality of Life	No
HR	X	Update Personnel Rules	2,7	#3 Fiscal Conditions #5 Quality of Life	No
HR	X	Update Employer Employee Relations Resolution (EERR)	2,7	#3 Fiscal Conditions #5 Quality of Life	No
Library	X	Prepare Public Arts Master Plan	1	#5 Quality of Life	No
Library	X	Library Basement Remodel	1	#4 Infrastructure	No
PC&S	X	Retrofit City Hall Windows	1,2,5,6	#4 Infrastructure	No
PD	X	Address Police Building Space Needs	1,5,6	#1 Health & Safety #4 Infrastructure	No
PW	N	Wastewater Treatment Plant Electrical System Modernization (Wastewater Fund)	3, 5, 6	#4 Infrastructure	No
PW	N	Wastewater Treatment Plant Effluent Pipeline Assessment and Repair (Wastewater Fund)	3, 5, 6	#4 Infrastructure	No
PW	N	Wastewater Treatment Plant Reliability Plan Update (Master Plan) (Wastewater Capacity)	3, 5, 6	#4 Infrastructure	No
PW	N	Replacement of Two Chemical Tanks at Wastewater Treatment Plant (Wastewater Fund)	3, 5, 6	#4 Infrastructure	No
PW	N	Replace Human Machine Interface (HMI) Nodes at Wastewater Treatment Plant (Wastewater Fund)	3, 5, 6	#4 Infrastructure	No
PW	N	Additional Sewer Pipeline Replacement on 100-year cycle (Wastewater Fund)	3, 5, 6	#4 Infrastructure	No
PW	N	24-Inch Cordelia Transmission Main Replace Project (at Interstate 80) (Water Capacity and FEMA Hazard Mitigation Grant)	2, 4, 5, 6	#4 Infrastructure	No

CITY OF BENICIA
Budgeted Priority Projects
FY 2015-2017

Arsenal Cleanup		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
250	**$150,000**	**$150,000**

Enterprise Resource Planning System (Phases 1-3: Request For Proposals/Implementation/Conversion)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
4000	**$800,000**	**$0**

St. Augustine Flood Relief Project		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
250	**$250,000**	**$0**

Approve Contract with PMC for Climate Action Plan Staffing (GNSC Funds)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
225	**$210,000**	**$0**

Update to Downtown Historic Conservation Plan (Grants)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES; PENDING GRANT		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
150	**$45,000**	**$0**

Adaptation Plan and Vulnerability Study as part of Climate Action Plan Implementation (Grants)		
FTE WITHIN BUDGET ALLOCATION;		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400		

Mills Act Contracts - Increase to a maximum of 40 contracts		
FTE WITHIN BUDGET ALLOCATION;		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120		

New Federal Emergency Management Area (FEMA) Flood Insurance Maps Update		
FTE WITHIN BUDGET ALLOCATION;		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120		

Update Construction Hours - Noise Ordinance		
FTE WITHIN BUDGET ALLOCATION;		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120		

Update Solar Photovoltaics (PV) Permitting Procedures		
FTE WITHIN BUDGET ALLOCATION;		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120		

Complete update of American's with Disabilities Act (ADA) Transition Plan		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
350	**$0**	**$0**

Update Sign Ordinance		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
350	**$0**	**$0**

CITY OF BENICIA
Budgeted Priority Projects
FY 2015-2017

Sustainable Community Services Strategy: Phase 2 and 3		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
1000	**$45,000**	**$65,000**

Sustainable Community Services Strategy: Additional Analysis on Parks/Public Works Maintenance		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
225	**$6,500**	**$0**

Boards & Commissions Manual		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
60	**$15,000**	

Benicia Industrial Park Broadband Project		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
200	**$500,000**	

Benicia Industrial Park Market Study Phase II		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
1000	**$40,000**	

Benicia Industrial Park Transportation and Employment Center Plan (Grants)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES; PENDING GRANT		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
60		**$65,000**

Implement Benicia Industrial Park Recruitment/Retention Program		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
1000	**$200,000**	**$200,000**

Deferred Maintenance Policy (All funds)		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
200		

Develop funding strategy for Internal Service Funds (Workers Compensation, Vehicle Replacement, Equipment, Building Maintenance) (All Funds)		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
200		

Fee Study (with building)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400	**$25,000**	

Fee Study (without building)		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
1000		

Water and Wastewater Capacity Fee Study (Water/Wastewater Funds)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
200	**$65,000**	

CITY OF BENICIA
Budgeted Priority Projects
FY 2015-2017

Water and Wastewater Rate Study (Water/Wastewater Funds)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
200	**$65,000**	

Replace Type 1 Fire Engine		
FTE WITHIN BUDGET ALLOCATION; PURCHASE OF EQUIPMENT		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
150		**$400,000**

Adopt Updated Uniform Codes		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400		

Emergency Operations Plan Update		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400		

Local Hazard Mitigation Plan (LHMP)		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400		

Purchase "Wild land" Fire Engine for Grass Fires		
FTE WITHIN BUDGET ALLOCATION; PURCHASE OF EQUIPMENT		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
150		**$292,000**

Employee Compensation Study		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400		

Develop Information Technology (IT) Plan for City		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
1000	**$30,000**	**$30,000**

Migration to new Integrated Library System (ILS) with Solano Napa and Partners (SNAP) & connection through Solano County to Corporation for Educa		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
1000	**$30,000**	

Continued funding of State Capitol Building Turf/Landscaping Maintenance		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400		

Seek funding for engineering and design for Waterfront Master Plan (Grants)		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400		

Staff to Solano State Parks Committee		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400		

CITY OF BENICIA
Budgeted Priority Projects
FY 2015-2017

Repair Pool Deck/Improvements to Registration area		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
100	**$400,000**	

Replace playground at Community Park		
FTE WITHIN BUDGET ALLOCATION; PURCHASE OF EQUIPMENT		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
150	**$200,000**	

Replace Rail on First Street Promenade		
FTE WITHIN BUDGET ALLOCATION; PURCHASE OF EQUIPMENT		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
200	**$280,000**	

Computer Aided Dispatch (CAD) /Records Management System (RMS) for Police Department		
FTE WITHIN BUDGET ALLOCATION; PURCHASE OF EQUIPMENT		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
500		**$400,000**

Replace Outdated Radios for Police		
FTE WITHIN BUDGET ALLOCATION; PURCHASE OF EQUIPMENT		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
150	**$80,000**	

Annual Street Resurfacing (Gas Tax Funds)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
750	**$293,000**	**$343,300**

Bridge Maintenance (Gas Tax)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
40	**$50,000**	

Design/Construct Industrial Park Bus Hub (Grants)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400	**$1,200,000**	

Implement Drought/Water Conservation Plan (Water Fund)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400	**$52,000**	**$52,000**

Landscape and Lighting District Assessments (L&D funds)		
FTE WITHIN BUDGET ALLOCATION		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
80		

Road Repair of 250 Damaged Sections		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
40	**$200,000**	

Closed Circuit Television Video (CCTV) Pipeline Inspection (Wastewater Fund)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
4000	**$50,000**	**$50,000**

CITY OF BENICIA
Budgeted Priority Projects
FY 2015-2017

Design Industrial Park Road		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400	**$50,000**	

Develop Stormwater Management and Flood Mitigation Plan		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
1000		**$100,000**

Repair and Repave Industrial Way from Teal to Lake Herman Road		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120	**$1,000,000**	

Repair and Repave Southampton, Panorama and Hastings		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120	**$500,000**	

Repair Sidewalks Downtown		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120	**$100,000**	

Urban Water Management Plan (UWMP)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400	**$45,000**	**$45,000**

Water Reuse Project (Grants)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES; PENDING GRANT		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
600	**$550,000**	

Water Meter Replacement Program and Automatic Meter Infrastructure (Water Fund)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES; PENDING RFP AND FINANCING		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
600	**$3,800,000**	

24" water line in Park Road from Industrial Way to Sulphur Springs Creek (Water Capacity Funds)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400	**$357,000**	

Water Lines at Lower Arsenal: Adams, Jefferson and Jackson (Water Capacity Funds)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
400	**$50,000**	**$245,000**

Rose Drive Crosswalks and ADA ramps (TIF)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120		**$200,000**

Military @ West 7th Street Intersection Improvements Study (TIF)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120	**$285,000**	

Columbus Parkway Widening Project (TIF)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
450	**$300,000**	**$600,000**

Bayshore Road Sanitary Sewer Crossovers (Wastewater Capacity Funds)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120		**$75,000**

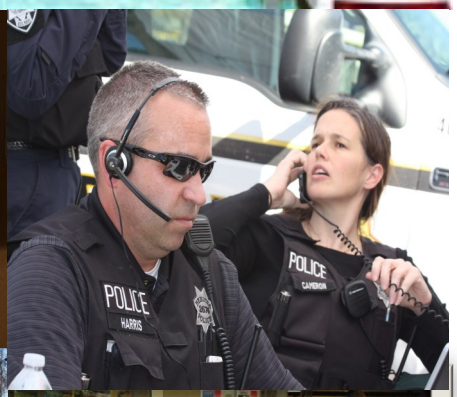
Odor Scrubber at A Basin (Wastewater Capacity Funds)		
FTE WITHIN BUDGET ALLOCATION; USE OF OUTSIDE SERVICES		
FTE HOURS	**APPROPRIATIONS FY 15-16**	**APPROPRIATIONS FY 16-17**
120	**$40,000**	**$85,000**

City of Benicia

Chapter 7-

Miscellaneous

FY 2015-2017



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CITY FACTS, STATISTICS, & MAPS

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CITY FACTS, STATISTICS and MAPS

E-4 Population Estimates for Cities, Counties, and State
2011-2015 with 2010 Benchmark

COUNTY/CITY	4/1/2010	1/1/2011	1/1/2012	1/1/2013	1/1/2014	1/1/2015
Solano/Benicia	26,997	26,904	27,165	27,325	27,495	27,689

Source:
State of California, Department of Finance, E-4 Population Estimates for Cities, Counties, and the State, 2011-2015, with 2010 Census Benchmark. Sacramento, California, May 2015

Statistical Profile	
Date of Incorporation as a City	3/27/1850
Form of Government	Council/ City Manager
Number of Employees (excluding elected officials and part-time employees, per FY 2014-2015 Budget)	209
Elected Officials	7
Area in Square Miles	15.7 square miles: 12.9 square miles are land and 2.8 square miles are water
Population (based on 2010 census)	26,997
City of Benicia facilities and services	
Miles of streets	97
Miles of storm drains	78
Street lights	2,232
Traffic signals	11
Landscape and lighting districts	5
Library branches (not provided through Solano County)	1
Parks	36
City Open Space Acreage	214

Regional Open Space Acreage	577
Recreation centers	2
Recreation classes: annual ten-year average	~900
Swimming Pools	1
Senior Center	1
City owned cemetery	1
Fire Protection - Benicia Fire Department	
Number of Stations	2
Police Protection - Benicia Police Department	
Number of Stations and Substations	1
Sewage System	
Miles of sanitary sewers	150
Number of treatment plants	1
Maximum daily capacity (millions of gallons)	~4.5
Sewer service connections (2014)	9,185
Average daily treatment (2014: thousands of gallons)	2,110
Water System	
Miles of water mains	160
Fire hydrants	1449
Maximum daily capacity (millions of gallons)	~12
Water service connections (2014)	9,682
Average daily consumption (2014: thousands of gallons)	4,014
Education - Benicia Unified School District 350 K Street, Benicia, California 94510 - Phone: (707) 747-8300 Email: beniciaunified.org	

Council/Commission/Board	Date	Time	Location
Arts and Culture Commission	2nd Thursday	6:30 pm	Library
Benicia Zoning Administrator Hearing	Meet as necessary		Commission Room
City Council	1st, 3rd & 4th Tuesdays	7:00 p.m.	Council Chambers
City Council/School Board Liaison Committee	Quarterly	8:30 a.m.	Commission Room
Civil Service Commission	3rd Tuesday of October, January, April, and July	6:30 p.m.	Commission Room
Community Sustainability Commission	3rd Monday	6:00 p.m.	Commission Room
Design Review	see Historic Preservation Review		
Economic Development Board	3rd Wednesday	5:30 p.m.	Commission Room
Finance Committee	4th Thursday	9:00 a.m.	Commission Room
Historic Preservation	see Historic	Preservation	Review Commission
Historic Preservation Review Commission	4th Thursday	6:30 p.m.	Commission Room
Housing Authority Board	4th Wednesday	6:00 p.m.	Housing Authority
Human Services Board	2nd Monday	7:15 p.m.	Commission Room
Board of Library Trustees	2nd Tuesday	6:30 p.m.	Library
Open Government Commission	Quarterly	5:00 p.m.	Commission Room
Parks, Recreation & Cemetery Commission	2nd Wednesday	6:30 p.m.	Community Center
Planning Commission	2nd Thursday	7:00 p.m.	Council Chambers
Traffic, Pedestrian and Bicycle Safety Committee	Quarterly	7:00 p.m.	Commission Room
Youth Action Coalition	4th Wednesday	3:30 p.m.	Commission Room
Youth Commission	Bi Weekly Wednesday	5:00 p.m.	Commission Room

Community Events

Each year, local organizations and the City sponsor a variety of fun events that bring thousands of visitors to Benicia. Many have become well-known regional traditions. Widely attended events include the Farmers Market, Peddlers Fair, Fine Art and Craft Fair, Arts Benicia Open Studios, and the Downtown Holiday Open House.

Farmers Market: There is a Farmers Market downtown on Thursday evenings from late April through October, a tradition that began in 1992. The Market offers fresh fruits and vegetables, baked goods, gourmet food, delicious hot foods, arts and crafts, live musical entertainment, pony rides and face painting.

Benicia Artists Open Studios: Artists in Benicia open their studios to the public the weekend before Mother's Day in May and the first weekend in December, along with other selected times of the year.

Torchlight Parade: Traditionally held on July 3, Benicia's 4th of July parade stretches all the way down First Street and includes music, dancing, floats, horses, clowns and live entertainment.

Picnic in the Park & Fireworks: On July 4, a large community picnic is held at Benicia's City Park, traditionally starting at noon. Shortly after dark, a fireworks display originates at the foot of First Street.

Benicia Peddlers Fair: This outdoor event began downtown in 1963 with a few collectible and antique stores displaying their items on tables outside St. Paul's Church. Today, more than 300 antique and collectible dealers display their wares in booths that span the length of First Street.

Yacht Races and Opening Day on the Strait: Benicia is an active sailing community. During the summer months, there is a yacht racing competition on Thursday evenings sponsored by the Benicia Yacht Club. Opening Day on the Strait, held the third Saturday in April, features a decorated boat parade and blessing of the fleet, arts and crafts vendors, live music in front of the Benicia Yacht Club, food, games for the kids, and dinner and dancing in the evening.

The Holy Ghost Parade: Every fourth Sunday in July, the Portuguese community in Benicia celebrates the feast of the Holy Ghost, commemorating the Queen Saint Isabel of Portugal, with a parade to Saint Dominic's Church, a Mass, an auction and a dance.

Downtown Holiday Open House and Tree Lighting: Held the first Friday in December, this ever-popular holiday event features beverages and treats, costumed carolers, wagon rides and wine tasting. The City of Benicia caps off the evening with a holiday tree lighting.

City Maps

FACILITIES

(N) Designates Neighborhood Park

	Name of Facility	Location	Picnic Area	Playground	Restroom	Turf Areas	Ball Field	Basketball	Scenic View	Fishing	Reserve Facility	Tennis Courts	Bar-B-Que	Bocce Ball	X-Park
1	Alvarez 9th St. Park/Boat Launch	Foot of West 9th Street	X	X	X	X			X	X			X		
2	Benicia Community Center	370 East L Street	X		X	X		X			X				
3	Benicia Comm Park/Phoenix Dog Park	Dempsey Drive	X	X	X	X	X				X		X		X
4	Benicia High School	1101 Military West				X	X	X				X			
5	Benicia Marina Green/Pavillion	Benicia Marina			X	X					X				
6	Benicia Middle School	1100 Southampton Road			X	X	X	X	X			X			
7	Benicia Point Pier	End of First Street			X				X	X					
8	Bridgeview Park (N)	Shirley Drive	X	X		X		X	X						
9	Channing Circle Park (N)	800 Channing Circle		X		X			X						
10	City Cemetary	100 Riverhill Drive							X						
11	City Gym	190 East L Street			X			X			X				
12	City Park	First Street at Military West	X	X	X	X					X		X		
13	Civic Center Park	Across from 150 East K Street	X		X						X	X	X	X	
14	Clock Tower	1189 Washington Street			X				X		X				
15	D Street Square	D Street			X				X		X				
16	Duncan Graham Park (N)	Hillcrest Avenue at Vista Grande		X		X		X							
17	Ethelree Saraiva Park (N)	East 6th Street at East L Street	X	X		X		X							
18	First Street Green	First & B Streets				X			X						
19	Fitzgerald Field	2nd Street at East H Street			X		X				X				
20	Francesca Terrace Park	Foot of Hillcrest Avenue	X	X	X	X		X					X		
21	Frank Skillman Park (N)	Rose Drive at Gallager	X	X		X		X	X				X		
22	Gateway Park (N)	Barton Way		X		X									
23	Jack London Park	Rose Drive at Hastings	X	X	X	X	X	X			X		X		
24	James Lemos Swim Center	181 East J Street			X	X					X				
25	Joe Henderson Elementary	650 Hastings Drive		X		X	X	X							
26	Lake Herman	Lake Herman Road	X	X	X	X			X	X			X		
27	Liberty High School	350 East K Street		X		X	X	X							
28	Little League Fields	East 3rd at East H Street			X		X				X				
29	Matthew Turner Park	Foot of West 12th Street	X			X			X	X					
30	Mary Farmar Elementary	901 Military West		X		X	X	X							
31	Overlook Park (N)	Seaview Drive	X	X		X			X				X		
32	Park Solano (N)	Hastings & Solano Drives	X	X		X							X		
33	Robert Semple Elementary	2015 East 3rd Street		X		X	X	X							
34	Senior Center	1201 East 2nd Street			X						X				
35	Southampton Park (N)	Chelsea Hills at Panorama	X	X		X		X					X		
36	Turnbull Park	Benicia Marina	X		X	X			X						
37	Waters End (N)	500 McCallister	X	X	X	X		X							
38	Willow Glen Park	West K Street at West 7th Street		X	X	X									
39	Youth Center	150 East K Street			X						X				

FACILITIES MAP

RESOLUTIONS

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RESOLUTION NO. 15-52

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BENICIA ADOPTING THE MUNICIPAL BUDGETS FOR FISCAL YEAR 2015-16 and 2016-17

WHEREAS, the City Manager of the City of Benicia is required to prepare a proposed budget for the City Council; and

WHEREAS, the City Manager presented a Budget Implementation Plan for the two-year budget for fiscal years 2015-16 and 2016-17 to the City Council on May 5, 2015 for all Municipal Funds; and

WHEREAS, the City Manager presented a proposed two-year budget for fiscal years 2015-16 and 2016-17 to the City Council on June 2, 2015 for all Municipal Funds; and

WHEREAS, on June 2, 2015, the City Manager proposed the adoption of the Municipal Budgets along with specific adjustments directed by the City Council and listed in the attached Budget Summaries attached to this resolution and hereby included herein; and

WHEREAS, the City Council has reviewed the employee positions listed in the budget document and has considered authorizing the City Manager to fill those positions not specifically exempted, provided said positions have sufficient appropriations; and

WHEREAS, the City Council has reviewed the level of budgeting control needed by the City Manager to ensure efficiency in managing the operations of the City, including the authorization of budget transfers within a single fund and within given appropriations of said fund; and

WHEREAS, the City's General Fund will have an anticipated 19.5% reserve level during FY 2015-16 that is lower than the City Council's reserve policy and requires a four-fifth vote for approval; and

WHEREAS, the City's General Fund will have an anticipated 22.4% reserve level during FY 2016-17 that is returns the fund reserves above the City Council's reserve policy; and

WHEREAS, the City's Water Fund will have an anticipated 16.4% reserve level during FY 2016-17 that is lower than the City Council's reserve policy and requires a four-fifth vote for approval; and

WHEREAS, the City Manager has directed staff to complete a new rate analysis for consideration in Water Fund that would restore the reserve levels; and

On motion of Council Member **Schwartzman**, seconded by Council Member **Hughes**, the above Resolution was introduced and passed by the City Council of the City of Benicia at a regular meeting of said Council held on the 2nd day of June, 2015 and adopted by the following vote:

Ayes: **Council Members Campbell, Hughes, Schwartzman, Strawbridge, and Mayor Patterson**

Noes: **None**

Absent: **None**

Elizabeth Patterson, Mayor

Attest:

Lisa Wolfe, City Clerk

6-11-15

Date

RESOLUTION NO. 15-53

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BENICIA APPROVING THE JOB SPECIFICATION AND SALARY RANGE FOR ECONOMIC DEVELOPMENT SPECIALIST, AND ALLOCATING THE POSITION IN THE 2015-17 BUDGET

WHEREAS, there is a need in the City's organizational structure for a position that provides higher level administrative and professional support to the Economic Development Division, as well as varying levels of programmatic coordination and oversight, as well as assistance to the City Manager's Office; and

WHEREAS the approval of this position will replace the position of Administrative Secretary in that division; and

WHEREAS, the job description for this position was recommended for approval, and approved by, the Civil Service Commission at their May 26, 2015 meeting; and

WHEREAS, the salary range will be set via an internal relationship at 5% below the Management Analyst I position

A	B	C	D	E
$4,529	$4,755	$4,993	$5,243	$5,504

NOW, THEREFORE, BE IT RESOLVED THAT the City Council of the City of Benicia approves the job specification and salary range for Economic Development Specialist, and allocates the position in the 2015-17 Budget.

* * * * *

On motion of Council Member **Schwartzman**, seconded by Council Member **Strawbridge**, the above Resolution was introduced and passed by the City Council of the City of Benicia at a regular meeting of said Council held on the 2nd day of June, 2015 and adopted by the following vote:

Ayes: **Council Members Campbell, Hughes, Schwartzman, Strawbridge, and Mayor Patterson**

Noes: **None**

Absent: **None**

Elizabeth Patterson, Mayor

Attest:

Lisa Wolfe, City Clerk

6-11-15

Date

RESOLUTION NO. 15- 54

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BENICIA APPROVING THE CITY OF BENICIA INVESTMENT POLICY

WHEREAS, the City Council has determined that it is in the City's best interest to adopt and periodically review the City's Investment Policy in accordance with California State Government code Section 53600 et seq; and

WHEREAS, the Finance Committee and Finance Director have reviewed the City Investment Policy and recommend approval of the Investment Policy with recommended changes; and

WHEREAS, the City Council last reviewed and amended the Investment Policy on July 15, 2014, recognizing the City's investment reporting practices are in accordance with California State Government Code Section 53600 et seq.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Benicia hereby approves the City's Investment Policy as presented.

****

On motion of Council Member **Schwartzman**, seconded by Council Member **Strawbridge**, the above Resolution was introduced and passed by the City Council of the City of Benicia at a regular meeting of said Council held on the 2nd day of June, 2015 and adopted by the following vote:

Ayes: **Council Members Campbell, Hughes, Schwartzman, Strawbridge, and Mayor Patterson**

Noes: **None**

Absent: **None**

Elizabeth Patterson, Mayor

Attest:

Lisa Wolfe, City Clerk

6-11-15

Date

RESOLUTION NO. 15- 55

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BENICIA AUTHORIZING THE AMENDMENT OF THE MASTER FEE SCHEDULE TO INCREASE FIRE DEPARTMENT SERVICE FEES

WHEREAS, the City of Benicia has conducted an analysis of its services, the costs reasonably borne of providing those services, the beneficiaries of those services, and the revenues produced by those paying fees and charges for special services; and

WHEREAS, the City Council has determined the fees, rates and charges should cover the actual costs or a substantial portion of the actual costs of the goods and services provided by the city; and

WHEREAS, the City Manager is not recommending any changes to the Master Fee schedule for July 1, 2015; and

WHEREAS, notice of public hearing has been provided per Government Code Section 66016, oral and written presentations made and received, and the required public hearing held; and

WHEREAS, the Finance Director has indicated that the proposed fees are in accordance with Article XIII-B of the Constitution of the State of California.

NOW, THEREFORE, BE IT RESOLVED THAT the City Council of the City of Benicia approves amending

SECTION 1: Fee Schedule Adopted. The accompanying schedule of fees and charges is hereby adopted and incorporated into the City of Benicia's Master Fee schedule by this resolution. That such fees and charges are to be applied to the various special services provided by the City or its designated contractors. The City's fees do not exceed the reasonable cost of providing the services.

SECTION 2: Separate Fees for Each Process. All fees set by this Resolution are for each identified process; additional fees shall be required for each additional process or service that is requested or required. Where fees are indicated on a per-unit of measurement basis the fee is for each identified unit or portion thereof within the indicated ranges of such units.

SECTION 3: Intentions. It is the intention of the City Council to review the fees and charges as determined, and set out herein, based on the City's annual budget and all the City's costs reasonably borne as established at that time and, as and if warranted, to revise such fees and charges. Should there be a conflict between two fees, then the lower in dollar amount of the two shall be applied

SECTION 4: Constitutionality. If any portion of this Resolution is declared invalid or unconstitutional then it is the intention of the City Council to have passed the entire Resolution and all its component parts, and all other sections of this Resolution shall remain in full force and effect.

SECTION 5: Repealer. All Resolutions and other actions of the City Council in conflict with the contents of this Resolution are hereby repealed.

SECTION 6: Effective Date. This Resolution shall modify the existing Master Fee schedule and shall go into full force and effect July 1, 2015.

SECTION 7: Certification. The City Clerk shall certify to the adoption of this Resolution.

*****

On motion of Council Member **Schwartzman**, seconded by Council Member **Strawbridge**, the above Resolution was introduced and passed by the City Council of the City of Benicia at a regular meeting of said Council held on the 2nd day of June, 2015 and adopted by the following vote:

Ayes: **Council Members Campbell, Hughes, Schwartzman, Strawbridge, and Mayor Patterson**

Noes: **None**

Absent: **None**

Elizabeth Patterson, Mayor

Attest:

Lisa Wolfe, City Clerk

6-11-15

Date

RESOLUTION NO. 15-

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BENICIA ESTABLISHING AN APPROPRIATIONS LIMIT PURSUANT TO ARTICLE XIIIB OF THE CALIFORNIA STATE CONSTITUTION FOR FISCAL YEAR 2015-16

WHEREAS, Article XIIIB of the Constitution of the State of California provides that the total annual appropriations subject to limitation of the State and of each local government shall not exceed the appropriations limit of such entity of government for the prior year adjusted for changes in the cost of living and population except as otherwise provided in said Article XIIIB; and

WHEREAS, pursuant to said Article XIIIB of the Constitution of the State of California, the City Council of the City of Benicia deems it to be in the best interests of the City of Benicia to establish an appropriations limit for the fiscal year 2015-16; and

WHEREAS, the Finance Director of the City of Benicia has determined that the said appropriations limit for the fiscal year 2015-16 be established in the amount of $83,326,161; and

WHEREAS, the Finance Director of the City of Benicia has determined that the percentage change in per capita income and the county population is the preferred method of calculation in the cost of living adjustment.

NOW, THEREFORE, BE IT RESOLVED THAT the City Council of the City of Benicia hereby establishes an appropriations limit for fiscal year 2015-16 pursuant to Article XIIIB of the Constitution of the State of California be established in the amount of $83,326,161, as evidenced by Exhibit 1, attached to this Resolution and hereby incorporated herein.

*****

On motion of Council Member_____, and seconded by Council Member _____, the above Resolution was introduced and passed by the City Council of the City of Benicia at a regular meeting of said Council held on the 2nd day of June 2015, and adopted by the following vote.

Ayes:

Noes:

Absent:

_____
Elizabeth Patterson, Mayor

Attest:

_____
Lisa Wolfe, City Clerk

_____
Date

Exhibit I

CITY OF BENICIA
2015-16 Appropriations Limit Calculation

Description		Amount
2014-15	Appropriations Limit	$ 79,332,036
2014-15.	County population	1.0117
2014-15.	Decrease in per capita income	1.0382
2015-16	**Appropriations Limit**	**$ 83,326,161**

2015-16 Projected Tax Revenues

Description	Amount	
Property Taxes	$ 16,418,410	
Sales & Use Tax	10,442,600	
Transient Occupancy Tax	345,000	
Utility Users Tax	4,308,850	
Business License Tax	460,000	
Real Property Transfer Tax	100,000	
Interest Earnings	35,910	
Appropriations Subject to Limitation		**$ 32,110,770**
Margin		**$ 51,215,391**

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INVESTMENT POLICY

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City of Benicia
Investment Policy
(Revised July 15, 2014)

The City Council of the City of Benicia (the "City") has adopted this Investment Policy (the "Investment Policy") in order to establish the investment scope, objectives, delegation of authority, standards of prudence, reporting requirements, internal controls, eligible investments and transactions, diversification requirements, risk tolerance, and safekeeping and custodial procedures for the investment of the funds of the City. All City funds will be invested in accordance with this Investment Policy and with applicable sections of the California Government Code.

This Investment Policy was endorsed and adopted by the City Council of the City of Benicia on July 15, 2014 pursuant to City Council Resolution No. 14-76. It replaces any previous investment policy of the City.

I. SCOPE

The provisions of this Investment Policy shall apply to all financial assets as accounted for in the City's Comprehensive Annual Financial Report.

All cash shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective average balances relative to the total pooled balance in the City's investment portfolio. Interest earnings shall be distributed to the individual funds not less than annually.

II. OBJECTIVES

The City's funds shall be invested in accordance with all applicable City Municipal Codes and resolutions, California statutes, and Federal regulations, and in a manner designed to accomplish the following objectives, which are listed in priority order:

1. Preservation of capital and protection of investment principal.
2. Maintenance of sufficient liquidity to meet anticipated cash flows.
3. Attainment of a market value rate of return.
4. Diversification to avoid incurring unreasonable market risks.

III. DELEGATION OF AUTHORITY

Management responsibility for the City's investment program is delegated by the City Council to the Finance Director and the Assistant Finance Director. The Finance Director has primary responsibility for daily management of the City's investment portfolio. No person may engage in an investment transaction except as expressly provided under the terms of this Investment Policy.

The Finance Director shall develop written administrative procedures and internal controls,

consistent with this Investment Policy, for the operation of the City's investment program. Such procedures shall be designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees of the City.

The City may engage the support services of outside investment advisors in regard to its investment program, so long as it can be clearly demonstrated that these services produce a net financial advantage or necessary financial protection of the City's financial resources.

The Finance Director and the Assistant Finance Director, acting as an investment committee will meet monthly to review the day to day management of the City's investment portfolio. They will meet quarterly to discuss overall portfolio performance.

IV. PRUDENCE

The standard of prudence to be used for managing the City's investments shall be California Government Code Section 53600.3, the prudent investor standard which states, "When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency."

The City's overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust. The City recognizes that no investment is totally without risk and that the investment activities of the City are a matter of public record. Accordingly, the City recognizes that occasional measured losses may occur in a diversified portfolio and shall be considered within the context of the overall portfolio's return, provided that adequate diversification has been implemented and that the sale of a security is in the best long-term interest of the City.

The Finance Director and authorized investment personnel acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that the deviations from expectations are reported in a timely fashion to the City Council and appropriate action is taken to control adverse developments.

V. ETHICS AND CONFLICTS OF INTEREST

City employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program or could impair or create the appearance of an impairment of their ability to make impartial investment decisions. Employees shall disclose to the City Council any business interests they have in financial institutions that conduct business with the City and they shall subordinate their personal investment transactions to those of the City. In addition, the Finance Director, the Assistant Finance Director and others with delegated investment authority shall file a Statement of Economic Interests each year in

accordance with California Government Code Section 87203 and regulations of the Fair Political Practices Commission and the City's Open Government Ordinance.

VI. AUTHORIZED SECURITIES AND TRANSACTIONS

All investments and deposits of the City shall be made in accordance with California Government Code Sections 16429.1, 53600-53609 and 53630-53686, except that in accordance with California Government Code Section 5903(e), proceeds of bonds and any moneys set aside or pledged to secure payment of the bonds may be invested in securities or obligations described in the ordinance, resolution, indenture, agreement, or other instrument providing for the issuance of the bonds. Any revisions or extensions of these code sections will be assumed to be part of this Investment Policy immediately upon being enacted. However, in the event that amendments to these sections conflict with this Investment Policy and past City investment practices, the City may delay adherence to the new requirements when it is deemed in the best interest of the City to do so. In such instances, after consultation with the City Attorney, the Finance Director will present a recommended course of action to the City Council for approval.

The City will limit investments in any one non-government issuer, except investment pools, to no more than 5% regardless of security type.

The City has further restricted the eligible types of securities and transactions as follows:

1. United States Treasury bills, notes, bonds, and Certificates of Indebtedness, or those for which the full faith and credit of the United States are pledged for payment of principal and interest with a final maturity not exceeding five years from the date of trade settlement.

2. Federal agency or United States government-sponsored enterprise obligations, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises with a final maturity not exceeding five years from the date of trade settlement.

3. Obligations of the State of California or any local agency within the state, including bonds payable solely out of revenues from a revenue producing property owned, controlled or operated by the state or any local agency, or by a department, board, agency or authority of the state or any local agency.

4. Registered treasury notes or bonds of any of the other 49 states in addition to California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by a state, or by a department, board, agency, or authority of any of these states.

5. Repurchase Agreements with a final termination date not exceeding 30 days collateralized by U.S. Treasury obligations, Federal Agency securities, or Federal Instrumentality securities listed in items 1 and 2 above with the maturity of the collateral not exceeding 10 years. For the purpose of this section, the term collateral shall mean purchased securities under the terms of the City's approved Master Repurchase Agreement. The purchased

securities shall have a minimum market value including accrued interest of 102% of the dollar value of the funds borrowed. Collateral shall be held in the City's custodian bank, as safekeeping agent, and the market value of the collateral securities shall be marked-to-the-market daily. Repurchase agreements with any one counterparty shall be limited to $1 million.

Repurchase Agreements shall be entered into only with broker/dealers recognized as a primary dealer by the Federal Reserve Bank of New York, or with broker/dealers that have a primary dealer within their holding company structure. Approved Repurchase Agreement counterparties shall have a short-term credit rating of at least A-1 or the equivalent and a long-term credit rating of at least A or the equivalent by a NRSRO. Repurchase agreement counterparties shall execute a City approved Master Repurchase Agreement with the City. The Finance Director shall maintain a copy of the City's approved Master Repurchase Agreement along with a list of broker/dealers who have executed same.

6. Commercial Paper with a maturity not exceeding 270 days from the date of trade settlement with the highest ranking or of the highest letter and number rating as provided for by a NRSRO. The entity that issues the commercial paper shall meet all of the following conditions in either sub-paragraph A. or sub-paragraph B. below:

   A. The entity shall (1) be organized and operating in the United States as a general corporation, (2) have total assets in excess of $500,000,000 and (3) have debt other than commercial paper, if any, that is rated A, or higher, or the equivalent, by a NRSRO.

   B. The entity shall (1) be organized within the United States as a special purpose corporation, trust, or limited liability company, (2) have program wide credit enhancements, including, but not limited to, over collateralization, letters of credit or surety bond and (3) have commercial paper that is rated A-1 or higher, or the equivalent, by a NRSRO.

   The aggregate investment in commercial paper shall not exceed 25% of the City's total portfolio. The City may purchase no more than 10 percent of the outstanding commercial paper of any single issuer.

7. Negotiable Certificates of Deposit (NCDs) issued by a nationally or state chartered bank or a state or federal savings and loan association or by a federally-licensed or state-licensed branch of a foreign bank; provided that the senior debt obligations of the issuing institution are rated in one of the three highest rating categories (without regard to any gradations within such categories by numerical qualifier or otherwise) by a NRSRO. No more than 30% of the portfolio may be invested in NCDs.

8. Eligible Bankers Acceptances rated at least A-1 or the equivalent by each NRSRO that rates them at the time of purchase, with maturities not exceeding 180 days from the date of trade settlement; issued by a FDIC insured commercial bank whose senior long-term debt is rated at the time of purchase A or the equivalent by a NRSRO. The aggregate investment in

bankers' acceptances shall not exceed 20% of the City's total portfolio.

9. Non-negotiable Certificates of Deposit with a maturity not exceeding five years, that are collateralized in accordance with the California Government Code, in those banks and savings and loans associations which meet the requirement for investment in negotiable certificate of deposit. The issuer firm should have been in existence for at least five years. The City may waive the first $250,000 of collateral security for such deposits if the institution is insured pursuant to federal law. The aggregate amount invested in Certificates of Deposit shall not exceed 25% of the City's total portfolio.

10. Medium-term Notes. Medium-term notes, defined as all corporate and depository institution debt securities with a maximum remaining maturity of five years or less, issued by corporations organized and operating within the United States or by depository institutions licensed by the United States or any state and operating within the United States. The City may invest in medium term corporate notes rated "A" or higher, or the equivalent, by a nationally recognized statistical rating organization. A maximum of 30% of the City's portfolio may be invested in this category.

11. State of California's Local Agency Investment Fund (LAIF), created by California Government Code Section 16429.1.

12. Shares of beneficial interest issued by diversified management companies that are money market funds registered with the Securities and Exchange Commission under the Investment Company Act of 1940 (15 U.S.C. Sec. 80a-l, et seq.). that (1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); (2) have a constant net asset value per share of $1.00; (3) invest only in the securities and obligations authorized in the applicable California statutes. Additionally, to be eligible for investment pursuant to this subdivision these companies shall either: (A.) have attained the highest ranking or the highest letter and numerical rating provided by not less than two nationally recognized statistical rating organizations or (B.) have an investment advisor registered or exempt from registration with the Securities and Exchange Commission with not less than five years' experience managing money market mutual funds and with assets under management in excess of $500,000,000.

The total investment in money market funds of any one issuer shall be limited to the lesser of 10% of the City's total portfolio or $5 million, and the aggregate investment in money market funds shall not exceed 20% of the City's total portfolio.

Credit criteria and maximum percentages listed in this section refer to the credit of the issuing organization and/or maturity at the time the security is purchased. The City may from time to time be invested in a security whose rating is downgraded. In the event a rating drops below the minimum allowed rating category for that given investment type, the investment advisor shall notify the Finance Director and/or Designee and recommend a plan of action.

It is the intent of the City that the foregoing list of authorized securities and transactions is strictly interpreted. Any deviation from this list must be pre-approved by resolution of the City Council.

VII. PORTFOLIO MATURITIES, DIVERSIFICATION, and REALIGNMENTS

To the extent possible, investments shall be matched with anticipated cash flow requirements and known future liabilities. The City will not invest in securities maturing more than five years from the date of trade settlement, unless the City Council has by resolution granted authority to make such an investment at least three months prior to the date of investment.

Securities shall generally be held until maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal.
- A security swap would improve the quality, yield, or target duration in the portfolio.
- Liquidity needs of the portfolio require that the security be sold.

The City shall diversify its investments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. Nevertheless, the asset allocation in the investment portfolio should be flexible depending upon the outlook for the economy, the securities markets and the City's anticipated cash flow needs.

The City recognizes that occasional measured losses may occur in a diversified portfolio when securities are traded for other similar securities to improve yield, maturity, or credit risk. These losses shall be considered within the context of the long-term interest of the portfolio and may be incurred for accounting purposes, provided any of the following occurs with respect to the replacement security:

- Yield has been increased,
- Maturity has been adjusted to anticipate interest rate changes, or
- Credit quality of the investment has been improved.

Prior to purchasing securities for the City's portfolio, the credit rating of the security and the credit rating of the senior debt of the issuer, if applicable, shall be verified to assure compliance with investment policy guidelines. Securities that have been downgraded to below the minimum ratings will be sold or held at the Finance Director's discretion. The Finance Director is responsible for bringing the portfolio back into compliance as soon as practicable.

VIII. INVESTMENT POOLS/MONEY MARKET FUNDS

A thorough investigation of investment pools and money market funds is required prior to investing, and on a continual basis.

IX. SELECTION OF BROKER/DEALERS

The Finance Director shall maintain a list of broker/dealers approved for investment purposes, and it shall be the policy of the City to purchase securities only from those brokers and the firms they represent. Each approved broker/dealer must possess an authorizing certificate from the

California Commissioner of Corporations as required by Section 25210 of the California Corporations Code. The firms they represent must:

1. be recognized as primary dealers by the Federal Reserve Bank of New York or have a primary dealer within their holding company structure, or
2. report voluntarily to the Federal Reserve Bank of New York, or
3 qualify under Securities and Exchange Commission (SEC) Rule 15c3-l (Uniform Net Capital Rule).

Broker/dealers will be selected by the Finance Director on the basis of their expertise in public cash management and their ability to provide services for the City's account.

Annually, each authorized broker/dealer shall submit a City approved Broker/Dealer Information Request form and the firm's most recent financial statements.

The City may purchase commercial paper from direct issuers even though they are not on the approved broker/dealer list as long as the purchase meets the criteria outlined in Item 5 of the Authorized Securities and Transactions section of this Investment Policy.

If the City has an investment advisor, the investment advisor may use its own list of authorized broker/dealers to conduct transactions on behalf of the City. The Advisor shall make available its list of authorized broker/dealers to the City upon request.

X. COMPETITIVE TRANSACTIONS

Each investment transaction shall be competitively transacted with approved broker/dealers. At least three broker/dealers shall be contacted for each transaction, when practical, and their bid or offering prices shall be recorded.

If the City is offered a security for which there is no other readily available competitive offering, then the Finance Director will document quotations for comparable or alternative securities.

XI. SELECTION OF BANKS

The Finance Director shall maintain a list of FDIC insured banks approved to provide depository and other banking services for the City. To be eligible, a bank shall qualify as a depository of public funds in the State of California as defined in California Government Code Section 53630.5 and shall secure deposits in excess of FDIC coverage in accordance with California Government Code Section 53652.

XII. SAFEKEEPING AND CUSTODY

The Finance Director shall select one or more banks to provide safekeeping and custodial services for the City, in accordance with the provisions of Section 53608 of the California Government Code. A Safekeeping Agreement approved by the City shall be executed with each custodian bank prior to utilizing that bank's safekeeping services.

Custodian banks will be selected on the basis of their ability to provide services for the City's account and the competitive pricing of their safekeeping related services.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. All securities shall be perfected in the name of the City. Sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All investment securities will be delivered by either book entry or physical delivery and will be held in third-party safekeeping by a City approved custodian bank, its correspondent bank or its Depository Trust Company (DTC) participant account.

The City's custodian shall be required to furnish the City a list of holdings on at least a monthly basis and safekeeping receipts or customer confirmations shall be issued for each transaction.

XIII. PORTFOLIO PERFORMANCE

The investment portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The performance of the investment portfolio shall be compared to a benchmark with a duration similar to the City's portfolio duration target.

XIV. INTERNAL CONTROL

The Finance Director will establish an annual process of independent review by an external auditor. This review will provide internal control by assuring compliance with policies and procedures.

XV. REPORTING

Quarterly, the Finance Director and the Finance Committee shall submit to the City Manager and the City Council a report of the investment earnings and performance results of the City's investment portfolio. The report shall include the following information:

1. Investment type, issuer, date of maturity, par value and dollar amount invested in all securities, and investments and monies held by the City;
2. The weighted average maturity of the investment portfolio;
3. A description of investments that are under the management of contracted parties;
4. A market value as of the date of the report and the source of the valuation;
5. A statement of compliance with this Investment Policy or an explanation of non-compliance; and
6. A statement of the City's ability to meet expenditure requirements for the following six months or an explanation of why sufficient funds may not be available.

XVI. POLICY REVIEW

This Investment Policy shall be adopted by resolution of the City Council. It shall be reviewed at

least annually by the Finance Director and the Finance Committee to ensure it remains consistent with the City's investment objectives, current law and economic trends. Any revisions to this Investment Policy must be approved by the City Council.

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GLOSSARY OF CALIFORNIA GOVERNMENT CODE

The glossary below briefly defines each section of the California Government Code that is referenced in the City's policy and in the order in which they are cited. The City Council, on October 18, 2011, adopted Ordinance No. 11-09 transferring all statutory duties and responsibilities of the City Treasurer (with the exception of countersigning warrants and serving on the Finance Committee) which had not been previously transferred to the County, the City Manager or the Finance Director, to the City Clerk. The Investment Policy delegates responsibility for the daily management of the investment portfolio to the Finance Director and Assistant Finance Director.

Sections 53600- 53609 are collectively 1·eferred to as Article 1: Investment of Surplus

53600: Defines the term "local agency".

53600.3: Describes the standard of prudence in California for authorized persons.

53600.5: Defines the prudent investor standard.

53600.6: Declares that the deposit and investment of public funds by local officials and agencies is an issue of statewide concern.

53601: Provides details for types of permitted securities for the investment of public funds.

53601.1: Gives authority for investing in financial futures or financial option contracts.

53601.2: Defines "corporation" to include a limited liability company.

53601.5: Restricts investment purchases to be from authorized issuers and institutions.

53601.6: Restricts agencies from purchasing inverse floaters, range notes, or mortgage-derived, interest-only strips.

53601.8: Outlines the parameters under which a local agency may invest surplus funds in certificates of deposit.

53602: Lists the various types of indebtedness in which a legislative body is permitted to invest.

53603: Dictates how a legislative body may make a direct issue investment.

53604: Allows the legislative body authority to sell or exchange and then reinvest the proceeds of securities that have been purchased.

53605: Gives the legislative body to sell securities so that proceeds may be applied to

the purposes for which the original purchase money was placed.

53606: Allows purchased bonds which were issued by the purchaser to be cancelled.

53607: Delegates authority to invest or reinvest funds of a local agency to the Treasurer for a one-year period.

53608: Defines the terms of safekeeping with a federal or state association.

53609: Outlines the ways in which deferred portions of an employee's compensation may be invested.

Sections 53630- 53686 are collectively referred to as Article 2: Deposit of Funds

53630: Defines the following terms: local agency, Treasurer, depositor, agent of depository, security, pooled securities, administrator, savings association or federal association, federally insured industrial loan company, and corporation.

53630.1: Declares that the deposit and investment of public funds by local officials and local agencies is an issue of statewide concern.

53630.5: Defines depositories.

53631: Describes conditions established by the legislative body under which the Treasurer of a local agency may establish accounts at banks and deposit money in those accounts.

53632: Outlines the three classes of deposits.

53632.5: Outlines the three classes of security for deposits.

53633: States that the Treasurer shall determine the amount of money to be deposited as inactive, active, and interest-bearing active deposits.

53634: Defines the circumstances under which the Treasurer may place money in active deposits.

53635: Recognizes the distinct characteristics of investment pools.

53635.2: States that all money belonging to or in the custody of a local agency shall be deposited for safekeeping in state or national banks, savings associations, federal associations, credit unions, or federally insured industrial loan companies in California and selected by the Treasurer.

53635.7: Mandates that the legislative body shall discuss, consider, and deliberate each attempt to borrow $100,000 or more.

53636: States that money so deposited is deemed to be in the treasury of the local agency.

53637: Requires that the money be deposited in the institutions approved in 53635.2 with the objective of realizing maximum return.

53638: States that the deposit shall not exceed the shareholder's equity of any depository bank.

53639: Expresses that the depository shall bear the expenses of transportation of money to and from the depository.

53640: States that the depository shall handle, collect, and pay all checks, drafts, and other exchange without cost to the local agency.

53641: Requires the Treasurer to take and preserve a receipt, certificate of deposit, or other evidence of depository when money is deposited in a depository.

53642: Enables the money deposited to be drawn out by check or order of the Treasurer.

53643: Allows the Treasurer to deposit any part of the money as agreed upon between the Treasurer and the depository.

53644: Outlines the options allowed if an agreement is not made as provided for in 53643.

53646: Discusses requirements of a local agencies investment policy and investment reports.

53647: States how interest on deposited money shall be paid.

53647.5: Provides that interest earned on bail money deposited in a bank account shall be allocated for the support of the courts in that county.

53648: Regards the payment of interest of public moneys.

53648.5: Provides for the conditions under which a depository may be terminated.

53469: Allows the Treasurer to be responsible for the safekeeping of money.

53651: Defines eligible securities.

53651.2: Defines the provision with which a promissory note shall comply.

53651.4: Outlines the requirements of reports that depositories using eligible securities shall file.

53651.6: Lists the requirements of letters of credit for eligible securities.

53652: Outlines the collateral required to secure active and inactive deposits.

53653: Provides the conditions under which the Treasurer may waive security for a portion of deposits.

53654: Delineates the circumstances under which the depository may add or substitute securities in a pool.

53655: Defines the effect that the placement of securities by a depository with an agent of depository shall have.

53656: Defines how the Treasurer shall enter into a contract with a depository.

53657: Defines who shall act as an agent of depositories.

53658: Outlines how an agent of a depository shall hold and pool securities.

53659: Allows for an agent of depository that accepts securities to place such securities for safekeeping.

53660: Outlines the information that the Treasurer shall provide when deposits of a local agency are secured by pooled securities.

53661: Defines the responsibilities of the Commissioner of Financial Institutions.

53663: Defines the information that an agent of depository shall report in writing to the administrator after a withdrawal, substitution, or addition or pooled securities.

53664: States that the individual reports specified in Sections 53654, 53660, 53661, and 53663 are not public documents.

53666: Stipulates that the only liability that shall attach to the administrator as the result of the operation of this article is that which would attach as a result of other laws of this state.

53667: Discusses the expenses incurred by the administrator in conjunction with carrying out the duties and responsibilities assigned to the administrator.

53669: States that the Treasurer or other authorized official is not responsible for money while it is deposited pursuant to this article.

53676: States that the Treasurer is not responsible for securities delivered to and receipted for by any bank, savings and loan association, credit union, federally insured industrial loan company, or trust company.

53678: Calls for the charges for the handling and safekeeping of any such securities not to be charged against the Treasurer but to be paid for by the depository owning the

securities.

53679: States how money belonging to a local agency under control of any of its officers shall be deposited.

53680: Mandates that any tax collector of a local agency shall immediately deposit with the Treasurer all money under his control, unless otherwise states.

53681: Stipulates that an officer of a local agency who deposits money belonging to a local agency in a manner other than prescribed in this article is subject to forfeiture of his office.

53682: Specifies contract requirements for monies being deposited.

53683: States how the consideration payable by the agency shall be paid by the Treasurer.

53684: Outlines how the Treasurer may deposit excess funds in investment pools.

53686: Discusses audits and reports related to the investment of local agency funds.

5903(e): States how the proceeds of bonds may be invested.

16429.1: Pertains to general requirements on how and where public money may be invested.

25210: Outlines the requirements of approved broker/dealers.

GFOA's GLOSSARY OF CASH MANAGEMENT TERMS

Accrued Interest - The accumulated interest due on a bond as of the last interest payment made by the issuer.

Agency -A debt security issued by a federal or federally sponsored agency. Federal agencies are backed by the full faith and credit of the U.S. Government. Federally sponsored agencies (FSAs) are backed by each particular agency with a market perception that there is an implicit government guarantee. An example of federal agency is the Government National Mortgage Association (GNMA). An example of a FSA is the Federal National Mortgage Association (FNMA).

Amortization - The systematic reduction of the amount owed on a debt issue through periodic payments of principal.

Average Life - The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

Basis Point - A unit of measurement used in the valuation of fixed-income securities equal to 1/100 of 1 percent of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.

Bid - The indicated price at which a buyer is willing to purchase a security or commodity.

Book Value - The value at which a security is carried on the inventory lists or other financial records of an investor. The book value may differ significantly from the security's current value in the market.

Callable Bond - A bond issue in which all or part of its outstanding principal amount may be redeemed before maturity by the issuer under specified conditions.

Call Price - The price at which an issuer may redeem a bond prior to maturity. The price is usually at a slight premium to the bond's original issue price to compensate the holder for loss of income and ownership.

Call Risk - The risk to a bondholder that a bond may be redeemed prior to maturity.

Cash Sale/Purchase - A transaction which calls for delivery and payment of securities on the same day that the transaction is initiated.

Collateralization - Process by which a borrower pledges securities, property, or other deposits for the purpose of securing the repayment of a loan and/or security.

Commercial Paper- An unsecured short-term promissory note issued by corporations, with maturities ranging from 2 to 270 days.

Convexity - A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

Coupon Rate - The annual rate of interest received by an investor from the issuer of certain types of fixed-income securities. Also known as the "interest rate."

Credit Quality- The measurement of the financial strength of a bond issuer. This measurement helps an investor to understand an issuer's ability to make timely interest payments and repay the loan principal upon maturity. Generally, the higher the credit quality of a bond issuer, the lower the interest rate paid by the issuer because the risk of default is lower. Credit quality ratings are provided by nationally recognized rating agencies.

Credit Risk- The risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

Current Yield (Current Return) -A yield calculation determined by dividing the annual interest received on a security by the current market price of that security.

Delivery Versus Payment (DVP) - A type of securities transaction in which the purchaser pays for the securities when they are delivered either to the purchaser or his/her custodian.

Derivative Security - Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

Discount - The amount by which the par value of a security exceeds the price paid for the security.

Diversification -A process of investing assets among a range of security types by sector, maturity, and quality **rating.**

Duration - A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

Fair Value - The amount at which an investment could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

Federal Funds (Fed Funds)- Funds placed in Federal Reserve banks by depository institutions in excess of current reserve requirements. These depository institutions may lend fed funds to each other overnight or on a longer basis. They may also transfer funds among each other on a same-day basis through the Federal Reserve banking system. Fed funds are considered to be immediately available funds.

Federal Funds Rate - Interest rate charged by one institution lending federal funds to the other.

Government Securities- An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market. See "Treasury Bills, Notes, and Bonds."

Interest Rate - See "Coupon Rate."

Interest Rate Risk -The risk associated with declines or rises in interest rates which cause an investment in a fixed-income security to increase or decrease in value.

Internal Controls - An internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that I) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:

1. **Control of collusion** - Collusion is a situation where two or more employees are working in conjunction to defraud their employer.
2. **Separation of transaction authority from accounting and record keeping** – By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.
3. **Custodial safekeeping** - Securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party for custodial safekeeping.
4. **Avoidance of physical delivery securities-** Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.
5. **Clear delegation of authority to subordinate staff members** - Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.
6. **Written confirmation of transactions for investments and wire transfers** -Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.
7. **Development of a wire transfer agreement with the lead bank and third-party custodian** - The designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

Inverted Yield Curve - A chart formation that illustrates long-term securities having lower yields than short-term securities. This configuration usually occurs during periods of high inflation coupled with low levels of confidence in the economy and a restrictive monetary policy.

Investment Company Act of 1940- Federal legislation which sets the standards by which investment companies, such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

Investment Policy - A concise and clear statement of the objectives and parameters formulated by an investor or investment manager for a portfolio of investment securities.

Investment-grade Obligations -An investment instrument suitable for purchase by institutional investors under the prudent person rule. Investment-grade is restricted to those obligations rated BBB or higher by a rating agency.

Liquidity -An asset that can be converted easily and quickly into cash.

Local Government Investment Pool (LGIP) - An investment by local governments in which their money is pooled as a method for managing local funds.

Mark-to-market - The process whereby the book value or collateral value of a security is adjusted to reflect its current market value.

Market Risk- The risk that the value of a security will rise or decline as a result of changes in market conditions.

Market Value- Current market price of a security.

Maturity - The date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See "Weighted Average Maturity."

Money Market Mutual Fund - Mutual funds that invest solely in money market instruments (short-term debt instruments, such as Treasury bills, commercial paper, bankers' acceptances, repos and federal funds).

Mutual Fund - An investment company that pools money and can invest in a variety of securities, including fixed-income securities and money market instruments. Mutual funds are regulated by the Investment Company Act of 1940 and must abide by the following Securities and Exchange Commission (SEC) disclosure guidelines:

1. Report standardized performance calculations.
2. Disseminate timely and accurate information regarding the fund's holdings, performance, management and general investment policy.
3. Have the fund's investment policies and activities supervised by a board of trustees, which are independent of the adviser, administrator or other vendor of the fund.
4. Maintain the daily liquidity of the fund's shares.
5. Value their portfolios on a daily basis.
6. Have all individuals who sell SEC-registered products licensed with a self-regulating organization (SRO) such as the National Association of Securities Dealers (NASD).
7. Have an investment policy governed by a prospectus which is updated and filed by the SEC annually.

Mutual Fund Statistical Services - Companies that track and rate mutual funds, e.g., IBC/Donoghue, Lipper Analytical Services, and Morningstar.

National Association of Securities Dealers (NASD) -A self-regulatory organization (SRO) of brokers and dealers in the over-the-counter securities business. Its regulatory mandate includes authority over firms that distribute mutual fund shares as well as other securities.

Net Asset Value- The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets which includes securities, cash, and any accrued earnings, subtracting this from the fund's liabilities and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.) [(Total assets)- (Liabilities)]/(Number of shares outstanding)

No Load Fund - A mutual fund which does not levy a sales charge on the purchase of its shares.

Nominal Yield -The stated rate of interest that a bond pays its current owner, based on par value of the security. It is also known as the "coupon," "coupon rate," or "interest rate."

Offer - An indicated price at which market participants are willing to sell a security or commodity. Also referred to as the "Ask price."

Par- Face value or principal value of a bond, typically $1,000 per bond.

Positive Yield Curve - A chart formation that illustrates short-term securities having lower yields than long-term securities.

Premium - The amount by which the price paid for a security exceeds the security's par value.

Prime Rate - A preferred interest rate charged by commercial banks to their most creditworthy customers. Many interest rates are keyed to this rate.

Principal - The face value or par value of a debt instrument. Also may refer to the amount of capital invested in a given security.

Prospectus - A legal document that must be provided to any prospective purchaser of a new securities offering registered with the SEC. This can include information on the issuer, the issuer's business, the proposed use of proceeds, the experience of the issuer's management, and certain certified financial statements.

Prudent Investor Standard - An investment standard outlining the fiduciary responsibilities of public funds investors relating to investment practices.

Regular Way Delivery- Securities settlement that calls for delivery and payment on the third business day following the trade date (T+3); payment on aT+1 basis is cun·ently under consideration. Mutual funds are settled on a same day basis; government securities are settled on the next business day.

Reinvestment Risk- The risk that a fixed-income investor will be unable to reinvest income proceeds from a security holding at the same rate of return currently generated by that holding.

Repurchase Agreement (repo or RP) -An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement of the first party to repurchase the securities at a specified price or at a specified later date.

Reverse Repurchase Agreement (Reverse Repo) - An agreement of one party to purchase securities at a specified price from a second party and a simultaneous agreement by the first party to resell the securities at a specified price to the second party on demand or at a specified date.

Rule 2a-7 of the Investment Company Act- Applies to all money market mutual funds and mandates such funds to maintain certain standards, including a 13- month maturity limit and a 90-day average maturity on investments, to help maintain a constant net asset value of one dollar ($1.00).

Safekeeping - Holding of assets (e.g., securities) by a financial institution.

Serial Bond - A bond issue, usually of a municipality, with various maturity dates scheduled at regular intervals until the entire issue is retired.

Sinking Fund - Money accumulated on a regular basis in a separate custodial account that is used to redeem debt securities or preferred stock issues.

Swap - Trading one asset for another.

Term Bond - Bonds comprising a large part or all of a particular issue which come due in a single maturity. The issuer usually agrees to make periodic payments into a sinking fund for mandatory redemption of term bonds before maturity.

Total Return- The sum of all investment income plus changes in the capital value of the portfolio. For mutual funds, return on an investment is composed of share price appreciation plus any realized dividends or capital gains. This is calculated by taking the following components during a certain time period. (Price Appreciation) + (Dividends paid) + (Capital gains) = Total Return

Treasury Bills - Short-term U.S. government non-interest bearing debt securities with maturities of no longer than one year and issued in minimum denominations of $10,000. Auctions of three- and six-month bills are weekly, while auctions of one-year bills are monthly. The yields on these bills are monitored closely in the money markets for signs of interest rate trends.

Treasury Notes- Intermediate U.S. government debt securities with maturities of one to 10 years and issued in denominations ranging from $1,000 to $1 million or more.

Treasury Bonds- Long-term U.S. government debt securities with maturities often years or longer and issued in minimum denominations of $1,000. Currently, the longest outstanding maturity for such securities is 30 years.

Uniform Net Capital Rule - SEC Rule 15C3-1 outlining capital requirements for broker/dealers.

Volatility - A degree of fluctuation in the price and valuation of securities.

"Volatility Risk" Rating- A rating system to clearly indicate the level of volatility and other non-credit risks associated with securities and certain bond funds. The ratings for bond funds range from those that have extremely low sensitivity to changing market conditions and offer the greatest stability of the returns ("aaa" by S&P; "V-I" by Fitch) to those that are highly sensitive with currently identifiable market volatility risk ("ccc-" by S&P, "V-10" by Fitch).

Weighted Average Maturity (WAM) - The average maturity of all the securities that comprise a portfolio. According to SEC rule 2a-7, the WAM for SEC registered money market mutual funds may not exceed 90 days and no one security may have a maturity that exceeds 397 days.

When Issued (WI) - A conditional transaction in which an authorized new security has not been issued. All "when issued" transactions are settled when the actual security is issued.

Yield - The current rate of return on an investment security generally expressed as a percentage of the security's current price.

Yield-to-call (YTC) - The rate of return an investor earns from a bond assuming the bond is redeemed (called) prior to its nominal maturity date. Yield Curve - A graphic representation that depicts the relationship at a given point in time between yields and maturity for bonds that are identical in every way except maturity. A normal yield curve may be alternatively referred to as a positive yield curve.

Yield-to-maturity - The rate of return yielded by a debt security held to maturity when both interest payments and the investor's potential capital gain or loss are included in the calculation of return.

Zero-coupon Securities - Security that is issued at a discount and makes no periodic interest payments. The rate of return consists of a gradual accretion of the principal of the security and is payable at par upon maturity.

This glossary has been adapted from an article, entitled "Investment terms for everyday use," that appeared in the April 5, 1996, issue of Public Investor, GFOA's subscription investment newsletter.

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CITY BUDGET POLICIES

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Council-Manager Form of Government

Under the council-manager form of government, the elected governing body, City Council, is responsible for establishing policy, passing local ordinances, voting appropriations, and developing an overall vision for the City of Benicia. Under such a government, the Mayor performs primarily ceremonial duties and is the presiding officer of the City Council. Selection of the Mayor and Mayor Pro-Tem (or Vice Mayor) is done in November when there is a City Council election. The Council member receiving the highest number of votes typically also serves as the Vice Mayor until the next City Council election.

The City Council then appoints a City Manager to oversee the daily operations of the government and implement the policies established by the governing body. The City Manager serves the governing body, often with an employment agreement or contract that specifies his or her duties and responsibilities.

Budget Process and Budget Calendar

The City Council is required to adopt an annual budget by June 30, prior to the beginning of the biennial budget cycle. The budgets are adopted on a basis that does not differ materially from Generally Accepted Accounting Principles GAAP). An appropriated annual budget is legally adopted for all Governmental Funds, except for the Developer Deposits Special Revenue Fund.

The FY 2015-2017 budget process was formally initiated with the General Fund Ten-Year forecast Update presented at a joint City Council and Finance Committee meeting on February 3, 2015. At this Special Meeting, staff provided a general overview of the City's General Fund current revenues and expenditures and the expected future budget impacts if these current trends carried forward into the forecast.

The 10-year forecast was followed by City Council budget meetings on May 5, 2015 and May 19, 2015 where staff provided an overview of the proposed Budget Implementation Plan and Citywide funds' total budgets and debt schedules. Both of these reports were also presented at the May 28, 2015 Finance Committee meeting. The City Council had an opportunity to review department budgets and position control in more detail at their regular meeting June 2, 2015. City Council considered and adopted the FY 2015-2017 biennial budget and accompanying resolutions at this meeting.

Capital Projects Funds do not have annual appropriated budgets. Instead, control over the projects are maintained by means of a project-length capital improvement budget. This project-length budget authorizes total expenditures over the duration of a construction project, rather than year by year. Additionally, planned expenditures for the capital projects and purchases for the current budget cycle are reflected within the operating budgets of the appropriate fund whose resources are used to fund the project. Staff is currently developing a five and ten-year capital improvement budgets. It is expected to be presented to the City Council in the interim years of the budget cycles.

Mandated Balanced Operating Budgets.

1. The preliminary, adopted, and amended operating budgets for the General Fund and all Enterprise Funds shall be balanced budgets when the following conditions exist:

    a. A balanced budget shall be defined as a condition where the current year's operating

expenses do not exceed the current year's operating revenues and Surplus Reserves, as defined by the Fund Balance Reserve Policy.

b. An "interim" balanced budget shall be defined as a condition where the current year's operating expenses do not exceed the current year's operating revenues and Contingency Reserves, as defined by the Fund Balance Reserve Policy, in accordance with Section 3. below.
c. Non-recurring revenues and expenditures are accounted for separately.

2. Operating Budgets. Operating budgets shall be defined as regular recurring revenues and expenses required to maintain City Council adopted levels of service to citizens and the community.

    a. Operating revenues shall include the following: Receipts of property and other taxes; fines, forfeitures and penalties; licenses and permits; revenue from other agencies; investment earnings; rents and concessions; charges for recurring services; and Surplus Reserves, as defined by the Fund Balance Reserve Policy. .
    b. Operational expenses shall include the following: Payment of wages and benefits; consumable supplies and utilities; materials and commodities; contracts for services; internal service charges for the replacement and maintenance of vehicles, equipment and facilities; internal service charges for the stabilization of retirement or workers' compensation benefits; and capital outlays for additional tools, equipment, or facilities valued less than $25,000.

3. Deficit Operating Budgets and Use of Contingency Reserves. In the event that the current year's operating expenditures exceed the current year's operating revenues and surplus reserves yielding deficit budgets, the City Council may authorize the transfer and appropriation of Contingency Reserves, as defined in the Fund Balance Reserve Policy, in order to achieve an interim balanced budget, provided the following conditions exist:

    a. The appropriation must be authorized in accordance with the Fund Balance Reserve Policy established by the City Council.
    b. The use of Contingency Reserves shall require a list of findings articulating the need for the use of the reserves and a plan for the replenishment of the reserves within a reasonable period of time.

4. Non-recurring Revenues and Expenditures. Non-recurring revenues and expenditures shall be defined as those of a one-time or short-term nature, generally associated with Interfund or External Advances and Loans, grant-funded services, subdivision development or capital improvement projects.

    a. Non-recurring revenues shall include the following: net permit revenue from subdivisions in excess of 10 lots; grant awards; Interfund or external advances and loan repayments; rebates and reimbursements of a non-recurring nature; and capital improvement project contributions.
    b. Non-recurring expenditures shall include the following: grant sponsored programs and projects; equipment and facilities with a life generally in excess of one year or $25,000; and program organization and planning projects in excess of $25,000.

c. Deficit Non-recurring Budget appropriations must be authorized in accordance with the Fund Balance Reserve Policy established by the City Council.

5. Council Action Required. Any variance from the stipulations established within this policy shall require approval of the City Council with a minimum of four (4) votes.

Budget Control Procedures

The City Manager maintains budgetary controls to ensure compliance with legal provisions embodied in the appropriated budget approved by the City Council. The level of budgetary control (the level at which expenditures cannot legally exceed the appropriated amount) is the department level and within a single fund. The City Manager may authorize transfers of appropriations within a department so long as it is within a single fund. A department head may move funds within a single fund between divisions and categories (personnel and non-personnel) without City Manager approval. For budgeting purposes, the General Fund is composed of several departments. Supplemental appropriations during the year must be approved by the City Council. These appropriations, representing amendments to the budget during the year, could be significant in relationship to the original budget as adopted (see Budget Amendment Procedures).

The City uses an "encumbrance system". Under this procedure, commitments such as purchase orders and contracts at year-end are recorded as assigned fund balance. In order to be an encumbered appropriation, there must be either an approved purchase order or contract in force as of June 30. All unencumbered appropriations lapse at fiscal year-end.

Budget Amendment Procedures

The City's operating budget may be amended by three methods:

1. Purchase order carryovers
2. Administrative carryovers approved by the City Manager
3. City Council action.

Under all instances where appropriations are increased, funds must be available to match the request.

1. Purchase Order Carryovers

At the end of each fiscal year, the Finance Department reviews outstanding (open) purchase orders with the departments and determines whether the purchase orders should be carried forward into the next fiscal year. When a purchase order is "carried forward", a department's budget appropriation increases in the new fiscal year by the amount of the purchase order. This carry forward represents unspent budget from the previous fiscal year.

2. Administrative Carryovers

At the end of each fiscal year, the Finance Department requests that each department review its budget for items or programs for which any planned expenditure is pending. This may include a project, which has been initiated, or an item ordered but not completed or received. Administrative carryover requests are reviewed by the Finance Director to determine the merit of the request and to ensure funding is available. A recommendation is made to the City Manager on the carryover request; the City Manager then determines which requests are appropriate and authorizes the administrative carryover request.

The approved carryover request increases the department's budget appropriation in the new fiscal year.

3. City Council Action

Throughout the year, the City Council considers departmental requests for additional appropriations to fund activities not included in the adopted budget.

Fund Balance Policy (GASB 54)

The City Council has adopted Fund Balance Policy which establishes the procedures for reporting fund balance in the City of Benicia financial statements. Certain commitments and assignments of fund balance will help ensure that there will be adequate financial resources to protect the City against unforeseen circumstances and events such as revenue shortfalls and unanticipated expenditures. The policy also authorizes and directs the Finance Director to prepare financial reports which accurately categorize fund balance as per Governmental Accounting Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. This policy took effect for financial reports for fiscal year ending June 30, 2011.

Financial Structure and Operations

The City's accounting system is organized and operated on a "fund basis" with each fund distinct and self-balancing. A fund is "an independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created". Funds are established for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, legal restrictions or limitations. The City's annual operating budget is prepared in conformity with Generally Accepted Accounting Principles (GAAP).

The City provides a full range of services to its citizens. These include: police, fire, library, parks and recreation, public works, planning and zoning, water and wastewater utilities, economic development, and general administrative services.

Services are categorized into a departmental structure to afford similarity in service provided. Departments may receive funding from one or more funds. Through the budget process and ongoing activity, the City Council oversees the operation of the City and sets forth community priorities and policies to be implemented by the City Manager. The City Manager directs the departments in the administration of City programs and service delivery. The City Manager establishes administrative policy in areas under his/her purview.

To monitor and evaluate departmental effectiveness, a project performance measurement program has been initiated. Under this program, each department sets forth the projects and programs to be undertaken during the fiscal year. Projects and programs may be short-term, (with a specific completion date), or be ongoing programs. Each department's performance measurement directly ties city services and personnel to meeting one or more of the City Council's Strategic Goals.

Measurement Focus and Basis of Accounting

The City of Benicia's accounting records are maintained in full accordance with Generally Accepted Accounting Principles (GAAP), as established by the Government Accounting Standards Board (GASB). Governmental (General, Special Revenue, Debt Service and Capital Projects) Fund Types and Expendable Trust Funds are accounted for on a "current financial resources" measurement focus.

The modified accrual basis of accounting is followed by the Governmental and Expendable Trusts. Under the modified accrual basis of accounting, revenues are susceptible to accrual when they become both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Accordingly, only current assets and current liabilities are included on their balance sheets. The reported fund balance provides an indication of available, spendable resources. Operating statements for Governmental Fund Types and Expendable Trust Funds report increases (revenues) and decreases (expenditures) in available spendable resources. Expenditures, other than interest on long-term debt, are recorded when a current liability is incurred. Liabilities are considered current when they are normally expected to be liquidated with expendable available financial resources.

The Proprietary (Enterprise and Internal Service) Funds are accounted for on an "economic resources" measurement focus. The Proprietary, Nonexpendable Trust, and Pension Trust Funds are accounted for using the accrual basis of accounting. Revenues or contributions are recognized when they are earned or due and expenses or benefits paid are recorded when the related liability is incurred. Accordingly, all assets and liabilities

are included on the balance sheet, and the reported fund equity provides an indication of the economic net worth of the fund. Operating statements for Proprietary Funds report increases (revenues) and decreases (expenses) in total economic net worth.

In accordance with GASB Statement No. 20, Accounting and Financial Reporting for Proprietary Funds and Other Government Entities That Use Proprietary Fund Accounting, the City applies all GASB pronouncements currently in effect as well as Financial Accounting Standards Board Statements and Interpretations, Accounting Principles Board Opinions and Accounting Research Bulletins of the Committee on Accounting Procedures issued on or before November 30, 1989, as long as they do not conflict with GASB pronouncements. The City applies FASB Statement No. 71 to its enterprise activity. Under FASB Statement No. 71, certain revenues and costs are deferred (under the regulation of City Council) as necessary to match revenues with related expenses.

Recognition

The Finance Department would like to acknowledge the enormous amount of work that city management staff put into this budget book. We appreciate and recognize their dedication and experience; and thank them for their unyielding support and assistance.

GLOSSARY

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GLOSSARY

FY 2015-2017 Adopted Budget

Adopted Budget: The budget is the City's expenditure authority approved by Council Resolution and signed into law for a related fiscal period. The budget includes estimated reserves, allocations, and estimated revenues.

Appropriation: The allocation of an expense budget for a particular project or program usually for a specific period of time.

Appropriated Fund Balance: The portion of fund balance incorporated in the budget to "balance" expected expenditures in excess of expected revenues.

Balanced Budget: A budget is balanced when total revenues are equal to, or greater than, total expenses.

Capital Assets: Represent operating expenditures determined to have a useful purpose beyond the current reporting period. Capital assets typically include land, buildings, infrastructure, leasehold improvements, vehicles and equipment, historical treasures, etc.

Capital Budget: A plan of proposed capital outlays and the means of financing them for the current fiscal period. For a two-year budget, the second year of the Capital Improvement Program is adopted-in-concept.

Capital Projects Fund: A fund created to account for major capital acquisition, construction activities, and major renovation or replacement of general government assets.

Cost-Reimbursement Basis: A method of accounting whereby charges are set so that costs are recovered over time.

Debt Service Fund: A fund created to account for the accumulation of resources for the payment of general governmental long-term debt principal, interest, and related costs.

Deferred Inflow of Resources: Deferred inflows represent transactions whereby there is an increase in net position that is applicable to a future fiscal period.

Deferred Outflow of Resources: Deferred outflows represent transactions whereby there is consumption (use) of net position that is applicable to a future fiscal period.

Enterprise Fund: A fund created to account for operations financed and operated in a manner similar to a private business enterprise. Government-run enterprises often charge service fees to support the service or product provided.

Fiduciary Fund: A fund used to account for assets held by the City acting in a fiduciary capacity for other individuals or entities. These funds are operated to carry out the specific actions required by the trust agreements, ordinances and other governing regulations.

Fiscal Year: A 12-month period of time at the end of which an entity will determine its financial position and the results of operations. The City's fiscal year begins on July 1st and ends on June 30th.

Fund Balance: This term represents the net position of a governmental fund (difference between assets plus deferred outflows and liabilities plus deferred inflows).

GLOSSARY

FY 2015-2017 Adopted Budget

General Fund: A fund created for the primary operations of the City. The fund accounts for all revenues, expenditures, transfers, and other activity not accounted for in other City funds.

Governmental Funds: A classification used to refer to all funds other than proprietary and fiduciary funds. Such funds are generally used to account for tax-supported activities.

Inter-fund Advances/Loans: Amounts provided between funds with a requirement for repayment, typically extending beyond one year.

Internal Service Fund: A fund utilized to account for financing goods, services, and costs within the City organization. These funds typically operate on a cost-reimbursement basis and such funds have an integral role in accumulating and managing City resources for fund-related activity.

Legal Level of Budgetary Control: A pre-determined level whereby City management may not reallocate resources without legislative approval. The City's budgetary control is at the fund level.

Modified Accrual Basis of Accounting: An accounting basis applied differently from both the cash and accrual basis of accounting whereby revenues are not recognized until measurable and available and expenditures are recognized in the period in which the liability would normally be liquidated. The City generally develops all fund budgets based upon the modified accrual basis of accounting.

Operating Transfer: Flows of assets (typically cash) between funds without equivalent flows of assets in return and without a requirement for repayment.

Proprietary Funds: A classification used to refer to all funds other than governmental funds or fiduciary funds. Proprietary funds include internal service funds and enterprise funds.

Reserve: Represents the portion of fund balance set aside for future financing needs and addressing one-time emergency or unanticipated events.

Working Capital: Represents current assets (expected to be liquidated in one year) minus current liabilities (expected to be liquidated in one year). The budget reflects estimated working capital balances in the proprietary fund-types.